

10 Policy Governance Principles

Ownership



Citizens = Owners of the organization

The Board represents the owners and delegates the running of the organization.

Governance Position



Foresight and Leadership

The Board defines success and determines optimal organizational performance.

One Voice



Speaks with One Voice

The Board makes decisions as a group, and supports those decisions as a group.

Defines Success



Sets Priorities – Long-term Goals (Priority Results)

The Board directs, controls, and inspires through establishing what should be achieved, for which people and at what cost.

Rule Book



Governing Policies = Rules Policies

The Board defines rules for the Board, delegates authority to the Executive Director, and defines how the Executive Director is evaluated.

Limitations



Executive Limitations define what is out of bounds

The Board defines what is not acceptable for the Executive Director and spells out any limits.

Policy Size



Policy allows for reasonable interpretation

The Board makes policy decisions at the broadest level and can be more detailed if the Board chooses, allowing for reasonable interpretation by the Executive Director.

Delegation to Management



Focus is on the organization as a whole

The Board allows and honors the authority of the Executive Director to act as they have directed in managing the organization. They hold him accountable only to collective Board expectations.

Any Reasonable Interpretation



Freedom to use creativity and agility in operations

The Board gives the Executive Director freedom to use any reasonable interpretation of the policies, and allows for creativity and agility as necessary to produce the results required by the Board.

Monitoring



What the Board asked for, and what it got

The Board evaluates achievement of their priorities through systematic, scheduled assessment of the results of the organization's performance. This evaluation takes place against the criteria set by the Board as a whole. Success of the organization = Success of the Executive Director.