

## Governing Style

The Board will govern lawfully with emphasis on outward organizational vision rather than on interpersonal issues of the Board; encourage diversity in viewpoints; focus on strategic leadership rather than administrative detail; make clear distinction between Board and Superintendent roles; make collective rather than individual decisions; exhibit future orientation rather than past or present; and govern proactively rather than reactively.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the Superintendent, will be responsible for governing with excellence. The Board will use the expertise of individual Board members to enhance the ability of the Board as a body, but the Board will not substitute judgments of individual members for the Board's collective values. The Board will work in partnership with the Superintendent and staff.
  - *"Governing with excellence" means: The Board commits to govern with excellence by:*
    - *focusing its time and agendas on the achievement of ENDS;*
    - *exercising group responsibility to assure that it and its members adhere to the values articulate in its Governance Process Policies for self-governance;*
    - *to adhere to the clarity of roles as defined in the Board/ Management Delegation policies; and*
    - *to support the Superintendent as he works to achieve the ENDS within the parameters the Board has defined in the Executive Limitation Policies.*
2. The Board will hold itself accountable for governing with excellence. This self-discipline will apply to matters such as attendance, preparation for meetings, adherence to policymaking principles, respect of roles, and ensuring effective governance capability into the future.
  - *"Policymaking principles" means: The Board will focus on the broadest value when considering issues or concerns, clearly express that value, and commit to staying focused on Board business.*

## Governance Process - 2

3. The Board will direct, control and inspire the organization through the careful establishment of written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term benefits for its clients, not on the administrative or programmatic means of attaining those benefits.
4. Continuous Board development will include orientation of candidates and new members in the Board's governance process and periodic Board discussion and evaluation of process to assure continued improvement.
5. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for the Board's not fulfilling its commitments.
6. The Board will monitor its process and performance at each meeting through a debriefing process. Self-monitoring will include comparison of actual Board activity and discipline to the standards reflected in policies in the *Governance Process* and *Board/ Management Delegation* categories.

Adopted: February, 2001  
Amended: December, 2005  
Monitoring Method: Board Self-Assessment  
Monitoring Frequency: Annually in January