

BOARD OF GOVERNORS

Policy Type: Governance Process
Approved: January 27, 2007
Revised: November 2017, September 2013 and April 2009



GP-8 – Investment in Governance

In order to govern well, the board will invest in its governance capacity.

1. Appointing authorities will be provided with information that clearly outlines the board's approach to governance and desirable characteristics of board members.
2. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 2.1. New board members shall receive a complete orientation to ensure familiarity with the organization's issues and structure, and the board's process of governance.
 - 2.2. Board members shall have ongoing opportunity for continued training and education to enhance their governance capabilities.
 - 2.3. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
 - 2.4. Outside monitoring assistance may be arranged so that the board can exercise sufficient control over organizational performance. This includes, but is not limited to, fiscal audit.
3. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior governance capability.
 - 3.1. The board will establish and be accountable for an annual budget for its own governance functions, which includes, but is not limited to, meeting costs, board member attendance at conferences and conventions, improvement of its governance function, costs of fiscal audit and any other outside monitoring assistance required, and costs of methods such as focus groups, surveys and opinion analyses to ensure the board's ability to listen to owner viewpoints and values.
4. The board will use its governance process and board-president policies as measurable standards against which the board's performance can be evaluated.
 - 4.1. The board will evaluate and discuss the board's process and performance annually.
 - 4.2. Under the leadership of the chair, at least annually, the board will conduct self-evaluations. As a result of this evaluation, the board will establish a governance action plan with specific goals and objectives for improvement of identified areas.
 - 4.3. The board will monitor its adherence to its own Governance Process policies regularly. Upon the choice of the board, any policy can be monitored at any time. However, at minimum, the board will both review the policies, and monitor its own adherence to them, according to the following schedule:

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Policy		Monitor Compliance	Review Policy
GP	Global Governance Process	Annually	Every 3 years
GP-1	Governing Style	Annually	Every 3 years
GP-2	Board Job Contributions	Annually	Every 3 years
GP-3	Chair's Role	Annually	Every 3 years
GP-4	Board Committee Principles	Annually	Every 3 years
GP-5	Board Committee Structure	Annually	Every 3 years
GP-5.1	Finance, Risk and Audit Committee Terms of Reference	Annually	Every 3 years
GP-5.2	Governance and Human Resources Committee Terms of Reference	Annually	Every 3 years
GP-6	Board and Committee Expenses	Annually	Every 3 years
GP-7	Code of Conduct	Annually	Every 3 years
GP-8	Investment in Governance	Annually	Every 3 years
GP-9	Board Linkage With Ownership	Annually	Every 3 years
GP-10	Board Linkage With Other Organizations	Annually	Every 3 years
GP-11	Board Planning Cycle and Agenda Control	Annually	Every 3 years
GP-12	Governance Succession Planning	Annually	Every 3 years
GP-13	Special Rules of Order	Annually	Every 3 years
GP-14	Open and In Camera Meetings	Annually	Every 3 years
BP	Global Board-President Relationship	Annually	Every 3 years
BP-1	Unity of Control	Annually	Every 3 years
BP-2	Accountability of the President	Annually	Every 3 years
BP-3	Delegation to the President	Annually	Every 3 years
BP-4	Monitoring President's Performance	Annually	Every 3 years