

**GOVERNANCE PROCESS
POLICY D1**

GOVERNING STYLE

The Board will approach its task with a style which emphasizes strategic leadership more than administrative detail, clear distinction of Board and staff roles, future rather than past or present, and pro-activity rather than reactivity.

In this spirit, the Board will:

1. Focus chiefly on intended long-term impacts (Ends), not on the administrative or operational means of attaining those effects.
2. Direct, control and inspire the organization through the careful establishment of the broadest organizational values and perspectives (policies). Policies will address: a) Ends – what benefits, for which needs, at what cost; b) Executive Limitations – boundaries of prudence and ethics to be observed by staff; c) Board-Management Relationship – linkage between Board and Management; and d) Governance Process – board role and responsibilities.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, policy making principles, respect of clarified roles, speaking with one voice, and self-policing of any tendency to stray from governance adopted in board policies. In the event that monitoring reveals a condition of non-participation in board activities, the board member must forego his or her discount until participation resumes.
4. Be accountable to the membership and the general public for competent and conscientious fulfillment of its obligations of leadership. The Board will not allow any one officer, an individual, or a committee to usurp this role.
5. Monitor and regularly discuss the Board's own process and performance. Ensure the continuity of board improvements through systematic evaluation of the Board's performance and annual director training.

This policy will be monitored and reviewed in conjunction with the annual board evaluation.

Board performance will be reviewed following every board meeting.

Adopted 10/07/1998
Modified 02/06/2008