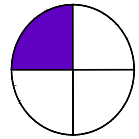


Board of Directors Policy



Policy Type: Governance Process

Policy #: GP3

Policy Name: Governing Style (Guiding Principles)

Page #: 1 of 1

Creation Date: December 3, 1995

Effective Date: February 24, 2014

Monitoring: May, November

The Board will approach its task with a style which emphasizes outward vision rather than an internal preoccupation, 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. Cultivate a sense of the group responsibility. 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 the Board's individual judgments for the Board's value.
2. Focus chiefly on intended long term impacts on the community outside the organization (ends) not on the administrative or programmatic means of attaining those effects.
3. Direct, control and inspire the organization through the careful establishment of the broadest organizational values and perspectives (policies). Policies will be reviewed at minimum every four years and will address:
 - 3.1. Ends: what benefits for which needs at what cost;
 - 3.2. Executive Limitations: boundaries of prudence and ethics to be observed by staff;
 - 3.3. Governance Process: Board role and responsibilities; and,
 - 3.4. Board Executive Director Relationship: linkage between Board and staff.
4. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, policy making principles, respect to clarified roles, speaking with one voice and self-policing of any tendency to stray from governance adopted in Board policies.
5. 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.
6. Monitor and regularly discuss the Board's own process and performance. Ensure the continuity of its governance by retraining and redeveloping.
7. Be an initiator of policy, not merely a reactor to staff initiatives. The Board, not the staff, will be responsible for Board performance.