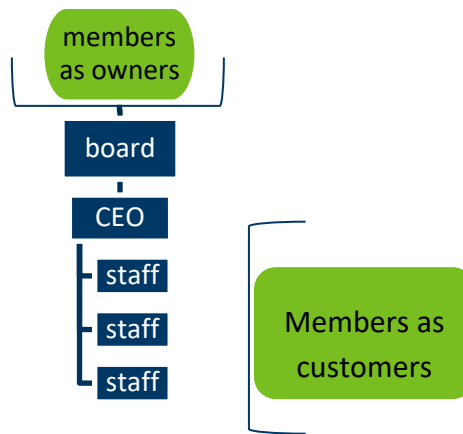


Policy Governance Overview

In 274 words and 4 pictures

First, let's define governance:

"Governance exists in order to translate the wishes of an organization's owners into organizational performance." – John Carver



"Governance is the coming together of a group of elected or appointed individuals to act as one for the purpose of guiding the organization of which they hold trusteeship toward the accomplishment of its ends, while establishing appropriate boundaries for accountability." – John Carver



Now, let's define Policy Governance®:

Policy Governance is a complete system through which boards can conceptualize, organize, and fulfill their mandate to govern.

The board has 3 unique jobs:

- 1. Link proactively with the organization's owners.



- 2. Craft policies that guide the board and organization's behavior



3. Monitor organizational performance via the CEO's written monitoring reports, 3rd party monitoring, or direct inspection.

Written reports from the Executive Director include:

- a copy of original policy language
- an operational interpretation specific to the organizational situation
- an external justification for that interpretation, *if useful*
- a plan for measuring compliance
- data that demonstrates compliance during the period being monitored
- the Executive Director's signature and statement as to the accuracy of information and whether there is compliance

The board also assesses compliance based on whether the **interpretation** section was reasonable, and whether the **data provided demonstrated compliance** with the Executive Director's interpretation.

The board monitors organizational compliance with their policies on a schedule they determine (usually once every 12 months) but they can adjust the frequency and scope at any time.

What is the job of the Executive Director?

To achieve the board's expected end results while avoiding unacceptable situations.