

GOVERNANCE PROCESS

The board will approach its task with a style which emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and staff roles, future rather than past or present, and proactivity rather than reactivity.

In this spirit, the board will:

1. Focus chiefly on intended long term impacts on the world outside the organization (*ends*), not on the administrative or programmatic means of attaining those effects.
2. Direct, control and inspire the organization through the careful establishment of the broadest organizational values and perspectives (policies).
3. Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policymaking principles, respect of clarified roles, speaking with one voice and self-policing of any tendency to stray from governance adopted in board policies.
4. Be accountable to the general public for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no officer, individual or committee of the board to usurp this role or hinder this commitment.
5. Monitor and regularly discuss the board's own process and performance. Ensure the continuity of its governance capability by retraining and redevelopment.
6. Be an initiator of policy, not merely a reactor to staff initiatives. The board, not the staff, will be responsible for board performance.