

Governance and Leadership Strategy

The Board will govern lawfully, morally and prudently with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and Superintendent roles, (e) collective rather than individual decisions, (f) future rather than past or present, (g) proactivity rather than reactivity, (h) and transparency.

Among other interpretations within this policy:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board as a whole, although the expertise of individual members may be used to enhance the understanding of the board members as a group.
2. The Board will direct, control and inspire the District through the careful establishment of broad written policies reflecting the Board's values and perspectives, which should be derived from those of the citizens of the District. The Board's major policy focus will be on the intended long term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe them scrupulously while in force.
4. Continual Board development will include orientation of new board members in the Board's governance process and periodic Board discussion of process improvement.
5. The Board will allow no officer, committee, or member of the Board or any other individual or group to hinder or be an excuse for not fulfilling its commitments.

6. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to relevant policies in the *Governance Process* and *Board-Superintendent Relationship*.

Adopted: September 25, 2007