

THE GOVERNANCE HANDBOOK OF THE GLOBAL NEWBORN SOCIETY



*Each time we lose an infant,
we lose an entire life and its potential®*

FOUNDING EDITION
2026

GREATER WASHINGTON METROPOLITAN AREA, USA





GOVERNANCE HANDBOOK

GLOBAL NEWBORN SOCIETY



Founding Edition

2026



Every Baby Counts[®]

*Each Time We Lose an Infant, We Lose an Entire Life
and Its Potential[®]*





COPYRIGHT

Governance Handbook of the Global Newborn Society
Founding Edition, 2026

Copyright © 2026 Global Newborn Society

All rights reserved; no part of the publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means with prior written permission of the Global Newborn Society, except as permitted by applicable copyright law.



PUBLISHED BY

Global Newborn Society

Greater Washington Metropolitan Area, USA



FOUNDING AUTHORSHIP AND DEVELOPMENT

The Founding Edition of this Manual was conceived, developed, and principally authored by

Akhil Maheshwari, MD

Founder President—Chief Executive Officer

Global Newborn Society

The Governance Handbook was developed as a practical framework for the governance of the Global Newborn Society, providing guidance for the implementation of its Constitution, Bylaws, Founding Philosophy, Enduring Principles, and institutional governance responsibilities.

This Governance Handbook was adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society. This statement records the founding authorship of this Edition and does not supersede the institutional authority of the Constitution, Bylaws, or governance authority established by them.





DEDICATION



*Dedicated to every newborn infant—
those whose lives have been saved,
those whose lives continue to inspire scientific discovery,
and those whose memory strengthens our commitment
that every baby counts.*





TABLE OF CONTENTS

PART I	<u>FOUNDATIONS.</u>	1
Chapter 1	<u>Introduction.....</u>	2
Chapter 2	<u>Mission, Vision, and Founding Philosophy.....</u>	4
Chapter 3	<u>Constitutional Identity.....</u>	8
Chapter 4	<u>The Founding Governance Series.....</u>	12
Chapter 5	<u>Governance Framework</u>	17
PART II	<u>GOVERNANCE STRUCTURE.....</u>	22
Chapter 6	<u>The Board of Directors.....</u>	23
Chapter 7	<u>The Three Chairs.....</u>	29
Chapter 8	<u>Founder President–Chief Executive Officer</u>	34
Chapter 9	<u>Officers</u>	39
Chapter 10	<u>Patrons</u>	44
Chapter 11	<u>Committees</u>	49
Chapter 12	<u>The Secretariat</u>	54

...continued on next page



TABLE OF CONTENTS



...Continued from previous page

PART III	<u>RESPONSIBLE GOVERNANCE</u>	58
Chapter 13	<u>Fiduciary Duties</u>	59
Chapter 14	<u>Strategic Planning</u>	64
Chapter 15	<u>Financial Stewardship</u>	69
Chapter 16	<u>Meetings and Decision-Making</u>	74
Chapter 17	<u>Conflict of Interest</u>	79
Chapter 18	<u>International Governance</u>	83
PART IV	<u>LEADERSHIP</u>	87
Chapter 19	<u>Leadership Expectations</u>	88
Chapter 20	<u>Institutional Stewardship</u>	93
Chapter 21	<u>Succession Planning</u>	97
Chapter 22	<u>Preserving Institutional Heritage</u>	102
Chapter 23	<u>Looking to the Future</u>	106
Chapter 24	<u>A Final Reflection</u>	110
	<u>CLOSING PAGES</u>	114
	<u>Acknowledgments</u>	115
	<u>Afterword</u>	116
	<u>GLOSSARY</u>	117





PART I



FOUNDATIONS

Purpose Defines. Principles Guide



Chapters 1-5



[Back to the table of contents](#)



CHAPTER 1

Introduction

[Back to the table of contents](#)



INTRODUCTION



The Global Newborn Society was established upon the principles of scientific excellence, ethical leadership, responsible stewardship, and international collaboration in the service of newborn infants throughout the world.

The Constitution establishes the enduring principles and governance framework of the Society. The Bylaws provide the procedures governing its administration and operations. This Governance Handbook complements those governing documents by providing practical guidance for Directors, Officers, committee members, and future leaders entrusted with advancing the Society's mission.

The Handbook is intended to promote consistent governance, responsible decision-making, effective leadership, and faithful stewardship of the Society's constitutional identity and institutional heritage. It explains not only how the Society is governed, but also why its governance has been structured in this manner.

This Handbook is educational rather than legislative. It does not amend or supersede the Constitution or the Bylaws. In the event of any inconsistency, the Constitution shall prevail, followed by the Bylaws.

As the Society continues to grow, this Handbook may be revised by the Board of Directors to reflect evolving governance practices while remaining faithful to the Founding Philosophy, Enduring Principles, and constitutional framework of the Society.



[Back to the table of contents](#)





CHAPTER 2

Mission, Vision, Founding Philosophy, and Enduring Principles



[Back to the table of contents](#)



MISSION AND VISION



The Mission of the Society

The Global Newborn Society exists to improve the health and well-being of newborn infants throughout the world by advancing scientific discovery, promoting excellence in clinical care, strengthening professional education, encouraging international collaboration, and supporting leadership dedicated to newborn health.

Every activity of the Society should contribute, directly or indirectly, to this mission. Whether through scientific meetings, scholarly publications, educational programs, partnerships, or advocacy, the Society seeks to improve the care of newborn infants and support the professionals and institutions that serve them.

The Vision of the Society

The Society envisions a world in which every newborn infant has the opportunity to receive the highest attainable standard of care, regardless of geography, resources, or circumstance.

Achieving this vision requires collaboration among clinicians, researchers, nurses, educators, policymakers, governments, charitable organizations, industry, and communities. The Society therefore seeks to serve as a global forum that brings these stakeholders together in pursuit of common goals.



[Back to the table of contents](#)





FOUNDING PHILOSOPHY



The Founding Philosophy expresses the enduring principles upon which the Society was established and provides the foundation for its governance and future development.

The Founding Philosophy recognizes that scientific excellence and ethical leadership are inseparable. Scientific knowledge must be generated responsibly, shared openly, applied ethically, and translated into meaningful improvements in the lives of newborn infants and their families.

The Society further recognizes that lasting institutions are built through responsible stewardship. Each generation inherits the responsibility not only to advance the Society but also to preserve its constitutional identity, institutional heritage, and commitment to scientific integrity for those who will follow.



[Back to the table of contents](#)



ENDURING PRINCIPLES



Enduring Principles

The Society's governance and activities are guided by several enduring principles: Scientific excellence in research, education, and clinical practice.

- Ethical leadership in every aspect of governance and professional conduct.
- Responsible stewardship of the Society's mission, resources, and reputation.
- International collaboration across disciplines, cultures, and healthcare systems.
- Professional integrity, transparency, and accountability.
- Respect for diversity, inclusion, and mutual understanding.
- Commitment to innovation while preserving institutional continuity.
- Dedication to improving newborn health throughout the world.
- These principles should inform every decision made by the Board of Directors, Officers, committees, and Members.

From Principles to Practice

The Constitution establishes the Society's Founding Philosophy and Enduring Principles as the foundation of its governance. The Bylaws translate those principles into operational procedures. The responsibility of every leader is to apply both thoughtfully and consistently.

Effective governance requires more than compliance with governing documents. It requires sound judgment, ethical conduct, transparency, collaboration, and a continuing commitment to serve the long-term interests of the Society and the global newborn community.



[Back to the table of contents](#)





CHAPTER 3

Constitutional Identity

[Back to the table of contents](#)



CONSTITUTIONAL IDENTITY



Why Constitutional Identity Matters

Every enduring institution possesses a unique identity that extends beyond its name, governing documents, or organizational structure. The Global Newborn Society is defined not only by what it does, but also by the principles, values, traditions, and institutions that have shaped its development since its founding.

The Constitution describes this enduring character as the Society's **Constitutional Identity**. It provides continuity through changing leadership, evolving scientific priorities, and organizational growth while preserving the essential character of the Society.

Constitutional Identity ensures that future generations inherit not merely an organization, but an institution guided by enduring principles and a shared sense of purpose.

The Elements of Constitutional Identity

The Constitutional Identity of the Society is expressed through the collective interaction of several enduring elements:

- the Constitution;
- the Founding Philosophy;
- the Mission and Vision;
- the Enduring Principles;
- the Bylaws;
- the official Emblem and Motto;
- *the newborn*;
- the Global Newborn Society Congress;
- responsible governance; scientific excellence; and ethical leadership;
- institutional stewardship; and
- a continuing commitment to improving newborn health throughout the world.

No single element defines the Society. Rather, Constitutional Identity emerges from the integration of all of these elements over time.

...continued on next page



CONSTITUTIONAL IDENTITY



Constitutional Identity and Governance

Every governance decision should be considered not only in terms of its immediate benefit but also in terms of its effect on the Society's long-term identity.

Questions that leaders should ask include:

- Does this decision advance the Society's mission?
- Is it consistent with the Founding Philosophy?
- Does it preserve the Society's integrity and reputation?
- Will it strengthen the Society for future generations?
- Does it promote scientific excellence and ethical leadership?

Governance is therefore more than administrative decision-making; it is the continuing stewardship of the Society's Constitutional Identity.

Preserving Institutional Continuity

Leadership changes. Scientific priorities evolve. Programs expand. Technologies advance. The Constitutional Identity of the Society provides continuity throughout these changes by preserving the principles that define the institution while allowing responsible innovation and organizational development.

This balance between continuity and progress enables the Society to remain both stable and responsive in a changing world.

...continued on next page



CONSTITUTIONAL IDENTITY



Stewardship Across Generations

Every generation of leaders inherits the responsibility to preserve the Society's Constitutional Identity while preparing the organization for those who will follow.

Stewardship therefore requires more than maintaining existing programs. It requires strengthening the Society's governance, protecting its reputation, preserving its institutional heritage, and ensuring that future leaders inherit an organization capable of continuing its mission.

In this way, Constitutional Identity becomes a living framework that connects the Society's past, guides its present, and inspires its future.



[*Back to the table of contents*](#)



CHAPTER 4

The Founding Governance Series

[Back to the table of contents](#)

THE FOUNDING GOVERNANCE SERIES

An Integrated Governance Framework

The governance of the Global Newborn Society is founded upon a series of complementary documents that together establish the Society's constitutional framework, operational procedures, and governance practices. Collectively, these documents are known as the **Founding Governance Series**.

Each document serves a distinct purpose. Together, they provide a comprehensive framework for responsible governance while preserving consistency, accountability, and institutional continuity.

The Governance Hierarchy

The Society's governance documents should be understood as a hierarchy of authority.

1. Constitution

The Constitution is the supreme governing document of the Society.

It establishes the Society's Founding Philosophy, Constitutional Identity, governance structure, constitutional institutions, and enduring principles. All other governance documents derive their authority from the Constitution and shall remain consistent with its provisions.

2. Bylaws

The Bylaws implement the Constitution by establishing the procedures governing the administration and operation of the Society.

These define how the Board functions, how officers are appointed, how committees operate, how meetings and elections are conducted, and other matters necessary for the day-to-day governance of the Society.

...continued on next page



THE FOUNDING GOVERNANCE SERIES



3. Governance Handbook

The Governance Handbook provides practical guidance to Directors, Officers, committee members, and other leaders regarding the application of the Constitution and Bylaws.

It explains governance principles, fiduciary responsibilities, leadership expectations, and best practices. The Handbook is educational rather than legislative and does not create legal obligations beyond those established by the Constitution and Bylaws.

4. Board Policy Manual

The Board Policy Manual contains operational policies adopted by the Board of Directors to facilitate the administration of the Society.

Policies may address financial administration, elections, conflicts of interest, document retention, committee charters, travel, procurement, sponsorships, publications, and other administrative matters. Policies should remain consistent with both the Constitution and the Bylaws.

...continued on next page



THE FOUNDING GOVERNANCE SERIES



The Principle of Consistency

Each document within the Founding Governance Series serves a different purpose but should always be interpreted consistently with the documents above it.

The hierarchy is therefore:

Constitution → Bylaws → Governance Handbook → Board Policy Manual

No document may conflict with the Constitution. Likewise, the Governance Handbook and Board Policy Manual should remain consistent with both the Constitution and the Bylaws.

Why a Governance Series?

Many organizations rely upon a single governing document. As institutions grow, however, constitutional provisions, operational procedures, educational guidance, and administrative policies serve different purposes and require different degrees of permanence.

The Founding Governance Series separates these functions while preserving a unified governance framework. This structure provides constitutional stability, administrative flexibility, and continuity across successive generations of leadership.

By distinguishing enduring constitutional principles from operational procedures and Board policies, the Society can adapt to changing circumstances without compromising its Constitutional Identity or Founding Philosophy.

...continued on next page





THE FOUNDING GOVERNANCE SERIES



Stewardship of the Governance Series

The preservation and responsible implementation of the Founding Governance Series are shared responsibilities of the Board of Directors, the Founder President–Chief Executive Officer, the Chairs, Officers, Patrons, the Secretariat, and future leaders of the Society.

Each generation should strive to ensure that these documents remain current, internally consistent, and faithful to the Society's mission, Founding Philosophy, and Constitutional Identity.



[*Back to the table of contents*](#)



CHAPTER 5

Governance Framework

[Back to the table of contents](#)

GOVERNANCE FRAMEWORK

Principles of Governance

The governance of the Global Newborn Society is founded upon the principles of shared leadership, accountability, transparency, responsible stewardship, and mutual respect. The Society recognizes that effective governance depends upon collaboration among its governing bodies, officers, committees, and administrative leadership, each fulfilling distinct but complementary responsibilities.

The Constitution establishes the Society's governance framework, while the Bylaws provide the procedures through which that framework operates. Together, they create a system that balances strategic oversight with effective administration.

The Governance Structure

The Society's governance framework consists of several interrelated components:

- **Board of Directors** – the Society's principal governing body, responsible for strategic oversight, governance, and fiduciary responsibility.
- **Three Chairs** – the senior elected leaders of the Board who provide collective leadership and facilitate the work of the Board.
- **Founder President–Chief Executive Officer** – the chief executive officer responsible for executive leadership, administration, and implementation of Board policies.
- **Officers** – individuals appointed or elected to assist in the administration and governance of the Society.
- **Committees** – groups established by the Board to study issues, develop recommendations, and assist in carrying out the Society's work.
- **Secretariat** – the permanent administrative office responsible for supporting the Society's governance and operations.

Each component contributes to the Society's success through clearly defined responsibilities and effective collaboration (**Fig. 1**).

...continued on next page

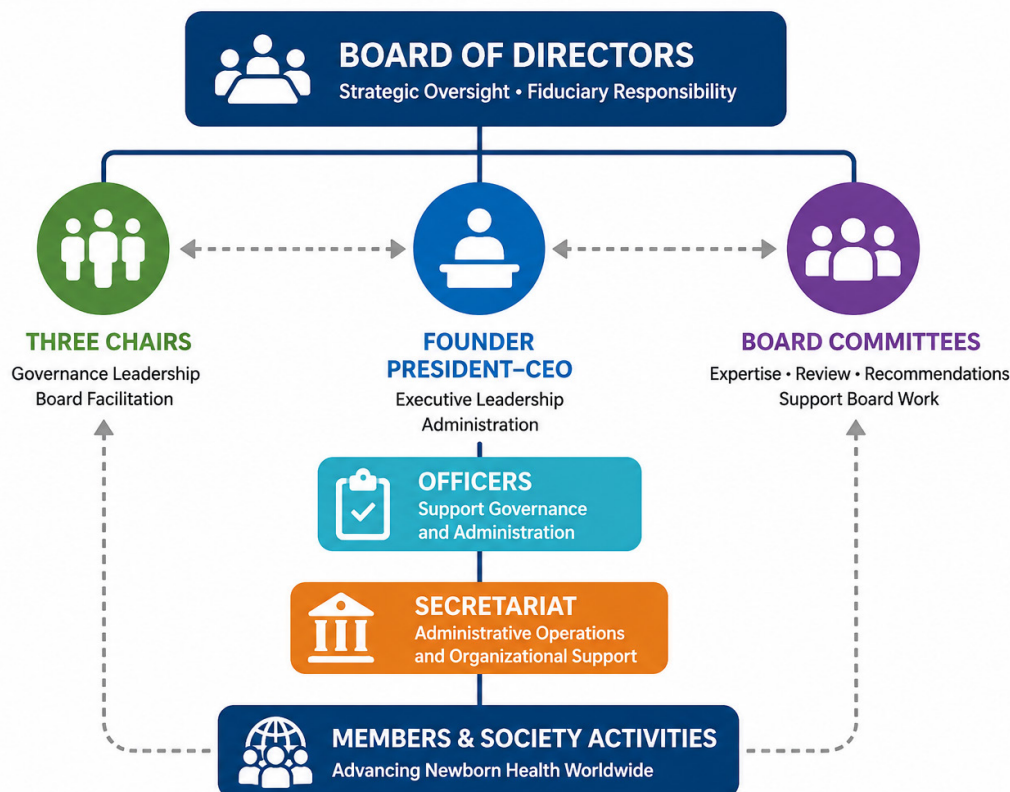


Fig. 1. Governance Framework of the Global Newborn Society. The Society's governance framework is based on shared leadership. The Board of Directors provides strategic oversight and fiduciary governance, supported by the Three Chairs, the Founder President–Chief Executive Officer, Board Committees, Officers, and the Secretariat, each fulfilling complementary responsibilities in advancing the Society's mission and activities.

...continued on next page



GOVERNANCE FRAMEWORK



Shared Leadership

The Society is governed through a model of shared leadership.

The Board of Directors establishes the strategic direction of the Society and exercises fiduciary oversight. The Founder President–Chief Executive Officer provides executive leadership and oversees the administration of the Society. The Three Chairs facilitate the work of the Board and promote effective governance. Officers, committees, and the Secretariat provide specialized expertise and administrative support.

This distribution of responsibilities promotes balanced decision-making, accountability, and continuity while avoiding the unnecessary concentration of authority within any single office.

Decision-Making

The Society encourages thoughtful, evidence-informed, and collaborative decision-making.

Leaders should:

- act in the best interests of the Society;
- seek diverse perspectives before making important decisions;
- respect differing professional and cultural viewpoints;
- promote transparency and accountability;
- support decisions once properly adopted by the Board.

Although consensus should be sought whenever practical, the Board remains the principal governing authority for matters within its constitutional responsibility, subject to the Constitution and Bylaws.

...continued on next page



GOVERNANCE FRAMEWORK



Governance as Stewardship

Governance extends beyond organizational administration. Every decision should strengthen the Society's ability to fulfill its mission, preserve its Constitutional Identity, and serve future generations.

Leaders are therefore called not only to manage the Society effectively but also to safeguard its reputation, maintain public trust, preserve its institutional heritage, and promote scientific excellence in all of its activities.

Good governance is measured not only by the decisions that are made, but also by the manner in which those decisions are reached and implemented.

Working Together

The Society functions most effectively when its leaders recognize that governance is a shared responsibility.

- The Board provides oversight.
- The Founder President–Chief Executive Officer provides executive leadership.
- The Three Chairs provide governance leadership.
- Officers, committees, and the Secretariat provide expertise, coordination, and administrative support.

Together, these complementary roles create a governance framework that enables the Society to pursue its mission with integrity, professionalism, accountability, and a continuing commitment to improving newborn health throughout the world.



[*Back to the table of contents*](#)





PART II



GOVERNANCE STRUCTURE

Distinct Roles. Shared Purpose



Chapters 6-12

[Back to the table of contents](#)



CHAPTER 6

The Board of Directors

[Back to the table of contents](#)

BOARD OF DIRECTORS

The Role of the Board

The Board of Directors is the Society's principal governing body and bears ultimate responsibility for ensuring that the Global Newborn Society fulfills its mission in a manner consistent with its Constitution, Bylaws, Founding Philosophy, and Enduring Principles.

The Board governs the Society by establishing strategic direction, exercising fiduciary oversight, adopting policies, safeguarding the Society's Constitutional Identity, and ensuring that its resources are used responsibly in pursuit of its mission.

The Board governs the Society but does not manage its day-to-day operations. Operational responsibility rests with the Founder President–Chief Executive Officer and the Secretariat under the Board's oversight.

The Responsibilities of the Board

Collectively, the Board is responsible for:

- preserving the Society's mission, vision, and Constitutional Identity;
- providing strategic leadership and long-term planning;
- exercising fiduciary oversight of the Society's financial affairs;
- adopting and periodically reviewing the Constitution, Bylaws, and Board policies;
- appointing and evaluating senior leadership as provided in the Constitution and Bylaws;
- overseeing risk management and organizational sustainability;
- promoting scientific excellence, ethical leadership, and responsible stewardship; and
- ensuring the long-term continuity and reputation of the Society.

These responsibilities belong to the Board collectively rather than to individual Directors acting independently (**Fig. 2**).

...continued on next page



Fig. 2. Core Responsibilities of the Board of Directors. The Board of Directors provides strategic oversight and fiduciary governance of the Global Newborn Society. Its principal responsibilities include preserving the Society's mission and Constitutional Identity, establishing strategic direction, exercising financial oversight, strengthening governance, appointing and evaluating leadership, overseeing organizational risk, promoting responsible stewardship, and ensuring the Society's long-term sustainability.

...continued on next page



BOARD OF DIRECTORS



Collective Governance

The Board functions as a collegial body.

Although individual Directors contribute their expertise, experience, and perspectives, decisions are made collectively through deliberation and formal Board action. Once a decision has been adopted, every Director shares responsibility for supporting its implementation while remaining free to express differing opinions during Board deliberations.

Effective governance therefore depends upon respectful discussion, thoughtful analysis, and a willingness to seek solutions that advance the long-term interests of the Society.

Fiduciary Responsibilities

Every Director owes fiduciary responsibilities to the Society; these include;

- acting in good faith;
- exercising reasonable care and diligence;
- placing the interests of the Society above personal interests;
- maintaining confidentiality where appropriate;
- avoiding conflicts of interest; and
- complying with the Constitution, the Bylaws, and applicable law.

These responsibilities are fundamental to maintaining public trust and preserving the integrity of the Society.

...continued on next page





BOARD OF DIRECTORS



Strategic Leadership

The Board's primary responsibility is to focus on the future rather than the routine administration of the Society.

Accordingly, the Board should devote substantial attention to:

- long-term strategic planning;
- scientific priorities;
- organizational growth;
- financial sustainability;
- global partnerships;
- leadership development; and
- emerging opportunities and challenges affecting newborn health.

By concentrating on these strategic responsibilities, the Board enables the executive leadership to manage day-to-day operations effectively.

Characteristics of an Effective Board

An effective Board is characterized by:

- integrity;
- mutual respect;
- diversity of expertise and perspectives;
- constructive debate;
- transparency;
- accountability;
- strategic thinking; and
- commitment to the Society's mission.

These characteristics foster informed decision-making and strengthen the Society's ability to fulfill its global responsibilities.

...continued on next page



BOARD OF DIRECTORS



Conclusion

The Board of Directors serves as the guardian of the Society's mission and the steward of its future. Through thoughtful governance, responsible oversight, and collaborative leadership, the Board ensures that the Global Newborn Society remains faithful to its founding principles while continuing to advance newborn health throughout the world.



[*Back to the table of contents*](#)



CHAPTER 7

The Three Chairs

[Back to the table of contents](#)



THE THREE CHAIRS



A Model of Shared Governance

The Global Newborn Society is guided by a distinctive model of shared governance through three Chairs elected by the Board of Directors. Rather than concentrating governance leadership in a single individual, this model recognizes that effective governance benefits from collaboration, diversity of expertise, and shared responsibility.

The Three Chairs collectively support the work of the Board by facilitating its deliberations, strengthening governance, and promoting the long-term interests of the Society.

The Purpose of the Three Chairs

The Three Chairs exist to strengthen governance rather than to create separate centers of authority.

Working together, they help the Board function effectively by encouraging collaboration, facilitating communication, supporting strategic planning, and fostering consensus among Directors.

Their leadership complements the executive responsibilities of the Founder President—Chief Executive Officer while preserving the Board's collective authority.

...continued on next page



THE THREE CHAIRS

Shared Leadership

The Three Chairs function as colleagues rather than as a hierarchy.

Although individual responsibilities may differ according to assignments approved by the Board, the Chairs share a common responsibility to:

- facilitate the work of the Board;
- promote effective governance;
- encourage informed and respectful deliberation;
- support strategic planning and long-term institutional development;
- represent the Society when requested; and
- uphold the Society's Constitutional Identity and Founding Philosophy.

The effectiveness of this model depends upon collaboration, mutual respect, and regular communication among the Chairs (**Fig. 3**).

Working with the Founder President–Chief Executive Officer

The Three Chairs work closely with the Founder President–Chief Executive Officer while recognizing the distinct responsibilities of governance and executive leadership.

The Board provides governance oversight.

The Founder President–Chief Executive Officer provides executive leadership.

The Three Chairs facilitate the work of the Board and support effective governance.

These complementary responsibilities create a balanced system of institutional leadership while preserving appropriate accountability.

...continued on next page

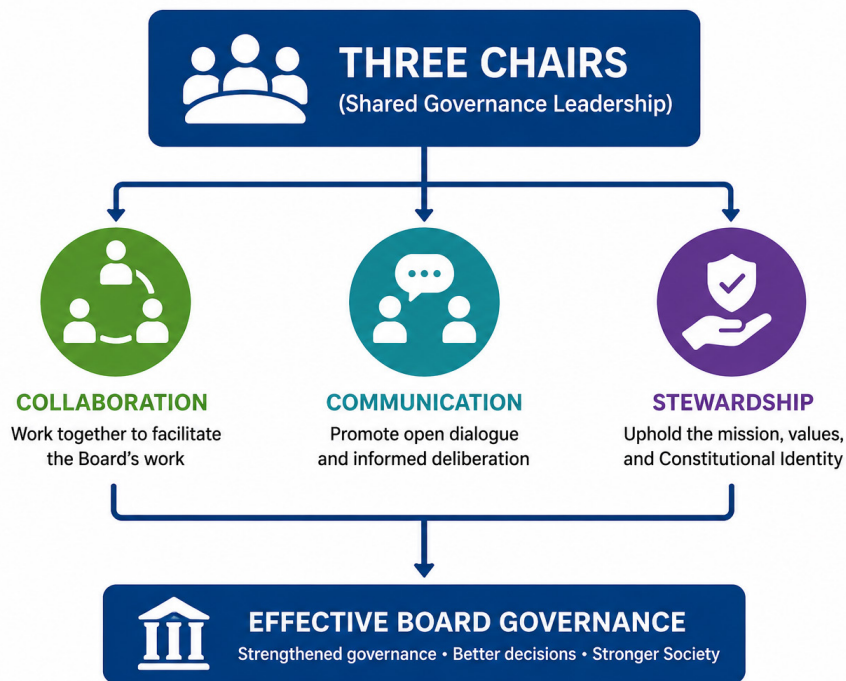


Fig. 3. Shared Leadership Model of the Three Chairs. The Three Chairs provide collective governance leadership through collaboration, communication, and stewardship. Working together, they facilitate the work of the Board of Directors, promote informed and effective governance, and strengthen the Society's long-term mission, Constitutional Identity, and institutional continuity..

...continued on next page



THE THREE CHAIRS



Characteristics of Effective Chairs

Effective Chairs demonstrate:

- integrity;
- sound judgment;
- impartiality;
- respect for diverse perspectives;
- effective communication;
- strategic thinking;
- collaborative leadership; and
- commitment to the Society's mission.

Their primary responsibility is to strengthen the effectiveness of the Board rather than to advance individual priorities.

Looking Forward

The Three Chairs contribute to the continuity and stability of the Society by fostering collaborative governance and preparing future generations of leaders. Their effectiveness is measured not by individual authority but by their ability to help the Board fulfill its constitutional responsibilities in a manner consistent with the Society's mission, Founding Philosophy, and Constitutional Identity.



[Back to the table of contents](#)





CHAPTER 8

Founder President–Chief Executive Officer

[Back to the table of contents](#)



FOUNDER PRESIDENT–CHIEF EXECUTIVE OFFICER



The Executive Leader of the Society

The Founder President–Chief Executive Officer serves as the chief executive officer of the Global Newborn Society and is responsible for the executive leadership, administration, and day-to-day management of the Society.

Working under the strategic direction and oversight of the Board of Directors, the Founder President–Chief Executive Officer translates the Board's decisions into action, oversees the Society's operations, and promotes the achievement of its mission and strategic objectives.

Governance and Executive Leadership

The Society distinguishes between governance and executive leadership.

The **Board of Directors** governs the Society by establishing strategy, adopting policies, exercising fiduciary oversight, and safeguarding the Society's Constitutional Identity.

The **Founder President–Chief Executive Officer** manages the Society by directing its administration, implementing Board decisions, supervising operations, and coordinating the activities necessary to achieve the Society's objectives.

These complementary responsibilities promote accountability while allowing each component of the governance framework to fulfill its respective role.

...continued on next page



FOUNDER PRESIDENT–CHIEF EXECUTIVE OFFICER

Principal Responsibilities

The Founder President–Chief Executive Officer is responsible for:

- providing executive leadership for the Society;
- implementing the strategic direction established by the Board;
- directing the work of the Secretariat;
- supervising the Society's administration and operations;
- supporting the work of the Board and its committees;
- representing the Society in its official affairs;
- fostering international collaboration and organizational growth; and
- promoting scientific excellence, ethical leadership, and responsible stewardship.

Working with the Board

The relationship between the Board of Directors and the Founder President–Chief Executive Officer is founded upon mutual trust, transparency, and shared commitment to the Society's mission.

The Board establishes the Society's strategic direction and provides oversight.

The Founder President–Chief Executive Officer provides the leadership necessary to implement that direction efficiently and responsibly.

Regular communication between the Board, the Three Chairs, and the Founder President–Chief Executive Officer strengthens governance and promotes effective decision-making (**Fig. 4**).

...continued on next page

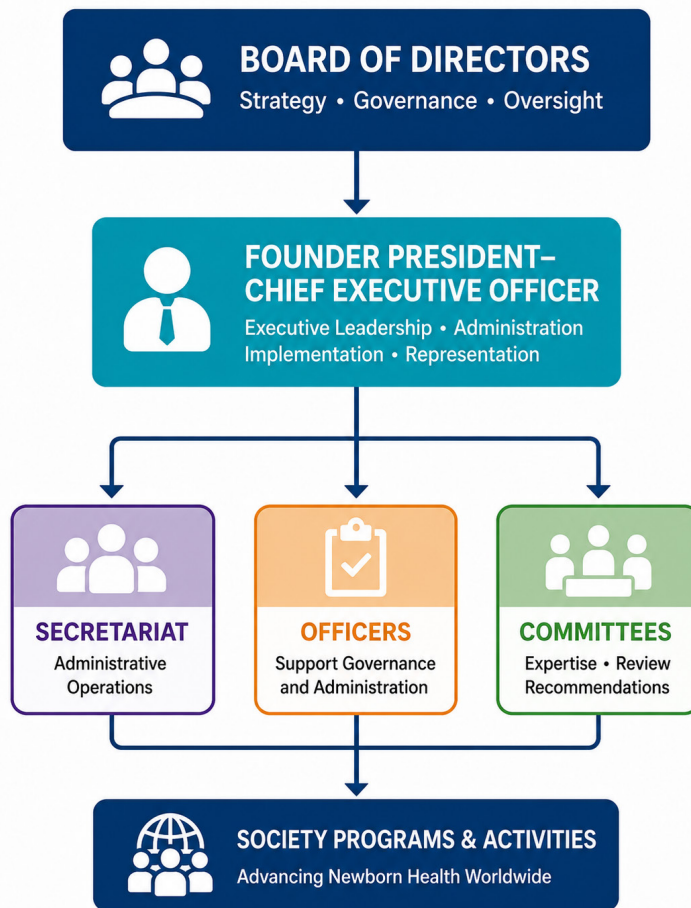


Fig. 4. Executive Leadership Role of the Founder President–Chief Executive Officer. The Founder President–Chief Executive Officer provides executive leadership and directs the administration of the Society under the strategic oversight of the Board of Directors. Through the Secretariat, Officers, and Committees, the office implements Board policies, coordinates the Society's operations, and advances its programs and activities in support of the Society's mission.

...continued on next page



FOUNDER PRESIDENT–CHIEF EXECUTIVE OFFICER



Continuity and Institutional Safeguards

The Society recognizes the Founder's distinctive role in establishing, developing, funding, and sustaining the institution. Accordingly, material changes affecting the office, authority, or responsibilities of the Founder President–Chief Executive Officer during the Founder's tenure are governed by the safeguards established in the Constitution and Bylaws. These safeguards promote fairness, continuity, and institutional stability while preserving the governance responsibilities of the Board of Directors.

Leadership Through Stewardship

The Founder President–Chief Executive Officer serves not only as the Society's chief executive but also as a steward of its Constitutional Identity, Institutional Heritage, and long-term development.

Executive leadership therefore extends beyond organizational management. It includes preserving the Society's mission, strengthening its institutions, fostering future leaders, and ensuring that the Society continues to grow while remaining faithful to its Founding Philosophy and Enduring Principles.

Conclusion

The effectiveness of the Founder President–Chief Executive Officer is measured not only by administrative success but also by the ability to translate the Board's vision into meaningful action, strengthen the Society's institutions, and advance newborn health through responsible executive leadership.



[*Back to the table of contents*](#)





CHAPTER 9

Officers

[Back to the table of contents](#)

OFFICERS

Supporting the Governance of the Society

The Officers of the Global Newborn Society provide specialized leadership and administrative support that enables the Society to function effectively. Working in collaboration with the Board of Directors, the Founder President–Chief Executive Officer, the Three Chairs, and the Secretariat, Officers contribute their expertise to the governance and day-to-day operation of the Society.

The specific offices and responsibilities may evolve as the Society grows, allowing the Board to adapt the organizational structure to changing needs while maintaining consistency with the Constitution and Bylaws (**Fig. 5**).

Purpose of the Officers

The primary purpose of the Officers is to assist in the effective administration and governance of the Society.

Depending upon their assigned responsibilities, Officers may contribute to financial oversight, communications, publications, education, membership, scientific activities, international relations, or other areas determined by the Board of Directors.

By distributing responsibilities among qualified individuals, the Society promotes efficiency, accountability, and organizational resilience.

...continued on next page



Fig. 5. Collaborative Role of Officers. Officers provide specialized leadership and administrative support under the direction of the Founder President–Chief Executive Officer. Working in partnership with the Secretariat, they help implement Board policies, coordinate the Society's activities, and strengthen governance and operational effectiveness in advancing the Society's mission.

...continued on next page



OFFICERS



Working with the Leadership Team

Officers function as part of an integrated leadership team. They work collaboratively with:

- the Board of Directors in implementing governance decisions;
- the Founder President–Chief Executive Officer in supporting executive leadership and administration;
- the Three Chairs in facilitating governance activities;
- committees in carrying out specialized responsibilities; and
- the Secretariat in coordinating administrative operations.

This collaborative approach strengthens communication and promotes the effective execution of the Society's mission.

Professional Expectations

Officers are expected to:

- perform their responsibilities with integrity and professionalism;
- support the mission and strategic objectives of the Society;
- maintain confidentiality where appropriate;
- communicate effectively with other leaders;
- comply with the Constitution, Bylaws, and Board policies; and
- demonstrate accountability in the performance of their assigned duties.

These expectations promote consistency and strengthen confidence in the Society's leadership.

...continued on next page





OFFICERS



Organizational Flexibility

As an international organization, the Society may establish, modify, or discontinue offices in response to changing organizational needs.

This flexibility enables the Board to create leadership positions that reflect the Society's growth while preserving a stable constitutional framework.

Conclusion

The Officers provide the specialized leadership and administrative support that enable the Society to fulfill its mission efficiently and effectively. Through collaboration, professionalism, and responsible stewardship, they contribute to the strength, continuity, and long-term success of the Global Newborn Society.



[Back to the table of contents](#)





CHAPTER 10

Patrons

[Back to the table of contents](#)

PATRONS

Preserving Institutional Continuity

The office of Patron recognizes distinguished service to the Global Newborn Society and reflects the Society's commitment to institutional continuity across successive generations of leadership.

Patrons are former Directors who continue to serve the Society as senior advisors, ambassadors, mentors, and stewards. Their experience and institutional knowledge provide continuity while enabling new leaders to benefit from the wisdom of those who have previously guided the Society (**Fig. 6**).

The Purpose of Patrons

The principal purpose of the Patron is to preserve institutional memory while supporting the continued development of the Society.

Patrons contribute through experience rather than executive authority. Their role is advisory, educational, and representative, helping ensure that the Society remains faithful to its Founding Philosophy, Constitutional Identity, and long-term mission.

Advisory Leadership

Patrons may provide advice and guidance to the:

- Board of Directors;
- Founder President–Chief Executive Officer;
- Three Chairs;
- Officers;
- Committees; and
- future leaders of the Society.

Their counsel is intended to support thoughtful decision-making and strengthen institutional continuity rather than to direct the Society's governance.

...continued on next page

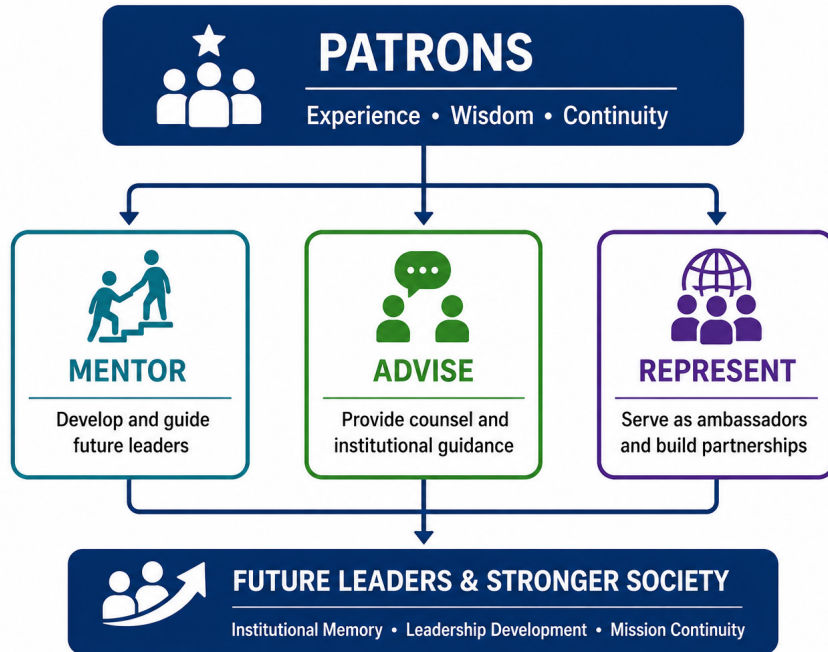


Fig. 6. Role of Patrons in Institutional Continuity. Patrons preserve the Society's institutional memory through mentorship, advisory leadership, and representation. By guiding future leaders, providing experienced counsel, and serving as ambassadors for the Society, they strengthen leadership development, institutional continuity, and the long-term advancement of the Global Newborn Society.

...continued on next page



PATRONS



Mentorship

One of the most valuable responsibilities of Patrons is the development of future leaders.

Through mentorship, guidance, and the sharing of institutional experience, Patrons help prepare future generations of Directors, Officers, committee leaders, and other volunteers for positions of increasing responsibility within the Society.

This investment in leadership development strengthens both governance and organizational resilience.

Ambassadors for the Society

Patrons also serve as ambassadors for the Global Newborn Society.

They may represent the Society at scientific meetings, educational activities, professional organizations, governmental agencies, and other forums when requested by the Board of Directors or the Founder President–Chief Executive Officer.

Through these activities, Patrons help strengthen the Society's reputation and foster collaboration throughout the international newborn community.

Stewardship Across Generations

The office of Patron reflects an important principle of the Society's governance philosophy: leadership responsibilities do not necessarily end when a term of office concludes.

Former leaders continue to contribute through mentorship, institutional memory, and thoughtful counsel, ensuring that the knowledge and experience gained over many years remain available to future generations.

In this way, Patrons help preserve the Society's Constitutional Identity, Institutional Heritage, and enduring commitment to advancing newborn health.

...continued on next page





PATRONS

Conclusion

Patrons represent the continuity of the Global Newborn Society across generations of leadership. Through mentorship, institutional memory, and responsible stewardship, they strengthen the Society's governance while helping prepare those who will guide its future.



[Back to the table of contents](#)



CHAPTER 11

Committees

[Back to the table of contents](#)

COMMITTEES

Supporting the Work of the Board

Committees enable the Board of Directors to examine issues in greater depth, draw upon specialized expertise, and develop informed recommendations. They enhance the effectiveness of governance by allowing detailed consideration of matters that would be difficult for the full Board to address during regular meetings.

Committees serve as extensions of the Board's work and contribute to thoughtful, evidence-informed decision-making.

Purpose of Committees

The primary purpose of committees is to assist the Board in fulfilling its governance responsibilities.

Committees study issues, evaluate opportunities, develop recommendations, oversee assigned activities, and report their findings to the Board of Directors.

Except where specific authority has been delegated by the Board, committees serve in an advisory capacity and do not exercise independent governing authority (**Fig. 7**).

Types of Committees

The Board may establish standing committees, special committees, advisory committees, task forces, or working groups as necessary to support the Society's mission.

The structure, responsibilities, and duration of each committee should reflect its intended purpose and may evolve as the needs of the Society change.

...continued on next page

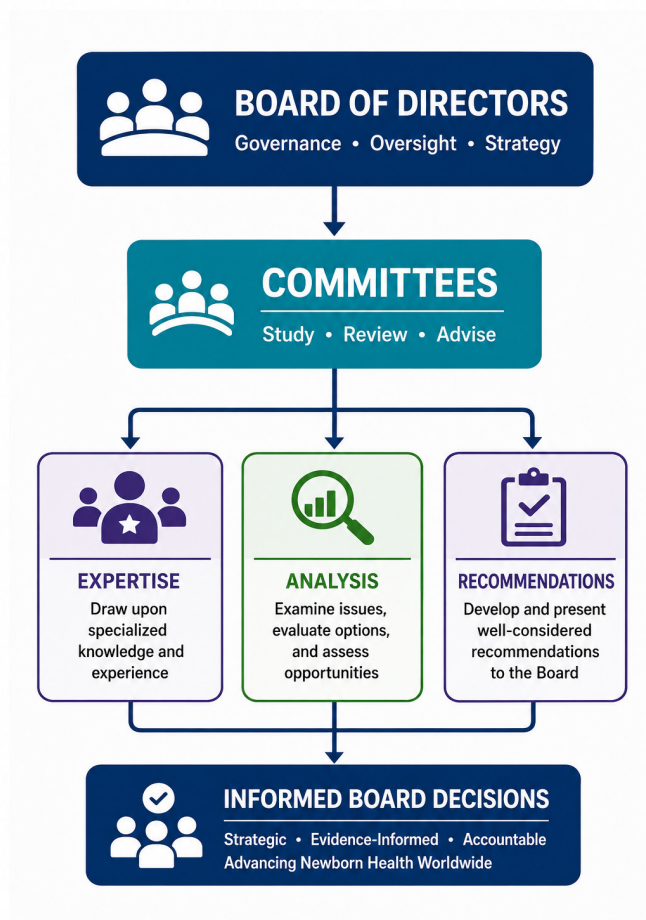


Fig. 7. Role of Committees in Board Governance. Committees support the Board of Directors by providing specialized expertise, conducting detailed analysis, and developing informed recommendations. Through this advisory role, committees strengthen evidence-informed decision-making while the Board retains ultimate responsibility for governance and strategic oversight.

...continued on next page



COMMITTEES

Effective Committee Leadership

Successful committees are characterized by:

- clearly defined responsibilities;
- appropriate expertise among their members;
- active participation and collaboration;
- regular communication with the Board;
- timely reporting of recommendations; and
- accountability for assigned responsibilities.

Committee Chairs play an important role in organizing the work of the committee, facilitating discussion, and ensuring that recommendations are presented clearly to the Board.

Relationship with the Board

Committees support, but do not replace, the authority of the Board of Directors.

The Board remains responsible for strategic oversight and final decision-making. Committee recommendations provide valuable expertise and analysis that assist the Board in reaching informed decisions.

This relationship promotes both efficiency and accountability within the Society's governance framework.

...continued on next page



COMMITTEES



Interdisciplinary Collaboration

The Society encourages committees to bring together individuals with diverse professional backgrounds, experiences, and perspectives.

Collaboration among physicians, nurses, researchers, educators, allied health professionals, administrators, and other experts enriches committee deliberations and strengthens the quality of recommendations presented to the Board.

Conclusion

Committees are an essential component of effective governance. By providing expertise, thoughtful analysis, and informed recommendations, they strengthen the Board's ability to guide the Society and advance its mission of improving newborn health throughout the world.



[Back to the table of contents](#)





CHAPTER 12

The Secretariat

[Back to the table of contents](#)



THE SECRETARIAT



The Permanent Administrative Office

The Secretariat serves as the permanent administrative office of the Global Newborn Society. It provides the organizational infrastructure necessary to support the Board of Directors, the Founder President–Chief Executive Officer, the Three Chairs, Officers, committees, Members, and the Society's programs and activities.

Unlike elected or appointed leadership positions, the Secretariat provides continuity in the Society's administration, preserving institutional knowledge and supporting the consistent implementation of Board decisions.

Purpose of the Secretariat

The Secretariat exists to facilitate the effective administration of the Society.

Its responsibilities include coordinating governance activities, maintaining official records, supporting meetings, preserving institutional archives, assisting committees, managing communications, and providing administrative services that enable the Society to fulfill its mission.

Through these activities, the Secretariat contributes to the efficient operation of the Society while supporting responsible governance.

Supporting Governance

The Secretariat works closely with the Board of Directors, the Founder President–Chief Executive Officer, the Three Chairs, Officers, and committees.

Its role is administrative rather than governing. The Secretariat implements established procedures, coordinates activities, maintains documentation, and facilitates communication, but it does not establish policy or exercise independent governing authority (**Fig. 8**).

...continued on next page

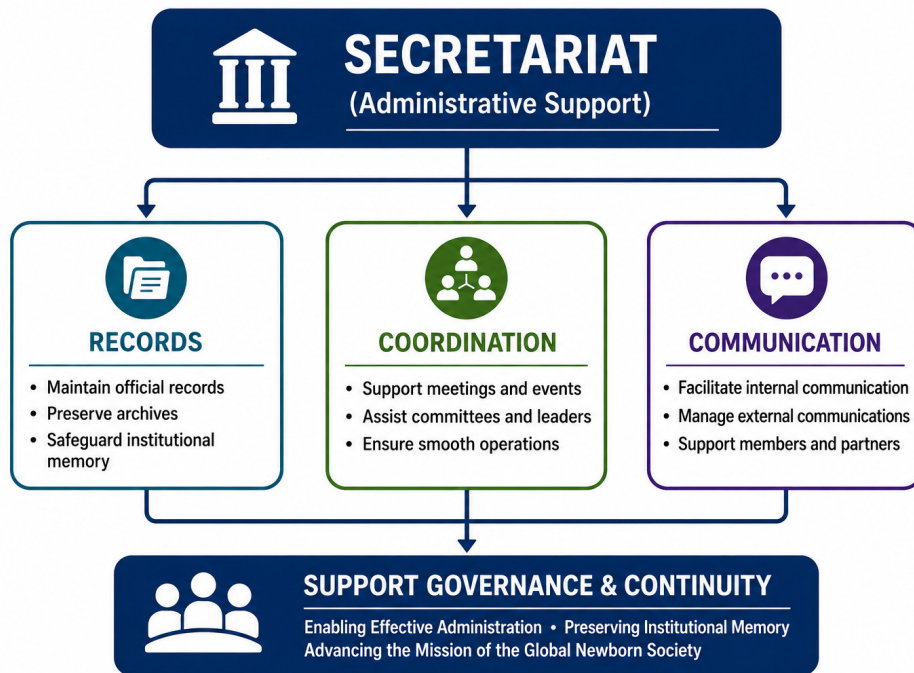


Fig. 8. Role of the Secretariat. The Secretariat serves as the Society's permanent administrative office, supporting governance through records management, operational coordination, and effective communication. By preserving institutional memory and facilitating the work of the Board, leadership, committees, and members, the Secretariat provides the administrative continuity essential to fulfilling the Society's mission.

...continued on next page



THE SECRETARIAT



Preserving Institutional Memory

One of the Secretariat's most important responsibilities is the preservation of the Society's institutional memory.

By maintaining official records, governing documents, minutes, archives, historical materials, and other records of enduring significance, the Secretariat ensures that the Society's Constitutional Identity and Institutional Heritage are preserved for future generations.

This continuity strengthens governance by providing reliable access to the Society's history, decisions, and governing documents.

Professional Administration

The Secretariat should conduct its responsibilities with professionalism, efficiency, confidentiality, accuracy, and responsiveness.

Its work supports every aspect of the Society's activities, from Board meetings and scientific conferences to publications, membership services, financial administration, and communications.

Effective administration enables the Society's leaders to focus on governance, strategy, and the advancement of newborn health.

Conclusion

The Secretariat provides the administrative foundation upon which the Society's governance and operations depend. Through continuity, organization, and professional support, it enables the Global Newborn Society to function effectively while preserving its institutional memory and advancing its mission.



[*Back to the table of contents*](#)





PART III



RESPONSIBLE GOVERNANCE

Decide Wisely. Govern Responsibly



Chapters 13-18



[Back to the table of contents](#)





CHAPTER 13

Fiduciary Duties

[Back to the table of contents](#)



FIDUCIARY DUTIES



The Foundation of Good Governance

Every individual entrusted with leadership responsibilities within the Global Newborn Society assumes a fiduciary responsibility to act in the best interests of the Society and the global newborn community it serves.

Fiduciary duties form the ethical and legal foundation of responsible governance. They require leaders to exercise sound judgment, demonstrate integrity, safeguard the Society's resources and reputation, and place the long-term interests of the Society above personal or professional interests.

These responsibilities apply to all governance decisions, regardless of their size or complexity (**Fig. 9**).

Duty of Care

The Duty of Care requires leaders to make informed decisions with appropriate diligence and reasonable judgment.

Leaders should:

- prepare for meetings;
- review relevant information before making decisions;
- seek expert advice when appropriate;
- participate actively in deliberations; and
- exercise independent and objective judgment.

Thoughtful preparation and informed decision-making strengthen both the Board and the Society.

...continued on next page



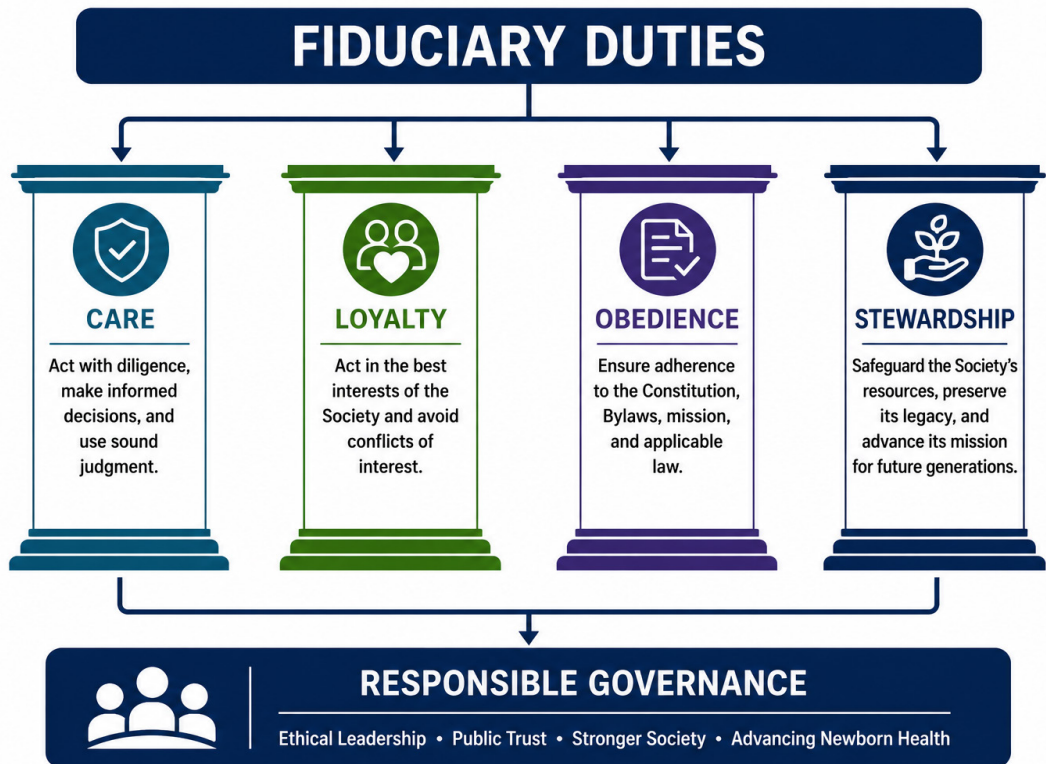


Fig. 9. The Four Pillars of Fiduciary Leadership. Responsible governance is founded upon four complementary fiduciary duties: Care, Loyalty, Obedience, and Stewardship. Together, these principles guide ethical leadership, informed decision-making, accountability, and the responsible advancement of the Society's mission while preserving its Constitutional Identity and serving the long-term interests of the global newborn community.

...continued on next page



FIDUCIARY DUTIES



Duty of Loyalty

The Duty of Loyalty requires leaders to place the interests of the Society above personal, professional, financial, or institutional interests.

Leaders should:

- avoid actual or potential conflicts of interest;
- disclose relevant conflicts promptly;
- maintain confidentiality when appropriate;
- act honestly and in good faith; and
- support decisions adopted through proper governance processes.

Public trust depends upon the integrity and impartiality of the Society's leaders.

Duty of Obedience

The Duty of Obedience requires leaders to ensure that the Society operates consistently with its Constitution, Bylaws, mission, applicable law, and charitable purposes.

Leaders should:

- comply with the Society's governing documents;
- support the Society's mission and Founding Philosophy;
- ensure responsible stewardship of resources;
- promote compliance with applicable legal and ethical standards; and
- preserve the Society's Constitutional Identity.

This duty safeguards the integrity and continuity of the Society.

...continued on next page

FIDUCIARY DUTIES

Stewardship

Beyond these traditional fiduciary duties, the Global Newborn Society embraces **stewardship** as a guiding principle of leadership.

Stewardship calls upon leaders to preserve the Society's Constitutional Identity, strengthen its institutions, develop future leaders, protect its reputation, and ensure that the Society remains capable of fulfilling its mission for generations to come.

Stewardship transforms governance from the management of today's responsibilities into the preservation of tomorrow's opportunities.

Applying Fiduciary Duties

Fiduciary responsibilities should guide every important decision.

Before acting, leaders should consider:

- Is this decision consistent with the Society's mission?
- Does it serve the long-term interests of the Society?
- Have relevant facts been carefully considered?
- Are conflicts of interest appropriately addressed?
- Will this decision strengthen the Society's reputation and future?

These questions encourage thoughtful, transparent, and accountable governance.

Conclusion

Fiduciary duties are more than legal obligations; these are the practical expression of ethical leadership. Through the faithful exercise of care, loyalty, obedience, and stewardship, the Society's leaders preserve public trust, strengthen the institution, and advance the mission of improving newborn health throughout the world.

[Back to the table of contents](#)



CHAPTER 14

Strategic Planning

[Back to the table of contents](#)



STRATEGIC PLANNING



Looking Beyond the Present

One of the Board of Directors' most important responsibilities is to guide the long-term direction of the Global Newborn Society. Effective governance requires leaders to look beyond immediate operational issues and focus on opportunities and challenges that will shape the Society's future.

Strategic planning enables the Society to align its resources, programs, and initiatives with its mission while responding thoughtfully to changes in science, medicine, education, technology, and the global healthcare environment.

Purpose of Strategic Planning

Strategic planning provides a structured process for identifying priorities, setting long-term objectives, allocating resources, and measuring progress.

An effective strategic plan should:

- advance the Society's mission and vision;
- support scientific excellence and innovation;
- strengthen education and professional development;
- promote international collaboration;
- encourage organizational growth and sustainability; and
- preserve the Society's Constitutional Identity and Founding Philosophy.

Strategic planning should guide the Society's development while remaining sufficiently flexible to respond to emerging opportunities and challenges.

...continued on next page

STRATEGIC PLANNING

The Board's Role

The Board of Directors has primary responsibility for establishing the Society's strategic direction.

In fulfilling this responsibility, the Board should:

- periodically review the Society's mission and long-term objectives;
- identify strategic priorities;
- evaluate opportunities and risks;
- approve strategic plans and major initiatives;
- monitor progress toward strategic goals; and
- ensure that resources are aligned with the Society's priorities.

Although implementation is led by the Founder President–Chief Executive Officer and the Secretariat, strategic direction remains a governance responsibility of the Board (Fig. 10) .

Strategic Thinking

Strategic planning is an ongoing process rather than a single event.

Effective leaders continually ask:

- What challenges are likely to influence newborn health in the coming years?
- What opportunities should the Society pursue?
- What partnerships should be strengthened?
- How can scientific excellence and global impact be expanded?
- What investments today will strengthen the Society tomorrow?

These questions encourage leaders to anticipate change rather than simply respond to it.

...continued on next page



Fig. 10. Strategic Planning Cycle. Strategic planning is a continuous process that begins with the Society's mission and progresses through planning, implementation, evaluation, and improvement. By regularly assessing outcomes and refining priorities, the Board of Directors ensures that the Society's programs and resources remain aligned with its mission, Constitutional Identity, and long-term strategic objectives.

...continued on next page



STRATEGIC PLANNING



Measuring Progress

A strategic plan should include measurable objectives and periodic evaluation. Regular review enables the Board to assess progress, identify emerging priorities, and make appropriate adjustments while maintaining continuity with the Society's long-term mission.

Strategic planning should therefore be viewed as a continuous cycle of planning, implementation, evaluation, and improvement.

Conclusion

Strategic planning transforms the Society's mission into purposeful action. By establishing clear priorities, encouraging innovation, and preparing for future opportunities, the Board helps ensure that the Global Newborn Society continues to advance newborn health with vision, responsibility, and long-term sustainability.



[Back to the table of contents](#)



CHAPTER 15

Financial Stewardship

[Back to the table of contents](#)

FINANCIAL STEWARDSHIP

Stewardship of the Society's Resources

The financial resources of the Global Newborn Society exist solely to advance its mission. Every financial decision should therefore reflect responsible stewardship, transparency, accountability, and a commitment to the Society's charitable purposes (Fig. 11).

Financial stewardship extends beyond balancing budgets. It requires thoughtful planning, prudent resource allocation, careful oversight, and long-term sustainability so that the Society remains capable of fulfilling its mission for future generations.

The Role of the Board

The Board of Directors bears ultimate responsibility for the financial stewardship of the Society.

In fulfilling this responsibility, the Board should:

- approve the annual budget;
- monitor the Society's financial condition;
- oversee financial policies and internal controls;
- safeguard the Society's assets;
- ensure compliance with applicable legal and regulatory requirements; and
- promote long-term financial sustainability.

These responsibilities should be exercised through informed oversight rather than involvement in routine financial administration.

...continued on next page



Fig. 11. Principles of Financial Stewardship. Financial stewardship is founded upon accountability, transparency, and sustainability. Together, these principles promote the responsible use of the Society's resources, strengthen public trust, and ensure that financial decisions remain aligned with the Global Newborn Society's mission, long-term sustainability, and commitment to advancing newborn health.

...continued on next page



FINANCIAL STEWARDSHIP



Executive Responsibility

The Founder President–Chief Executive Officer, with the support of the Secretariat and appropriate Officers, is responsible for implementing the financial policies established by the Board and managing the Society's day-to-day financial operations.

Regular financial reporting enables the Board to exercise effective oversight while allowing executive leadership to administer the Society's resources efficiently.

Principles of Financial Stewardship

Effective financial stewardship is guided by several principles:

- accountability;
- transparency;
- integrity;
- prudence;
- sustainability;
- responsible use of resources; and
- alignment of financial decisions with the Society's mission.

These principles should guide every decision involving the Society's financial resources.

Long-Term Sustainability

The Board should consider not only the Society's current financial position but also its future needs.

Responsible financial stewardship includes maintaining adequate reserves, diversifying sources of support, evaluating financial risks, and investing resources in ways that strengthen the Society's long-term mission and organizational resilience.

Sound financial planning enables the Society to respond effectively to future opportunities and challenges.

...continued on next page





FINANCIAL STEWARDSHIP



Conclusion

Financial stewardship is an essential component of good governance. By safeguarding the Society's resources and ensuring their responsible use, the Board and executive leadership strengthen public trust, preserve institutional stability, and enable the Global Newborn Society to advance newborn health for generations to come.



[Back to the table of contents](#)





CHAPTER 16

Meetings and Decision-Making

[Back to the table of contents](#)



MEETINGS AND DECISION-MAKING



The Purpose of Board Meetings

Board meetings are the principal forum through which the Directors exercise their collective governance responsibilities. They provide the opportunity to review the Society's progress, consider strategic issues, evaluate recommendations, oversee resources, and make decisions that advance the Society's mission.

Effective meetings promote thoughtful deliberation, informed decision-making, and accountability while strengthening collaboration among the Society's leaders (**Fig. 12**).

Preparation

Effective governance begins before the meeting convenes.

Directors should review meeting materials in advance, become familiar with the issues to be discussed, and prepare to participate constructively in Board deliberations.

Careful preparation enables the Board to devote its meeting time to meaningful discussion rather than information gathering.

Deliberation

The Board should encourage respectful, evidence-informed discussion.

Directors are encouraged to:

- contribute their expertise and perspectives;
- listen carefully to differing viewpoints;
- ask thoughtful questions;
- evaluate evidence objectively; and
- focus on the long-term interests of the Society.

Constructive deliberation strengthens the quality of Board decisions.

...continued on next page



Fig. 12. Board Decision-Making Process. Effective governance follows a continuous process of preparation, deliberation, decision-making, implementation, and evaluation. Through informed discussion, collective judgment, and periodic review, the Board of Directors strengthens accountability, improves future decisions, and advances the Global Newborn Society's mission and long-term strategic objectives.

...continued on next page



MEETINGS AND DECISION-MAKING



Decision-Making

The Board should strive to make decisions through thoughtful discussion and, whenever practical, by consensus.

When consensus cannot be achieved, decisions should be made in accordance with the Constitution, the Bylaws, and applicable voting procedures.

Once a decision has been adopted, Directors should support its implementation while respecting the integrity of the Board's collective decision-making process.

Respectful Governance

Effective governance depends upon professionalism and mutual respect.

Board deliberations should be characterized by:

- integrity;
- openness;
- civility;
- transparency;
- respect for diverse opinions;
- confidentiality when appropriate; and
- commitment to the Society's mission.

These principles foster trust and strengthen the effectiveness of the Board.

Continuous Improvement

The Board should periodically evaluate the effectiveness of its meetings and decision-making processes.

Regular reflection encourages continuous improvement, strengthens governance practices, and helps ensure that Board meetings remain focused on strategic leadership rather than routine administration.

...continued on next page



MEETINGS AND DECISION-MAKING

Conclusion

Well-conducted meetings are essential to effective governance. Through careful preparation, respectful deliberation, informed decision-making, and collective responsibility, the Board enables the Global Newborn Society to fulfill its mission with integrity, accountability, and long-term vision.



[*Back to the table of contents*](#)



CHAPTER 17

Conflict of Interest

[Back to the table of contents](#)

CONFLICT OF INTEREST

Preserving Trust and Integrity

The Global Newborn Society is committed to the highest standards of integrity, transparency, and ethical conduct. Public confidence in the Society depends upon the ability of its leaders to make decisions that serve the best interests of the Society and the global newborn community.

A conflict of interest does not necessarily imply wrongdoing. Rather, it is a circumstance in which personal, professional, financial, or institutional interests could influence, or reasonably appear to influence, the impartial exercise of judgment.

Recognizing and appropriately managing conflicts of interest strengthens confidence in the Society's governance (**Fig. 13**).

The Duty to Disclose

Leaders should promptly disclose any actual, potential, or perceived conflict of interest that may relate to matters under consideration by the Board or its committees.

Disclosure allows the Board to determine whether any action is necessary to preserve the integrity of its decision-making process.

Transparency protects both the individual leader and the Society.

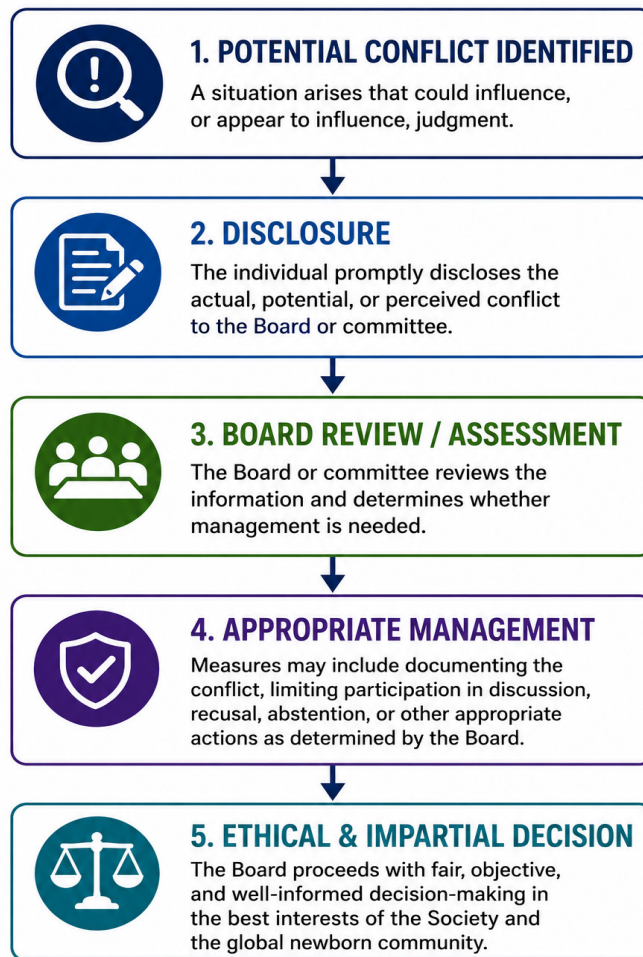
Managing Conflicts

When a conflict of interest is identified, appropriate measures may include:

- documenting the conflict;
- limiting participation in discussions where appropriate;
- abstaining from voting on the matter; or
- taking such other actions as the Board determines are necessary to preserve impartial decision-making.

The objective is not to exclude expertise but to ensure that decisions are made fairly and objectively.

...continued on next page



*Transparency protects trust.
Management ensures integrity.*

Fig. 13. Conflict of Interest Management Process. Conflicts of interest are managed through a transparent process of identification, disclosure, Board review, and appropriate management. By addressing actual, potential, or perceived conflicts in a timely and objective manner, the Society promotes ethical decision-making, protects public trust, and preserves the integrity of its governance.

...continued on next page



CONFLICT OF INTEREST



A Culture of Transparency

The Society encourages leaders to approach conflicts of interest with openness rather than hesitation.

Disclosure should be viewed as a professional responsibility that strengthens governance rather than as an admission of impropriety.

An environment of transparency promotes trust, accountability, and informed decision-making.

Ongoing Responsibility

Conflicts of interest may arise at any time as professional relationships, employment, research activities, financial interests, or organizational affiliations evolve.

Leaders should therefore remain attentive to changing circumstances and update disclosures whenever appropriate.

Regular review of conflict-of-interest disclosures supports effective governance and protects the Society's reputation.

Conclusion

Managing conflicts of interest is an essential component of ethical leadership. Through timely disclosure, transparency, and appropriate management, the Society's leaders strengthen public trust, safeguard the integrity of governance, and ensure that decisions remain focused on the Society's mission and long-term interests.



[*Back to the table of contents*](#)





CHAPTER 18

International Governance

[Back to the table of contents](#)



INTERNATIONAL GOVERNANCE



A Global Perspective

The Global Newborn Society is an international organization dedicated to advancing newborn health across diverse healthcare systems, cultures, and regions of the world. Its governance should therefore reflect an international perspective that values collaboration, inclusiveness, mutual respect, and shared responsibility.

International governance recognizes that although healthcare systems differ, the Society's mission remains universal: improving the health and well-being of newborn infants worldwide.

Diversity and Representation

Effective international governance benefits from the participation of leaders with diverse professional backgrounds, geographic perspectives, and cultural experiences.

The Society seeks to encourage broad representation from different regions of the world, recognizing that diversity enriches discussion, strengthens decision-making, and enhances the Society's ability to address the varied challenges of newborn health.

This diversity should be viewed as a source of strength and innovation.

International Collaboration

The Society promotes collaboration among physicians, nurses, researchers, educators, allied health professionals, healthcare institutions, universities, professional organizations, governmental agencies, charitable organizations, and other partners committed to improving newborn health.

These partnerships facilitate the exchange of scientific knowledge, educational resources, and professional expertise while advancing the Society's mission (**Fig. 14**).

...continued on next page

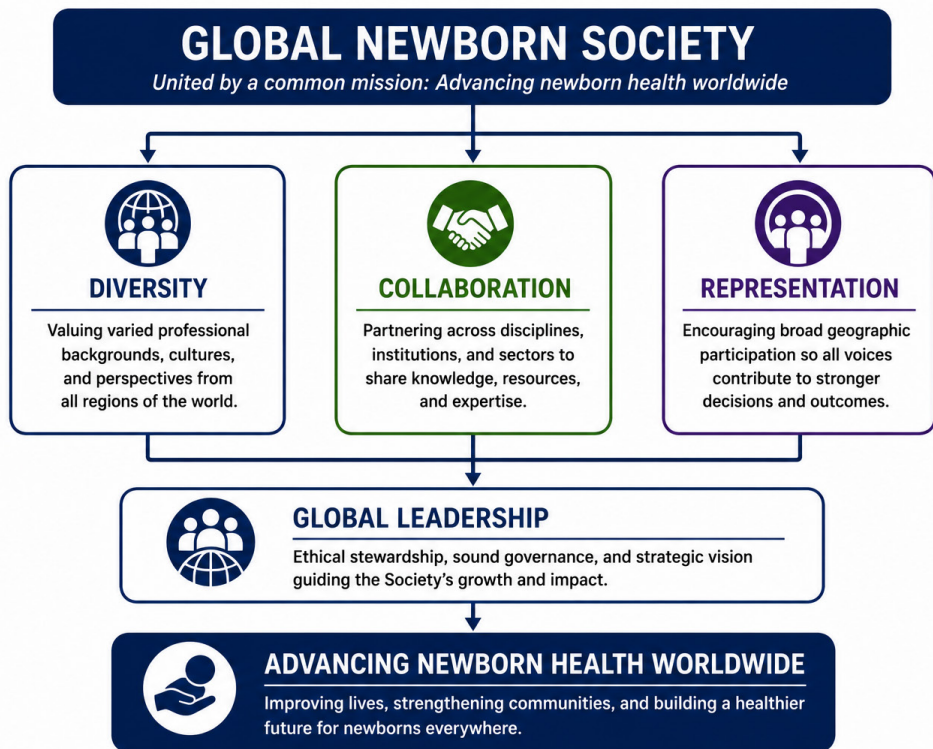


Fig. 14. International Governance Framework. Effective international governance is strengthened through diversity, collaboration, and broad representation. Together, these principles foster global leadership, encourage international partnerships, and advance the Global Newborn Society's mission of improving newborn health worldwide through scientific excellence, ethical leadership, and shared responsibility.

...continued on next page



INTERNATIONAL GOVERNANCE



Respect for Diverse Contexts

Leaders should recognize that healthcare delivery, available resources, regulatory environments, and cultural practices vary across countries and regions.

Responsible governance requires respect for these differences while remaining faithful to the Society's mission, Constitutional Identity, and Enduring Principles.

This balance allows the Society to pursue global objectives while remaining responsive to local realities.

Building the Future

As the Society continues to grow, international governance should encourage leadership development, strengthen global partnerships, expand scientific collaboration, and promote the exchange of knowledge across borders.

The Board should continually seek opportunities to broaden participation, foster innovation, and support initiatives that improve newborn health throughout the world.

Conclusion

International governance reflects the Society's commitment to serving the global newborn community through collaboration, inclusiveness, scientific excellence, and responsible leadership. By embracing diverse perspectives while remaining united by a common mission, the Global Newborn Society strengthens its capacity to improve newborn health worldwide.



[*Back to the table of contents*](#)





PART III



LEADERSHIP

Serve Today. Strengthen Tomorrow



Chapters 19-24



[Back to the table of contents](#)



CHAPTER 19

Leadership Expectations

[Back to the table of contents](#)

LEADERSHIP EXPECTATIONS

Leadership as Service

Leadership within the Global Newborn Society is founded upon service. Every individual entrusted with a leadership responsibility serves not for personal recognition or authority but to advance the Society's mission and improve the health and well-being of newborn infants throughout the world.

Leadership is therefore measured by the ability to strengthen the Society, support colleagues, inspire collaboration, and serve the global newborn community with integrity and professionalism (**Fig. 15**).

Qualities of Effective Leaders

Effective leaders demonstrate both professional excellence and personal character.

The Society encourages its leaders to exemplify:

- integrity;
- professionalism;
- accountability;
- humility;
- respect for others;
- sound judgment;
- effective communication;
- collaboration; and
- commitment to continuous learning.

These qualities foster confidence, strengthen governance, and promote a positive organizational culture.

...continued on next page



Fig. 15. Foundations of Leadership. Effective leadership within the Global Newborn Society is built upon integrity, vision, collaboration, and stewardship. Together, these complementary principles foster ethical leadership, strengthen the Society's institutions, and advance its mission of improving newborn health while preparing the organization for future generations.

...continued on next page



LEADERSHIP EXPECTATIONS



Leading with Vision

Leaders should maintain a long-term perspective while remaining responsive to emerging opportunities and challenges.

Effective leadership requires the ability to:

- articulate a clear vision;
- encourage innovation;
- support scientific excellence;
- build partnerships;
- strengthen future leadership; and
- guide the Society toward sustainable growth.

Leadership therefore combines strategic thinking with practical action.

Ethical Leadership

Ethical leadership is fundamental to the Society's success.

Leaders should act honestly, fairly, and transparently while respecting the dignity of colleagues, Members, partners, and the communities the Society serves.

Ethical conduct strengthens public trust and reinforces the Society's reputation for scientific excellence and responsible governance.

Leading by Example

The most effective leaders influence others through their actions.

By demonstrating professionalism, respect, diligence, and commitment to the Society's mission, leaders create a culture that encourages excellence throughout the organization.

Leadership by example establishes standards that future generations are likely to follow.

...continued on next page



LEADERSHIP EXPECTATIONS



A Commitment to the Future

Leadership is not only about accomplishing today's objectives but also about preparing the Society for tomorrow.

Every leader should contribute to developing future leaders, strengthening institutional capacity, and preserving the Society's Constitutional Identity, Institutional Heritage, and Founding Philosophy.

In doing so, each generation leaves the Society stronger than it inherited it.

Conclusion

Leadership within the Global Newborn Society is both a privilege and a responsibility. Through service, integrity, vision, and stewardship, the Society's leaders strengthen its institutions, inspire future generations, and advance the mission of improving newborn health throughout the world.



[Back to the table of contents](#)



CHAPTER 20

Institutional Stewardship

[Back to the table of contents](#)

INSTITUTIONAL STEWARDSHIP

Stewardship Beyond Leadership

Leadership is exercised for a period of time. Stewardship extends beyond any individual term of office.

Institutional stewardship is the continuing responsibility to preserve, strengthen, and advance the Global Newborn Society so that future generations inherit an organization that is stronger, more resilient, and better prepared to fulfill its mission (**Fig. 16**).

Stewardship therefore requires leaders to think not only about today's decisions but also about their long-term impact on the Society.

What Is Institutional Stewardship?

Institutional stewardship is the faithful and responsible care of the Society's mission, Constitutional Identity, Institutional Heritage, reputation, resources, and institutions.

It requires leaders to balance continuity with innovation by preserving the Society's enduring principles while supporting responsible growth and organizational development.

Stewardship is not resistance to change. Rather, it is the thoughtful guidance of change in a manner consistent with the Society's mission and Founding Philosophy.

Responsibilities of Stewards

Institutional stewards should:

- preserve the Society's Constitutional Identity and Founding Philosophy;
- safeguard the Society's reputation and public trust;
- strengthen governance and organizational effectiveness;
- promote scientific excellence and ethical leadership;
- support leadership development and mentorship;
- protect the Society's institutional heritage; and
- prepare the Society for future opportunities and challenges.

These responsibilities belong to every generation of leaders.

...continued on next page

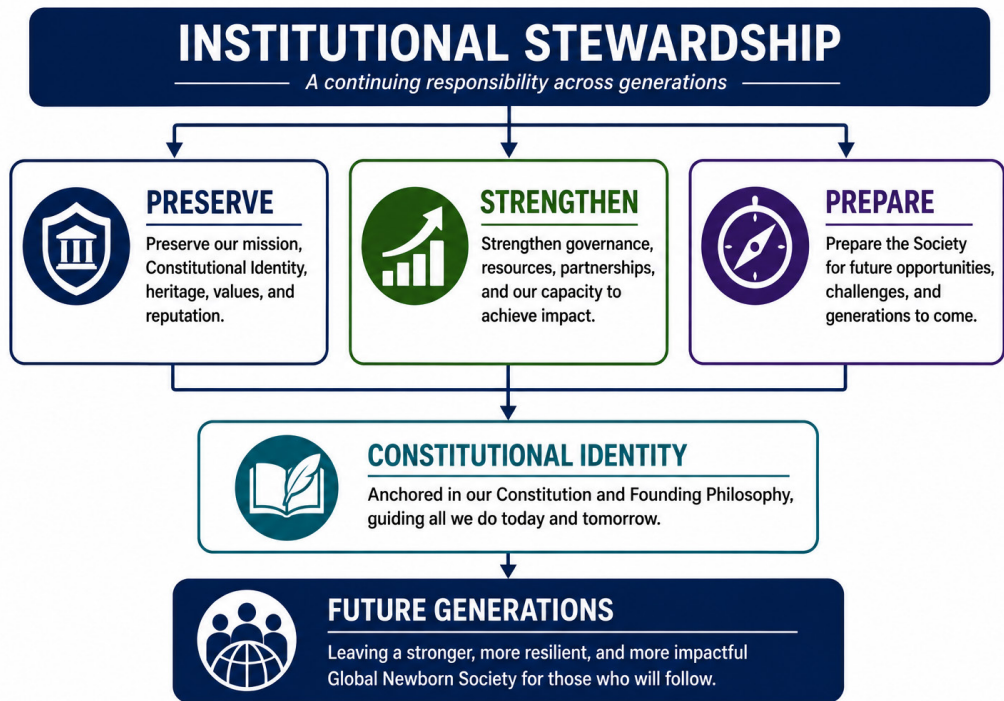


Fig. 16. Institutional Stewardship. Institutional stewardship is the enduring responsibility to preserve the Society's mission, strengthen its institutions, and prepare future generations of leaders. By balancing continuity with responsible innovation, stewardship safeguards the Society's Constitutional Identity, advances its long-term mission, and ensures that each generation leaves the Global Newborn Society stronger than it inherited it.

...continued on next page



INSTITUTIONAL STEWARDSHIP



Balancing Continuity and Innovation

Healthy institutions evolve.

Scientific knowledge advances. Healthcare changes. Technologies emerge. New partnerships develop. Governance practices improve.

Institutional stewardship requires leaders to embrace responsible innovation while preserving the enduring principles that define the Society.

The objective is not simply to preserve the Society as it exists today but to enable it to flourish in the future without compromising its Constitutional Identity.

A Legacy for Future Generations

Every generation contributes a chapter to the Society's history.

The true measure of stewardship is whether future leaders inherit an organization with stronger governance, healthier finances, greater scientific impact, broader international collaboration, and a deeper commitment to its mission than existed before.

In this way, stewardship becomes an enduring commitment to those who will lead the Society in the years to come.

Conclusion

Institutional stewardship is the enduring responsibility to preserve the Society's mission while preparing it for the future. Through responsible governance, ethical leadership, thoughtful innovation, and faithful preservation of the Society's Constitutional Identity, each generation contributes to a lasting legacy of service for newborn infants throughout the world.



[*Back to the table of contents*](#)





CHAPTER 21

Succession Planning

[Back to the table of contents](#)

SUCCESSION PLANNING

Preparing Future Leaders

The long-term success of the Global Newborn Society depends upon its ability to develop capable leaders who are prepared to assume increasing responsibilities over time.

Succession planning is therefore an essential component of responsible governance. It ensures that leadership transitions occur in a thoughtful, orderly, and well-prepared manner while preserving the Society's mission, Constitutional Identity, and institutional continuity.

Succession planning should be viewed as an ongoing process rather than a response to leadership vacancies (**Fig. 17**).

The Purpose of Succession Planning

The primary objective of succession planning is to strengthen the Society by preparing future generations of leaders.

An effective succession planning process should:

- identify emerging leaders;
- encourage professional and leadership development;
- promote mentorship and experience;
- broaden leadership opportunities; and
- ensure continuity in governance and administration.

By investing in future leaders, the Society strengthens its long-term resilience and organizational capacity.

...continued on next page



Fig. 17. Leadership Development Pathway. Succession planning is a continuous process of identifying, mentoring, developing, and preparing future leaders for increasing governance responsibilities. Through leadership development, practical experience, and mentorship, the Global Newborn Society strengthens institutional continuity and ensures that each generation is prepared to advance the Society's mission and steward its future.

...continued on next page



SUCCESSION PLANNING



Shared Responsibility

Succession planning is a shared responsibility.

The Board of Directors, the Founder President–Chief Executive Officer, the Three Chairs, Patrons, Officers, committee leaders, and experienced Members all contribute to identifying, mentoring, and preparing future leaders.

Leadership development should therefore occur throughout the Society rather than being limited to a single office or committee.

Developing Future Leaders

Future leaders benefit from opportunities to:

- participate in committees and working groups;
- contribute to strategic initiatives;
- engage in scientific and educational activities;
- develop governance experience;
- receive mentorship from experienced leaders; and
- assume progressively greater leadership responsibilities.

These experiences prepare individuals to contribute effectively to the Society as its leadership evolves.

Continuity Through Leadership Development

Leadership transitions are inevitable.

Institutional continuity depends upon preserving effective leadership during each generation while preparing those who will follow.

A culture of mentorship, shared knowledge, and leadership development enables the Society to maintain stability while encouraging innovation and fresh perspectives.



SUCCESSION PLANNING



Conclusion

Succession planning is an investment in the future of the Global Newborn Society. By identifying, mentoring, and preparing future leaders, the Society strengthens its governance, preserves institutional continuity, and ensures that its mission will continue to advance through successive generations of leadership.



[Back to the table of contents](#)





CHAPTER 22

Preserving Institutional Heritage

[Back to the table of contents](#)

PRESERVING INSTITUTIONAL HERITAGE

Preserving the Society's Legacy

The Global Newborn Society recognizes that enduring institutions are built not only through effective leadership but also through the faithful preservation of their history, governing documents, traditions, and collective memory.

Institutional heritage provides continuity across generations of leaders. It preserves the Society's identity, records its achievements, and enables future leaders to understand the principles upon which the Society was established.

Preserving this heritage is a shared responsibility of every generation (**Fig. 18**).

What Constitutes Institutional Heritage?

The Society's Institutional Heritage includes the materials, traditions, and records that reflect its constitutional identity and historical development.

These include:

- the Constitution and Bylaws;
- the Founding Philosophy and Enduring Principles;
- the official Emblem and Motto;
- official publications, including *the newborn*;
- the Global Newborn Society Congress and other scientific activities;
- historical archives and official records;
- strategic plans and governance documents; and
- other materials of enduring institutional significance.

Together, these elements preserve the Society's history and identity.

...continued on next page

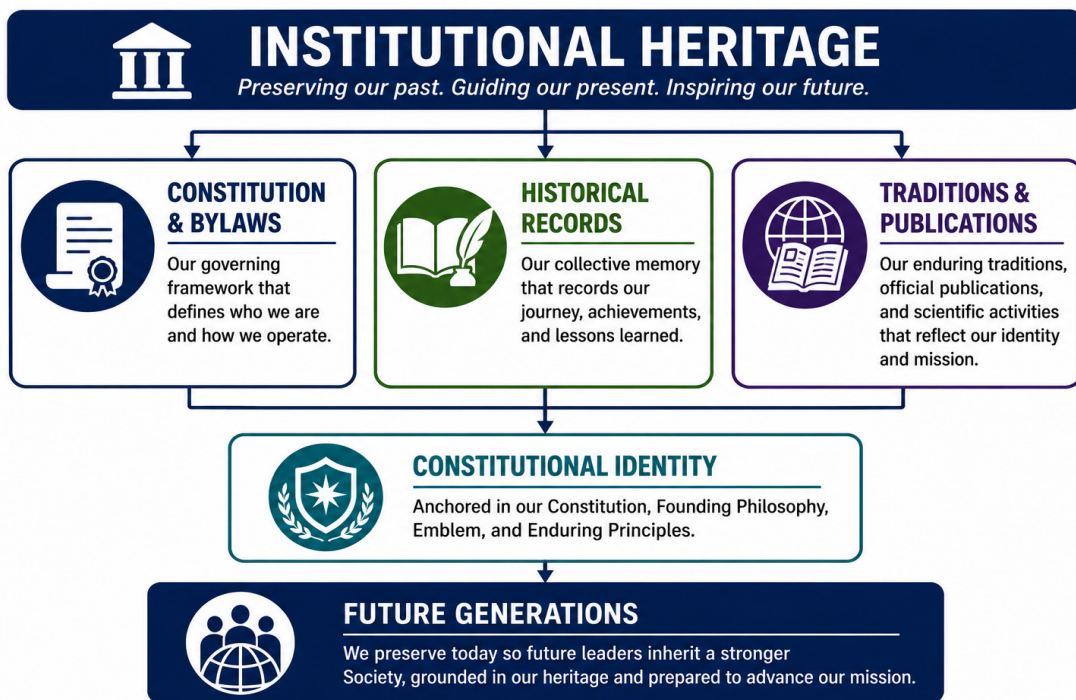


Fig. 18. Preserving Institutional Heritage. Institutional Heritage preserves the history, identity, and enduring values of the Global Newborn Society through its Constitution, Bylaws, historical records, traditions, and official publications. By safeguarding these foundations, the Society strengthens its Constitutional Identity, preserves institutional continuity, and ensures that future generations inherit an organization firmly grounded in its mission, Founding Philosophy, and enduring principles.

...continued on next page



PRESERVING INSTITUTIONAL HERITAGE



The Role of the Secretariat

The Secretariat serves as the principal custodian of the Society's Institutional Heritage.

By maintaining official records, governing documents, minutes, archives, correspondence, historical materials, and other records of enduring significance, the Secretariat ensures that the Society's institutional memory is preserved and remains accessible to future generations.

Learning from the Past

Institutional heritage is not preserved solely for historical interest.

Past decisions, experiences, achievements, and challenges provide valuable lessons that inform future governance and organizational development.

An understanding of the Society's history enables leaders to make thoughtful decisions while remaining faithful to the principles upon which the Society was established.

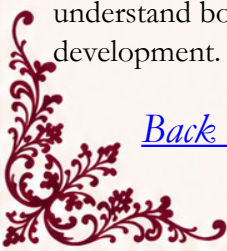
Stewardship Across Generations

Every generation inherits the Society from those who came before and holds it in trust for those who will follow.

Preserving Institutional Heritage represents an essential expression of institutional stewardship. It connects past, present, and future through the faithful preservation of the Society's Constitutional Identity, historical record, and enduring mission.

Conclusion

Institutional Heritage preserves the memory, identity, and continuity of the Global Newborn Society. By safeguarding its governing documents, historical records, traditions, and enduring principles, the Society ensures that future generations will understand both where the organization began and the values that continue to guide its development.



[*Back to the table of contents*](#)





CHAPTER 23

Looking to the Future

[Back to the table of contents](#)



LOOKING TO THE FUTURE



A Continuing Journey

The Global Newborn Society was established with the conviction that scientific excellence, ethical leadership, and international collaboration can improve the lives of newborn infants throughout the world.

Although much has been accomplished, the Society's work continues. Every generation of Members and leaders inherits both the achievements of those who came before and the responsibility to build upon them.

The future of the Society will be shaped by the decisions, vision, and stewardship of those who serve it (**Fig. 19**).

Embracing Change

Medicine, science, technology, education, and global health continue to evolve.

The Society should welcome responsible innovation while remaining faithful to its mission, Constitutional Identity, and Founding Philosophy.

Its ability to adapt thoughtfully to changing circumstances will strengthen its capacity to improve newborn health in the years ahead.

Advancing the Mission

Future opportunities include:

- expanding scientific collaboration;
- strengthening education and professional development;
- fostering global partnerships;
- promoting innovation and research;
- developing future leaders; and
- increasing the Society's global impact.

Each initiative should contribute to the Society's enduring mission of advancing newborn health throughout the world.

...continued on next page

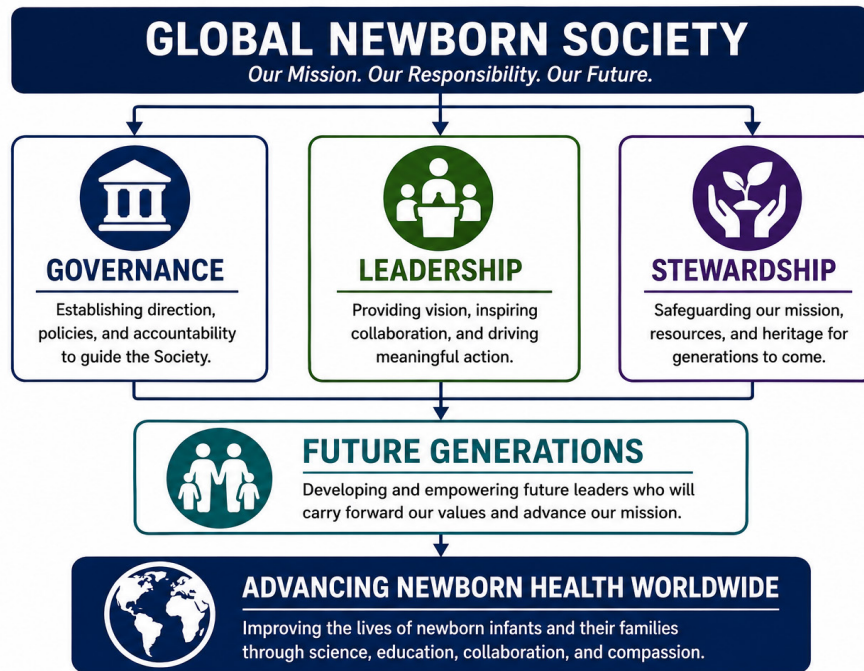


Fig. 19. Building the Future. The future of the Global Newborn Society is built upon the complementary foundations of governance, leadership, and stewardship. Together, these principles prepare future generations of leaders, preserve the Society's Constitutional Identity, and strengthen its capacity to advance newborn health worldwide through scientific excellence, ethical leadership, and international collaboration.

...continued on next page



LOOKING TO THE FUTURE



A Shared Responsibility

The future of the Global Newborn Society does not belong to any one generation of leaders.

It belongs equally to its Members, Directors, Officers, Patrons, committees, volunteers, partners, and all who contribute to its mission.

Together, they share the responsibility to preserve the Society's values while expanding its influence and service to newborn infants and their families worldwide.

An Enduring Commitment

The Society's Constitution provides stability.

Its governance provides accountability.

Its leaders provide vision.

Its Members provide energy and commitment.

Together, these elements enable the Society to continue serving the global newborn community with integrity, professionalism, scientific excellence, and compassion.

Conclusion

The Global Newborn Society looks toward the future with confidence, recognizing that its greatest strength lies not only in its institutions but also in the dedication of those who serve them. Through responsible governance, visionary leadership, faithful stewardship, and an unwavering commitment to newborn health, the Society will continue to advance its mission for generations to come.



[*Back to the table of contents*](#)





CHAPTER 24

A Final Reflection

[Back to the table of contents](#)



A FINAL REFLECTION



A Living Commitment

This Governance Handbook has described the principles, structures, and responsibilities that guide the Global Newborn Society. Yet no handbook, Constitution, or Bylaws can by themselves ensure effective governance.

The strength of any institution ultimately depends upon the integrity, judgment, and commitment of the people entrusted with its leadership.

Governance documents provide direction. Leaders give them life through their decisions, their actions, and their example.

Beyond Governance

The purpose of governance extends beyond meetings, policies, and organizational structures.

Good governance creates an environment in which scientific discovery flourishes, education expands, partnerships grow, and newborn infants and their families ultimately benefit from the collective work of the Society.

Every governance decision therefore carries a responsibility that extends far beyond the Boardroom.

A Responsibility Across Generations

Every generation inherits the Society from those who came before and accepts responsibility for those who will follow.

The measure of successful leadership is not simply what is accomplished during a term of office but whether the Society emerges stronger, wiser, and better prepared for the future.

This responsibility belongs to every Member, Director, Officer, Patron, committee leader, volunteer, and future leader who contributes to the Society's mission.

...continued on next page



Fig. 20. Enduring Commitment. The Global Newborn Society's enduring commitment is founded upon its Constitution, strengthened through responsible governance, guided by visionary leadership, and sustained through faithful stewardship. By preparing future generations of leaders and remaining steadfast in its mission, the Society affirms its continuing dedication to advancing newborn health throughout the world. **Every Baby Counts®**.

...continued on next page



A FINAL REFLECTION



The Enduring Mission

The Global Newborn Society was established to improve the health and well-being of newborn infants throughout the world.

Its mission remains unchanged.

As medicine advances and the world evolves, the Society's commitment to scientific excellence, ethical leadership, responsible stewardship, international collaboration, and compassionate service continues to guide its work.

These principles provide both stability and inspiration for future generations.

Looking Ahead with Confidence

The future of the Global Newborn Society will be shaped by countless decisions made over many years by individuals who may never meet each other, but who will nevertheless share a common purpose.

United by the Society's mission, Constitutional Identity, and Founding Philosophy, they become part of a continuing tradition of service dedicated to improving newborn health worldwide.

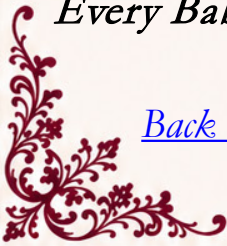
Closing Reflection

The Global Newborn Society looks to the future with confidence, guided by its Constitution, strengthened by responsible governance, inspired by visionary leadership, and sustained through faithful stewardship.

May every generation preserve what is enduring, strengthen what has been entrusted to its care, and prepare the Society for those who will follow.

Together, we affirm the Society's enduring commitment to newborn infants everywhere.

Every Baby Counts®



[Back to the table of contents](#)



PART V



CLOSING PAGES

The Journey Continues



[Back to the table of contents](#)





ACKNOWLEDGMENTS



The Global Newborn Society gratefully acknowledges the dedication, service, and vision of the Founding Board of Directors, whose commitment made possible the establishment of the Society's constitutional framework and governance institutions.

The Society also recognizes the contributions of its Members, Officers, committee leaders, volunteers, partners, and supporters throughout the world whose ongoing efforts advance the Society's mission of improving newborn health.

This Governance Handbook is respectfully dedicated to present and future generations of leaders who will preserve the Society's Constitutional Identity, strengthen its institutions, and continue its commitment to newborn infants and their families worldwide.



[*Back to the table of contents*](#)





AFTERWARD



The adoption of the Constitution, Bylaws, and Governance Handbook marks an important milestone in the institutional development of the Global Newborn Society. Together, these documents establish the Society's constitutional framework, define its system of governance, and articulate the principles of leadership and stewardship that will guide its future.

No governing document can anticipate every challenge or opportunity that lies ahead. Their enduring value lies not in prescribing every decision but in preserving the principles that should guide those entrusted with leadership. As medicine advances, healthcare systems evolve, and new opportunities emerge, future generations will continue to strengthen the Society while remaining faithful to its Founding Philosophy, Constitutional Identity, and Enduring Principles.

The Global Newborn Society was established in the belief that every newborn infant deserves the opportunity to survive, to thrive, and to achieve his or her fullest potential. This conviction has guided the Society since its founding and will continue to inspire its work for generations to come.

May every leader preserve what is enduring, strengthen what has been entrusted to their care, and prepare the Society for those who will follow. Through responsible governance, visionary leadership, faithful stewardship, and international collaboration, the Global Newborn Society will continue to advance newborn health throughout the world.

Every Baby Counts®



[*Back to the table of contents*](#)



GLOSSARY

A

Accountability — The obligation of individuals and governing bodies entrusted with authority to accept responsibility for their decisions, actions, stewardship of resources, and fulfillment of assigned responsibilities. Within the Society, accountability is closely associated with transparency, integrity, responsible governance, and clearly defined roles. pp. 11, 22–25, 30–31, 44–47, 64–67, 74–86

Administration — The practical organization and execution of the Society’s day-to-day activities, procedures, records, communications, finances, meetings, and programs. Administration is principally an executive and Secretariat responsibility and is distinguished from the governance and strategic oversight exercised by the Board. pp. 17–18, 22–25, 39–42, 44–47, 59–61

Administrative Continuity — The preservation of consistent organizational processes, records, institutional knowledge, and operational support across changes in elected or appointed leadership. The Secretariat is the principal institutional mechanism through which this continuity is maintained. pp. 59–61

Administrative Leadership — Leadership concerned with implementing policies, coordinating operations, managing organizational functions, and enabling the Society’s governing bodies to fulfill their responsibilities effectively. pp. 39–47, 59–61

Advisory Capacity — A role in which an individual or body studies issues, provides expertise, counsel, or recommendations, but does not ordinarily exercise independent governing authority unless authority has specifically been delegated. Patrons and most committees function primarily in this manner. pp. 49–57

Ambassador — A representative who promotes the Society’s mission, reputation, relationships, and international engagement. Patrons may serve as ambassadors at scientific, professional, governmental, educational, or other forums when appropriately requested. pp. 49–52

Applicable Law — The body of legal requirements governing the Society and its activities. Compliance with applicable law is incorporated into Directors’ fiduciary responsibilities and into the Society’s Duty of Obedience. pp. 30, 66

[Back to the table of contents](#)

...continued on next page

GLOSSARY

A

Archives — The historical records, correspondence, minutes, governing documents, and other materials preserved as part of the Society’s Institutional Heritage and institutional memory. The Secretariat serves as a principal custodian of these materials. pp. 59–61, 107–109

B

Balanced Governance — A governance approach in which authority, oversight, executive responsibility, and administrative support are intentionally distributed among complementary institutions rather than unnecessarily concentrated in one office. pp. 22–25, 34–42

Board — See Board of Directors.

Board Authority — The constitutional authority exercised collectively by the Board of Directors as the Society’s principal governing body. Individual Directors contribute to governance but do not ordinarily exercise the Board’s authority independently. pp. 27–32

Board Deliberation — The process through which Directors consider evidence, hear diverse perspectives, ask questions, discuss alternatives, and exercise collective judgment before reaching decisions. pp. 29–31, 79–82

Board of Directors — The principal governing body of the Global Newborn Society. The Board establishes strategic direction, exercises fiduciary oversight, adopts policies, safeguards the Society’s Constitutional Identity, oversees organizational sustainability, and bears ultimate responsibility for governance. pp. 27–32

Board Oversight — The Board’s responsibility to supervise the Society at the governance level without assuming routine executive or administrative functions. Oversight includes strategy, finances, leadership, risk, policies, mission, and institutional sustainability. pp. 27–32, 39–42, 69–77

Board Policy — A policy formally adopted by the Board to guide specific aspects of the Society’s administration, governance, financial practices, committees, elections, conflicts of interest, records, or other activities. pp. 18–20

[Back to the table of contents](#)

...continued on next page

GLOSSARY

B

Board Policy Manual — The component of the Founding Governance Series containing operational policies adopted by the Board. It is subordinate to and should remain consistent with the Constitution, Bylaws, and Governance Handbook. pp. 18–20

Board Responsibility — The collective responsibility of Directors for the governance and long-term welfare of the Society. This includes strategic leadership, fiduciary oversight, risk management, leadership oversight, institutional stewardship, and preservation of the Society’s mission and identity. pp. 27–32

Boardroom — Used conceptually in the Handbook to represent the formal setting of governance decisions. The Handbook emphasizes that the consequences of governance extend well beyond the Boardroom to the Society, the global newborn community, and ultimately newborn infants and families. pp. 114–116

Bylaws — The governing document that implements the Constitution by establishing procedures for the administration and operation of the Society, including the functioning of the Board, Officers, committees, meetings, elections, and other organizational matters. pp. 7, 13, 17–20

C

Care, Duty of — See Duty of Care.

Charitable Purposes — The purposes for which the Society exists and for which its resources are to be used. Fiduciary governance requires that the Society remain faithful to these purposes. pp. 64–67, 74–77

Chief Executive Officer — See Founder President–Chief Executive Officer.

Chairs — See Three Chairs.

Civility — Respectful conduct during governance deliberations, particularly when opinions differ. Civility is identified as an element of effective and respectful Board governance. pp. 79–82

[*Back to the table of contents*](#)

GLOSSARY

C

Collaboration — Cooperative work among leaders, Members, disciplines, institutions, professions, countries, and other stakeholders in pursuit of shared objectives. Collaboration is a recurring principle of the Society's governance philosophy and international mission. pp. 9–11, 22–25, 34–37, 44–57, 88–96

Collaborative Governance — Governance characterized by shared responsibility, open communication, respectful deliberation, and cooperation among the Board, Three Chairs, executive leadership, Officers, committees, and Secretariat. pp. 22–25, 34–37

Collective Authority — Authority exercised by a governing body acting as a whole rather than by individual members acting independently. The Board's governing authority is fundamentally collective. pp. 27–31

Collective Decision-Making — The process through which Directors deliberate and reach formal decisions as a governing body. Once properly adopted, Board decisions become collective institutional decisions. pp. 29–31, 79–82

Collective Governance — The principle that the Board acts as a collegial governing body whose authority and responsibility reside in the Board collectively. pp. 29–31

Collective Judgment — The combined judgment of a governing body following preparation, evidence review, discussion, and deliberation. The Handbook regards collective judgment as stronger when informed by diverse expertise and perspectives. pp. 29–31, 79–82

Committee — A body established by the Board to study issues, provide expertise, develop recommendations, oversee assigned matters, or support specific aspects of the Society's work. pp. 53–57

Committee Chair — The leader responsible for organizing a committee's work, facilitating discussion, encouraging participation, and ensuring that recommendations are communicated clearly to the Board. pp. 56–57

Committee Recommendation — Advice, analysis, or proposed action developed by a committee for consideration by the Board. Unless specific authority has been delegated, a recommendation does not itself constitute final governing action. pp. 54–57

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

C

Committees — Standing, special, advisory, or other bodies established by the Board to assist in carrying out governance responsibilities through specialized expertise and detailed analysis. pp. 53–57

Communication — The exchange of information necessary for effective governance, collaboration, administration, and leadership. Regular communication among the Board, Three Chairs, Founder President–Chief Executive Officer, Officers, committees, and Secretariat is emphasized throughout the Handbook. pp. 34–47, 54–61, 93–96

Compassion — A commitment to human well-being that accompanies scientific excellence and professional service to newborn infants and their families. pp. 110–116

Compliance — Adherence to the Constitution, Bylaws, Board policies, applicable law, regulatory requirements, and relevant ethical standards. pp. 30, 44–47, 64–67, 74–77

Confidentiality — The responsibility to protect information that should not be publicly disclosed. Directors and Officers are expected to maintain confidentiality when appropriate. pp. 30, 44–47, 64–67, 81

Conflict of Interest — A circumstance in which personal, professional, financial, or institutional interests could influence, or reasonably appear to influence, impartial judgment in a matter involving the Society. pp. 30, 64–67, 83–86

Conflict-of-Interest Disclosure — The timely communication of an actual, potential, or perceived conflict so that the Board can determine whether action is necessary to preserve impartiality and integrity. pp. 84–86

Consensus — General agreement reached through discussion and deliberation. The Board is encouraged to seek consensus whenever practical, although formal procedures govern when consensus cannot be achieved. pp. 24, 34–37, 79–82

Constitution — The supreme governing document of the Global Newborn Society. It establishes the Society’s Founding Philosophy, Constitutional Identity, governance structure, constitutional institutions, and Enduring Principles. pp. 7, 12–20

[Back to the table of contents](#)

...continued on next page

GLOSSARY

C

Constitutional Framework — The integrated system of principles, institutions, documents, and relationships established by the Constitution and implemented through the Bylaws and other governance documents. pp. 7, 16–25

Constitutional Identity — The enduring institutional character of the Global Newborn Society arising from the integration of its Constitution, mission, vision, Founding Philosophy, Enduring Principles, Bylaws, symbols, institutions, scientific commitments, leadership traditions, and dedication to newborn health. pp. 12–15

Constitutional Institutions — The enduring institutions established or recognized within the Society’s constitutional framework and contributing to its identity and continuity. pp. 12–20

Constitutional Stability — The continuity provided by enduring constitutional principles and structures even as operational procedures, leadership, programs, and circumstances evolve. pp. 17–20

Continuity — The preservation of mission, identity, knowledge, institutional capacity, and effective governance across changes in people, programs, and circumstances. pp. 12–15, 17–25, 48–52, 58–61, 98–109

Continuous Improvement — The practice of periodically evaluating governance processes and using experience to improve future performance. Board meetings and decision-making are specifically identified as areas for such reflection. pp. 79–82

Cultural Perspective — A viewpoint shaped by differing cultural experiences and contexts. International governance benefits from recognizing and respecting such differences. pp. 88–90

Custodian — A person or institution entrusted with preservation and care. The Secretariat functions as the principal custodian of important institutional records and heritage. pp. 59–61, 107–109

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

D

Decision — A formal determination made through an authorized governance or administrative process. Important decisions should be mission-aligned, informed, impartial, and attentive to the Society's long-term interests. pp. 22–25, 64–67, 79–82

Decision-Making — The process of preparing, gathering information, deliberating, exercising judgment, reaching decisions, implementing them, and evaluating their effects. pp. 24, 64–67, 78–82

Delegated Authority — Authority specifically assigned by the Board to an Officer, committee, executive leader, or other body. Delegation does not ordinarily transfer the Board's ultimate responsibility for governance. pp. 53–57

Deliberation — Thoughtful discussion preceding a governance decision. Effective deliberation includes listening to differing viewpoints, asking questions, evaluating evidence objectively, and focusing on the Society's long-term interests. pp. 79–82

Director — An individual serving on the Board of Directors and participating in its collective governance, fiduciary oversight, strategic leadership, and decision-making. pp. 27–32

Disclosure — The act of making relevant information known, particularly information concerning an actual, potential, or perceived conflict of interest. pp. 64–67, 84–86

Diversity — The inclusion of differing professional backgrounds, geographic perspectives, cultural experiences, disciplines, and viewpoints. Diversity is treated as a source of stronger deliberation, innovation, and international legitimacy. pp. 31, 54–57, 88–90

Duty of Care — The fiduciary duty requiring leaders to prepare adequately, review relevant information, participate actively, seek expert advice when needed, and make decisions using appropriate diligence and reasonable judgment. pp. 64–65

Duty of Loyalty — The fiduciary duty requiring leaders to place the interests of the Society above competing personal, professional, financial, or institutional interests. pp. 66–67

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

D

Duty of Obedience — The fiduciary duty requiring leaders to ensure that the Society operates consistently with its Constitution, Bylaws, mission, applicable law, ethical requirements, and charitable purposes. pp. 66–67

E

Education — One of the activities through which the Society advances its mission, alongside science, clinical care, collaboration, publications, and professional development. pp. 9, 69–72, 88–90, 110–116

Educational Guidance — Explanatory governance material intended to help leaders understand and apply governing principles without itself creating superior legal authority. The Governance Handbook serves this function. pp. 7, 18–20

Effective Board — A Board characterized by integrity, mutual respect, diverse expertise and perspectives, constructive debate, transparency, accountability, strategic thinking, and commitment to the Society’s mission. pp. 31–32

Effective Governance — Governance that combines clearly defined authority, sound judgment, fiduciary responsibility, strategic oversight, collaboration, accountability, transparency, and stewardship in support of the Society’s mission. pp. 7, 22–32, 62–90

Emblem — The Society’s official visual symbol and an element of its Constitutional Identity and Institutional Heritage. pp. 13, 107

Enduring Principles — The foundational principles intended to guide the Society across generations: scientific excellence, ethical leadership, responsible stewardship, international collaboration, professional integrity, transparency, accountability, respect for diversity and inclusion, responsible innovation, and dedication to newborn health. pp. 10–11

Ethical Leadership — Leadership that exercises authority with honesty, fairness, transparency, respect, professionalism, integrity, and fidelity to the Society’s mission. pp. 10–11, 64–67, 93–100

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

E

Evidence-Informed Decision-Making — Governance decisions based on relevant facts, appropriate expertise, careful analysis, and objective consideration rather than unsupported preference or personal interest. pp. 24, 54–57, 79–82

Executive Leadership — The leadership responsible for translating the Board’s strategic direction and policies into operations, administration, programs, and organizational action. pp. 39–42

Executive Responsibility — Responsibility for implementing Board-approved policies and direction and managing the day-to-day functions of the Society. pp. 39–42, 76–77

Expert Advice — Specialized counsel sought when leaders require knowledge beyond their own expertise in order to make informed decisions. Seeking such advice is expressly associated with the Duty of Care. pp. 64–65

F

Fiduciary Duty — A legal and ethical obligation arising from entrusted governance responsibility. Within the Handbook, fiduciary leadership is expressed principally through care, loyalty, obedience, and stewardship. pp. 29–31, 63–67

Fiduciary Leadership — Leadership characterized by faithful exercise of fiduciary responsibilities in the best interests of the Society and its mission. pp. 63–67

Fiduciary Oversight — The Board’s supervision of matters affecting the Society’s finances, resources, compliance, risk, mission, and long-term interests. pp. 27–32, 63–77

Fiduciary Responsibility — The responsibility to exercise entrusted authority carefully, loyally, lawfully, ethically, and in the Society’s best interests. pp. 29–31, 63–67

Financial Accountability — The responsibility to ensure that the Society’s financial decisions and use of resources can be appropriately reviewed, explained, and justified. pp. 74–77

Financial Administration — The implementation of financial policies, reporting, budgeting processes, and routine financial operations under executive and administrative leadership. pp. 74–77

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

F

Financial Oversight — Board supervision of budgets, financial condition, policies, internal controls, assets, legal compliance, risks, and long-term sustainability. pp. 27–32, 74–77

Financial Stewardship — The prudent, transparent, accountable, mission-aligned, and sustainable management and oversight of the Society’s financial resources. pp. 73–77

Financial Sustainability — The capacity of the Society to maintain adequate resources and financial resilience so that its mission can continue over the long term. pp. 31, 69–77, 99–100

Founder President–Chief Executive Officer — The Society’s chief executive leader, responsible for executive leadership, administration, implementation of Board direction, oversight of operations, support of governance, representation of the Society, and stewardship of its long-term institutional development. pp. 38–42

Founding Governance Series — The integrated hierarchy of governing and governance-supporting documents consisting of the Constitution, Bylaws, Governance Handbook, and Board Policy Manual. pp. 16–20

Founding Philosophy — The enduring philosophy upon which the Society was established. It links scientific excellence with ethical leadership and recognizes responsible stewardship as essential to building an institution capable of serving future generations. pp. 9–10

Future Generations — Those who will inherit responsibility for the Society after its present Members and leaders. Responsibility to future generations is a recurring rationale for stewardship, succession planning, institutional heritage, and responsible governance. pp. 10, 14–15, 48–52, 93–116

G

Global Collaboration — Cooperation among individuals, institutions, professions, and regions throughout the world in pursuit of improved newborn health. pp. 9–11, 88–90

[Back to the table of contents](#)

...continued on next page

GLOSSARY

G

Global Newborn Community — The worldwide community of professionals, institutions, partners, families, and others concerned with newborn health whom the Society seeks to serve and connect. pp. 7, 63–67, 88–96

Global Newborn Society Congress — One of the enduring institutions identified as part of the Society’s Constitutional Identity and Institutional Heritage and a forum for its scientific and professional activities. pp. 13, 107

Governance — The system through which institutional authority is organized and exercised, strategic direction is established, fiduciary oversight is provided, decisions are made, accountability is maintained, and the Society’s mission and identity are protected. pp. 7, 16–32

Governance Authority — The legitimate institutional authority to establish strategic direction, adopt policy, exercise oversight, and make decisions within the Society’s constitutional framework. pp. 17–25, 27–32

Governance Documents — Documents establishing or supporting the Society’s system of governance, principally the Constitution, Bylaws, Governance Handbook, and Board Policy Manual. pp. 16–20, 107–109

Governance Framework — The integrated structure through which the Board, Three Chairs, Founder President–Chief Executive Officer, Officers, Committees, and Secretariat perform complementary responsibilities. pp. 21–25

Governance Handbook — The educational component of the Founding Governance Series that provides practical guidance concerning governance principles, fiduciary responsibilities, leadership expectations, and best practices. It does not supersede the Constitution or Bylaws. pp. 7, 18–20

Governance Hierarchy — The order of authority among the Society’s primary governance documents: Constitution → Bylaws → Governance Handbook → Board Policy Manual. pp. 17–20

Governance Leadership — Leadership focused on helping the Board perform its constitutional responsibilities effectively. The Three Chairs have a particular governance-leadership role. pp. 22–25, 33–37

[Back to the table of contents](#)

...continued on next page

GLOSSARY

G

Governance Structure — The distribution of governance and institutional responsibilities among the Society's principal bodies and offices. pp. 21–25, 26–61

Good Faith — Honest intention and conduct directed toward the Society's legitimate interests rather than improper personal advantage. Acting in good faith forms part of Directors' fiduciary responsibility. pp. 30, 66

Good Governance — Governance that is principled, informed, accountable, transparent, collaborative, respectful, mission-focused, and attentive to institutional consequences and long-term stewardship. pp. 22–25, 63–90

H

Historical Archives — Preserved records documenting the Society's institutional development, decisions, achievements, correspondence, and history. pp. 59–61, 107–109

Historical Record — The accumulated documentary evidence of the Society's development and activity across time. Preserving this record helps future leaders understand the institution they inherit. pp. 107–109

Humility — A personal quality encouraged in Society leaders, reflecting willingness to serve, listen, learn, and place institutional purpose above personal recognition. pp. 93–96

I

Impartiality — The exercise of judgment without inappropriate influence from personal or competing interests. It is particularly important in fiduciary leadership, conflict-of-interest management, and the work of the Three Chairs. pp. 34–37, 64–67, 83–86

Implementation — The translation of decisions, policies, and plans into action. The Board establishes direction; executive leadership and the Secretariat play central roles in implementation. pp. 22–25, 39–47, 69–72

[Back to the table of contents](#)

...continued on next page

GLOSSARY

I

Inclusion — The deliberate incorporation and respectful participation of people with differing backgrounds, perspectives, experiences, and circumstances. pp. 10–11, 88–90

Inclusiveness — A characteristic of international governance through which broad participation and diverse perspectives are welcomed in the Society’s work. pp. 88–90

Independent Judgment — Judgment exercised objectively rather than simply following personal, professional, or institutional pressures. It is part of the Duty of Care. pp. 64–65

Innovation — The development or adoption of new ideas, practices, technologies, partnerships, or approaches that advance the Society’s mission. The Handbook consistently pairs innovation with continuity and responsible stewardship. pp. 10–15, 69–72, 88–100, 110–112

Institution — The Society understood not merely as an organization but as an enduring body defined by mission, principles, traditions, governance, institutions, and identity extending across generations. pp. 12–15

Institutional Capacity — The Society’s collective ability to govern effectively, administer its activities, maintain resources, develop leaders, and advance its mission. pp. 93–105

Institutional Continuity — The preservation of the Society’s identity, knowledge, governance capacity, and mission despite changes in leadership, circumstances, and organizational development. pp. 12–15, 48–61, 98–109

Institutional Development — The continuing strengthening and evolution of the Society’s structures, leadership, governance, programs, capacity, and international role. pp. 34–42, 98–116

Institutional Heritage — The Society’s enduring body of governing documents, principles, symbols, traditions, publications, archives, scientific activities, strategic materials, and historical records. pp. 106–109

Institutional Identity — The enduring sense of what the Society is and what it stands for. In the Handbook, this concept is expressed most formally as Constitutional Identity. pp. 12–15

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

I

Institutional Knowledge — Knowledge accumulated through the Society’s experience, records, decisions, leadership, and activities. Its preservation supports continuity and informed governance. pp. 48–52, 59–61, 107–109

Institutional Legacy — What one generation of leaders leaves to those who follow: the condition of the Society, its governance, resources, reputation, scientific impact, international relationships, and commitment to mission. pp. 98–100, 107–116

Institutional Memory — The preserved knowledge of the Society’s history, decisions, experiences, governing documents, traditions, and prior leadership that allows future generations to understand and build upon the past. pp. 49–52, 59–61, 107–109

Institutional Resilience — The capacity of the Society to remain effective, stable, and mission-focused despite changing circumstances, leadership transitions, risks, or future challenges. pp. 44–52, 74–77, 98–105

Institutional Stewardship — The enduring responsibility to preserve, strengthen, and advance the Society’s mission, Constitutional Identity, Institutional Heritage, reputation, resources, institutions, and future capacity. pp. 97–100

Integrity — Consistent adherence to honesty, ethical conduct, professional standards, institutional responsibilities, and the Society’s principles. Integrity is treated as fundamental to governance, leadership, fiduciary responsibility, and public trust. pp. 10–11, 30–31, 64–67, 83–86, 92–100

Interdisciplinary Collaboration — Cooperation among physicians, nurses, researchers, educators, allied health professionals, administrators, and other experts in addressing the Society’s work. pp. 54–57, 88–90

International Collaboration — Cooperation across countries, regions, professions, healthcare systems, institutions, and cultures in advancing newborn health. pp. 9–11, 69–72, 88–90, 110–116

International Governance — Governance adapted to the Society’s global character, emphasizing broad representation, diversity, collaboration, inclusiveness, respect for differing contexts, and unity around a common mission. pp. 87–90

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

I

International Representation — Participation of leaders and perspectives from different regions of the world so that the Society’s governance reflects its global mission. pp. 88–90

J

Judgment — The capacity to assess information, circumstances, competing considerations, and consequences in reaching responsible decisions. Sound judgment is a core expectation of fiduciary and organizational leadership. pp. 7, 34–37, 63–67, 93–96

L

Leadership — Service-oriented responsibility exercised to strengthen the Society, support colleagues, inspire collaboration, advance the mission, and prepare the institution for the future. pp. 92–96

Leadership by Example — The principle that leaders influence organizational culture and future standards through their own professionalism, respect, diligence, conduct, and commitment. pp. 95–96

Leadership Continuity — The preservation of effective institutional leadership across transitions through mentorship, succession planning, shared knowledge, and preparation of future leaders. pp. 48–52, 101–105

Leadership Development — The deliberate process of giving emerging leaders experience, mentorship, governance opportunities, increasing responsibility, and preparation for future service. pp. 48–52, 93–105

Leadership Expectations — The standards of service, integrity, professionalism, accountability, humility, respect, judgment, communication, collaboration, learning, vision, and stewardship expected of those serving the Society. pp. 92–96

Leadership Transition — The movement of governance or executive responsibility from one generation or individual to another. The Handbook treats transitions as inevitable and emphasizes preparation rather than crisis response. pp. 101–105

[Back to the table of contents](#)

...continued on next page

GLOSSARY

L

Legacy — The enduring effect of leadership and stewardship on the Society that is inherited by future generations. pp. 97–100, 106–116

Long-Term Interests — The enduring welfare, mission, reputation, identity, sustainability, and future capacity of the Society, which leaders are expected to consider beyond immediate concerns. pp. 7, 29–32, 63–72, 79–86

Long-Term Sustainability — The Society's capacity to preserve sufficient financial, institutional, leadership, and organizational strength to fulfill its mission over time. pp. 31, 69–77, 98–105

Loyalty, Duty of — See Duty of Loyalty.

M

Member — An individual associated with the Society and its mission. Members contribute to the Society's scientific, educational, organizational, leadership, committee, and collaborative activities, although formal governing authority is assigned according to the Constitution and Bylaws. pp. 7, 59, 93–116

Mentor — An experienced individual who helps another person develop through guidance, counsel, experience, and transfer of institutional knowledge. Patrons have a particularly important mentoring role. pp. 49–52, 98–105

Mentorship — The continuing process through which experienced leaders provide knowledge, guidance, encouragement, and opportunities to emerging leaders. It is central to succession planning and institutional continuity. pp. 49–52, 98–105

Mission — The Society's enduring purpose of improving the health and well-being of newborn infants throughout the world through scientific discovery, clinical excellence, professional development, international collaboration, and leadership dedicated to newborn health. pp. 8–11

Mission Alignment — The principle that the Society's decisions, programs, resources, strategies, and partnerships should advance or remain consistent with its mission. pp. 9–11, 63–77

[Back to the table of contents](#)

...continued on next page

GLOSSARY

M

Motto — An official expression associated with the Society and included among the elements of its Constitutional Identity and Institutional Heritage. The Handbook identifies Every Baby Counts® as an enduring expression of the Society’s commitment. pp. 2, 13, 107, 115–116

Mutual Respect — Recognition of the dignity, expertise, perspectives, and legitimate roles of colleagues. Mutual respect is foundational to shared leadership and effective deliberation. pp. 22–25, 34–37, 79–82

N

Newborn Health — The central field of service and mission toward which the Society’s governance, science, leadership, education, partnerships, and institutional development are ultimately directed. Throughout; especially pp. 8–11, 88–90, 110–116

O

Obedience, Duty of — See Duty of Obedience.

Officer — An individual appointed or elected to provide specialized leadership or administrative support in areas determined by the Society’s governance framework. pp. 43–47

Officers — The group of individuals assisting the Society’s governance and administration through specialized responsibilities that may include finances, communications, publications, education, membership, scientific activities, and international relations. pp. 43–47

Operational Administration — The routine execution and coordination of the Society’s activities, distinguished from the Board’s strategic and fiduciary governance responsibilities. pp. 27–32, 39–47, 59–61

Operational Flexibility — The capacity to modify offices, procedures, policies, and administrative arrangements as the Society develops without unnecessarily altering its enduring constitutional foundations. pp. 17–20, 44–47

[*Back to the table of contents*](#)

GLOSSARY

O

Operational Responsibility — Responsibility for day-to-day management and implementation. Within the Society, this principally rests with executive leadership and the Secretariat under Board oversight. pp. 27–28, 39–47, 59–61

Organization — The operational expression of the Society as a functioning body. The Handbook distinguishes this from the deeper concept of an enduring institution defined by identity, heritage, and principles. pp. 12–15

Organizational Capacity — The Society’s ability to carry out its mission through effective structures, leadership, resources, administration, and governance. pp. 44–47, 101–105

Organizational Resilience — The capacity to withstand change, manage challenges, preserve continuity, and continue functioning effectively. pp. 44–52, 74–77, 101–105

Organizational Sustainability — The ability to maintain effective governance, resources, leadership, programs, and institutional capacity over the long term. pp. 27–32, 69–77

Oversight — Governance-level supervision intended to ensure that strategy, resources, leadership, policies, risk, and institutional activities remain aligned with the Society’s mission and responsibilities. pp. 27–32, 39–42, 63–77

P

Patron — A former Director who continues to contribute to the Society through advisory leadership, mentorship, ambassadorship, stewardship, and preservation of institutional memory rather than through automatic executive authority. pp. 48–52

Patrons — Collectively, former Directors serving as senior advisors, ambassadors, mentors, and stewards who help connect successive generations of Society leadership. pp. 48–52

Policy — An institutional rule, direction, or administrative standard adopted through appropriate authority to guide the Society’s activities. pp. 17–20, 27–32

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

P

Policy Implementation — The execution of policies adopted by the Board through executive leadership, Officers, and the Secretariat. pp. 39–47, 59–61

Preparation — The work undertaken before governance deliberation, including review of relevant materials and understanding of the issues. Preparation is a component of effective meetings and the Duty of Care. pp. 64–65, 79–82

Professional Administration — Administration characterized by professionalism, efficiency, confidentiality, accuracy, responsiveness, and reliable support of the Society’s activities. pp. 59–61

Professional Development — Activities intended to strengthen the knowledge, expertise, capabilities, and leadership potential of individuals involved in the Society and newborn health. pp. 9, 69–72, 101–105, 110–112

Professional Excellence — High standards of competence, conduct, and service expected of the Society and its leaders. pp. 10–11, 93–96

Professional Integrity — Adherence to ethical, responsible, transparent, and accountable professional conduct. pp. 10–11

Professionalism — Conduct characterized by responsibility, competence, respect, diligence, integrity, and commitment to institutional purpose. pp. 10–11, 44–47, 59–61, 93–96

Prudence — Careful and responsible judgment, particularly in the stewardship and allocation of financial resources. pp. 74–77

Public Confidence — Trust placed in the Society by Members, partners, professionals, institutions, and the broader community, strengthened through ethical and transparent governance. pp. 64–67, 83–86

Public Trust — Confidence in the integrity and responsible conduct of the Society and its leaders. Fiduciary duties, transparency, financial stewardship, conflict-of-interest management, and ethical leadership all contribute to its preservation. pp. 30, 64–67, 74–77, 83–86, 93–100

[Back to the table of contents](#)

...continued on next page

GLOSSARY

R

Records — Official documentary materials created or maintained through the Society's governance and administration, including governing documents, minutes, correspondence, archives, and other materials of enduring significance. pp. 59–61, 107–109

Representation — Participation or service reflecting different professional, geographic, disciplinary, cultural, or institutional perspectives. Broad international representation strengthens the Society's global governance. pp. 88–90

Reputation — The standing and credibility of the Society among Members, professionals, partners, institutions, and the public. Leaders and stewards are expected to protect it as an institutional asset. pp. 12–15, 63–67, 83–86, 97–100

Resilience — The capacity of the Society to remain strong and effective despite change, uncertainty, leadership transitions, or institutional challenges. pp. 44–52, 74–77, 97–105

Resources — Financial, human, organizational, intellectual, and other assets entrusted to the Society for advancement of its mission. pp. 27–32, 63–77, 97–100

Respect — Recognition of the dignity and legitimate viewpoints of colleagues, Members, partners, communities, and people from differing cultures or circumstances. pp. 10–11, 79–90, 93–96

Responsible Governance — Governance characterized by fiduciary responsibility, informed judgment, integrity, transparency, accountability, effective decision-making, strategic foresight, and stewardship. pp. 62–90

Responsible Innovation — The thoughtful adoption of change and new approaches in a manner consistent with the Society's mission, Founding Philosophy, Enduring Principles, and Constitutional Identity. pp. 14–15, 97–100, 110–112

Responsible Stewardship — The faithful care of the Society's mission, resources, reputation, identity, institutions, and future. pp. 10–11, 25, 63–77, 97–100

Risk — A circumstance or uncertainty capable of affecting the Society's resources, mission, reputation, sustainability, or objectives. pp. 27–32, 69–77

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

R

Risk Management — The identification, evaluation, oversight, and responsible management of risks affecting the Society. It is included among the Board's principal responsibilities. pp. 27–32, 69–77

S

Scientific Collaboration — Cooperative scientific activity across people, disciplines, institutions, and regions intended to expand knowledge and improve newborn health. pp. 88–90, 110–112

Scientific Excellence — Commitment to the highest standards in research, clinical practice, scholarly work, professional activity, and scientific integrity. It is one of the Society's foundational and enduring principles. pp. 10–11, 27–32, 69–72, 88–100, 110–116

Scientific Integrity — Responsible generation, communication, interpretation, and application of scientific knowledge. pp. 9–11

Secretariat — The permanent administrative office of the Society. It supports governance and operations, maintains records, coordinates activities and communications, assists meetings and committees, preserves institutional memory, and provides continuity across leadership transitions. pp. 58–61

Service — The fundamental orientation of leadership toward advancing the Society's mission and improving newborn health rather than seeking personal recognition or authority. pp. 92–96

Shared Governance — A model in which governance leadership is exercised collaboratively through complementary roles rather than concentrated unnecessarily in a single individual or office. pp. 22–25, 33–37

Shared Leadership — The distribution of leadership responsibilities among the Board, Three Chairs, Founder President–Chief Executive Officer, Officers, committees, and Secretariat according to their distinct roles. pp. 22–25, 33–37

Shared Purpose — The unifying mission that connects individuals and bodies performing different institutional responsibilities. pp. 22–25, 26

[Back to the table of contents](#)

...continued on next page

GLOSSARY

S

Shared Responsibility — The principle that preservation and advancement of the Society depend upon the contributions of multiple leaders, bodies, Members, and successive generations. pp. 17–20, 101–116

Sound Judgment — Thoughtful, informed, impartial, and responsible evaluation of circumstances when exercising leadership or governance authority. pp. 7, 34–37, 63–67, 93–96

Stakeholder — Although not established as a formal constitutional office, the Handbook recognizes multiple groups involved in or affected by the Society’s work, including clinicians, researchers, nurses, educators, policymakers, governments, charitable organizations, institutions, partners, communities, newborn infants, and families. pp. 9, 88–90

Strategic Direction — The long-term direction established principally by the Board to guide the Society’s priorities, resources, initiatives, partnerships, and development. pp. 27–32, 39–42, 69–72

Strategic Leadership — Leadership focused on long-term priorities, opportunities, risks, institutional development, scientific objectives, sustainability, partnerships, and future needs rather than routine administration. pp. 31–32, 69–72

Strategic Objective — A defined long-term result or priority through which the Society seeks to advance its mission and vision. pp. 39–42, 69–72

Strategic Oversight — Board supervision of the Society’s long-term direction and major priorities while leaving routine implementation to executive leadership. pp. 27–32, 39–42, 69–72

Strategic Planning — The continuous process of identifying priorities, establishing long-term objectives, allocating resources, implementing plans, evaluating progress, and adjusting to emerging opportunities and challenges. pp. 68–72

Strategic Thinking — The capacity to anticipate future challenges and opportunities and consider how present decisions and investments will affect the Society’s long-term mission. pp. 31–32, 69–72, 93–96

[*Back to the table of contents*](#)

...continued on next page

GLOSSARY

S

Steward — A person entrusted with preserving and responsibly advancing something of enduring value for others and for those who will follow. pp. 48–52, 63–67, 97–100

Stewardship — The responsibility to preserve, protect, strengthen, and responsibly advance the Society’s mission, resources, reputation, Constitutional Identity, Institutional Heritage, leadership capacity, and future opportunities. pp. 10, 14–15, 25, 42, 49–52, 63–77, 97–100

Stewardship Across Generations — The principle that each generation temporarily holds responsibility for the Society and must preserve and strengthen it for those who will follow. pp. 14–15, 51–52, 97–109

Succession — The transfer of leadership responsibility from one individual or generation to another. pp. 101–105

Succession Planning — The continuous process of identifying, mentoring, developing, and preparing future leaders to ensure orderly transitions and institutional continuity. pp. 101–105

Sustainability — The capacity to maintain the Society’s effectiveness and mission over time through responsible governance, adequate resources, leadership development, adaptability, and prudent planning. pp. 27–32, 69–77, 97–105

T

Task Force — A group that may be established by the Board for a defined purpose or issue as part of the Society’s flexible committee structure. pp. 54–55

the newborn — The Society’s official publication identified as an element of its Constitutional Identity and Institutional Heritage. pp. 13, 107

Three Chairs — The three elected Board leaders who function collaboratively rather than hierarchically, facilitate the work of the Board, strengthen governance, encourage informed deliberation, support strategic planning, and promote institutional continuity. pp. 33–37

[Back to the table of contents](#)

...continued on next page

GLOSSARY

T

Transparency — Openness and clarity in governance, disclosure, financial stewardship, communication, and decision-making that enable accountability and strengthen confidence in the Society. pp. 10–11, 22–25, 31, 64–67, 74–77, 81, 83–86

Trust — Confidence created through integrity, competence, transparency, ethical conduct, mutual respect, responsible stewardship, and faithful fulfillment of institutional responsibilities. pp. 30, 40, 64–67, 74–86, 93–100

V

Values — The principles and standards that define how the Society understands its responsibilities and conducts its work. They are reflected in the Founding Philosophy, Enduring Principles, Constitutional Identity, and leadership expectations. pp. 9–15, 92–100

Vision — The Society’s aspiration for a world in which every newborn infant has the opportunity to receive the highest attainable standard of care regardless of geography, resources, or circumstance. pp. 8–9

Visionary Leadership — Leadership capable of seeing beyond immediate responsibilities, anticipating future opportunities and challenges, inspiring others, encouraging innovation, and preparing the institution for the future. pp. 93–96, 110–116

W

Working Group — A group that may be established to undertake focused work in support of the Society’s mission or governance responsibilities. pp. 54–55, 103–105

Working Together — The governance principle that institutional effectiveness depends upon each body understanding its distinct responsibility and collaborating with others within a common constitutional framework. pp. 22–25

[Back to the table of contents](#)

...continued on next page



GLOSSARY



SELECTED INSTITUTION-SPECIFIC TERMS

Every Baby Counts® — The Society’s registered motto and an enduring expression of its commitment to the value, health, survival, and potential of every newborn infant. pp. 2, 13, 115–116

Founding Edition — The designation identifying the 2026 Governance Handbook as part of the Society’s foundational generation of constitutional and governance documents. p. 2

Founding Generation — The generation of leaders responsible for establishing the Society’s constitutional framework, governance institutions, traditions, and early institutional identity. The phrase is implicit in the Handbook’s repeated emphasis on preserving the founding principles for future generations. pp. 7–20, 107–118

Global Newborn Society — The international organization whose mission is to improve the health and well-being of newborn infants worldwide through science, clinical excellence, professional development, international collaboration, and leadership. pp. 8–11

Founding Board of Directors — The Directors whose service and vision contributed to establishing the Society’s constitutional framework and governance institutions. p. 117

Founding Philosophy of the Global Newborn Society — The Society’s enduring understanding that scientific excellence and ethical leadership are inseparable and that each generation has a stewardship responsibility to preserve and advance the institution. pp. 9–10

Global Newborn Community — The international community of individuals and institutions dedicated to improving newborn health and served, convened, or supported by the Society. pp. 7, 63, 88–96

Institutional Heritage of the Global Newborn Society — The accumulated constitutional, historical, scientific, symbolic, documentary, and cultural inheritance of the Society that should be preserved for future generations. pp. 106–109



[*Back to the table of contents*](#)





THE GLOBAL NEWBORN SOCIETY

*The Global Newborn Society
is dedicated to advancing newborn health
through science, collaboration, and compassion.*

*Together, we build a world
where every baby is valued,
every life is protected,
and every future is brighter.*



WWW.GLOBALNEWBORNSOCIETY.ORG