

<b>Policy Type</b>	<b>Policy Title</b>
Governance Process	Governing Style
<b>Policy GP # 2A</b>	<b>Date of Board Approval:</b>
	<b>September 2002</b>
	<b>Date of Revisions:</b>
	May 24, 2007

## **2A Governing Style**

The Board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of Board and Chief Executive Officer roles, (5) collective rather than individual decisions, (6) working toward the future, and (7) proactivity rather than reactivity.

- The Board will cultivate a sense of group responsibility and operate in all ways mindful of its public trusteeship obligation to its members, volunteers and the public it serves. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about Ends to be achieved and Means to be avoided. The Board's major policy focus will be on the intended long-term effects outside the organization (Ends), not on the administrative or programmatic Means of attaining those effects.
- The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- The Board will monitor and discuss the Board's process and performance quarterly and at least annually. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Chief Executive Officer Relationship categories.