

**Bill Reid Foundation**  
**Area: Governance Process**  
**Specific: Board Governance Style**

Date Adopted: May 28, 2015

The Board of Directors will govern with an emphasis on:

1. the core mission of the Foundation;
2. outward vision rather than internal preoccupation;
3. encouragement of diversity in viewpoints;
4. strategic leadership more than administrative detail;
5. clear distinction of Board and Management roles;
6. future rather than past or present; and
7. proactivity rather than reactivity.

Accordingly,

1. The deeply engaged Board will be mission-centered and assume responsibility for excellence in governance.
2. The Board will not allow management, staff, granting agencies, societal trends, or any other external causes to be an excuse for poor governance.
3. The Board will maintain its major focus on the intended long-term effects among the beneficiaries of the Foundation's work, not on the administrative or programmatic means of attaining those effects.
4. The Board will direct, oversee and inspire the work of the Foundation by establishing written policies expressing the ends to be achieved and the means to be avoided. These policies will reflect values and priorities discerned by listening to those to whom Board holds itself accountable.
5. The Board will cultivate a sense of group responsibility where the gifts and expertise of individuals enhance the ability of the Board as a body to govern with excellence.
6. The Board will exercise whatever discipline is needed to govern with excellence. Emphasis will be placed upon continual educational development, including new member orientation, self-monitoring of the governance process, and regular evaluation of Board effectiveness.