

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.2

GOVERNING PHILOSOPHY

The Board will govern with an emphasis on outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and chief executive roles, collective rather than individual decisions, future rather than past or present, and proactivity rather than reactivity.

The Board will:

1. Be accountable for excellence in governing through a sense of group responsibility. The Board will be an initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute individual judgments for the Board's vision.
2. Lead, direct, control, and inspire the organization through the careful establishment and communication of broad written policies reflecting the Board's vision. The Board's major policy focus will be on the intended long term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as participation, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuity of governance capability. Continual Board development will include systematic orientation of new members in the Board's governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling its commitments.

Adopted: August 17, 2000

Reviewed: March 21, 2002, January 20, 2005, July 14, 2008, October 22, 2009, December 16, 2010,
December 15, 2011, June 16, 2016