

Policy Type:	GOVERNANCE PROCESS POLICY GP 2		
Policy Title:	Governing Style		
Last Updated:	September 26, 2002	Reviewed:	Annually in March

The Board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on:

- a) outward vision rather than an internal preoccupation
- b) encouragement of diversity in viewpoints
- c) strategic leadership more than administrative detail
- d) clear distinction of Board and chief executive roles
- e) collective rather than individual decisions
- f) future rather than past or present and
- g) proactivity rather than reactivity.

The Board will:

1. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will normally be the initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board as a body, although the expertise of individual members may be used to enhance its understanding.
2. Direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term effects outside the staff organization, not on the administrative or program means of attaining those effects.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles and ensuring continuance of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.
4. Ensure the continuance of governance capability through continual Board development including orientation of new members in the Board's governance process and periodic Board discussion of process improvement.
5. Monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-CEO Delegation categories.
6. Allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling group obligations.