

# **BOARD OF GOVERNORS**

**Policy Type:** Governance Process  
**Approved:** November 21, 2006  
**Revised:** October 2017, September 2013 and April 2009



## **GP-1 – Governing Style**

The board will govern lawfully with an emphasis on outward vision, commitment to obtaining ownership input, encouragement of and respect for diversity in viewpoints, strategic leadership, clear distinction of board and staff roles, collective decisions, and a proactive, future focus.

1. The board will not be preoccupied with the present or past, or with internal administrative detail.
2. The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be an initiator of policy, not merely responding to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body to make policy, rather than to substitute their individual judgements for the group's values.
3. The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the owner's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative means of attaining those effects.
4. The board will 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 the continuity of governance capability. Although the board can change its governance process policies at any time, it will scrupulously observe those currently in force.
5. The board will not allow any member or committee of the board to hinder or be an excuse for not fulfilling board obligations.