

Policy Governance® at TWU

TWU has adopted a Carver Policy Governance model for the Board of Governors and the institution. The move toward Policy Governance has been a thorough process involving in-depth consultation with a wide variety of stakeholders.

Principles of Policy Governance

1. A Board connects its authority and accountability to those who morally if not legally own the organization (For TWU, this is the broad evangelical Christian community the University serves).
2. A Board establishes clear Ends Policies based on the essence of the organization and interests of the owners. Ends Policies are outcomes that justify the organization's existence.
3. The CEO (or President) must:
 - lead the organization toward the goals established in the Ends Policies
 - stay within the Executive Limitations the Board has set.
4. The Board of Governors monitors organizational performance based on clearly defined measurable outcomes in two categories:
 - whether the Executive Limitations are followed
 - to what degree the organization has progressed toward established Ends Policies.

What this means for TWU

Mission clarity: TWU's essence and ends are clearly defined based on the interests of those the University serves.

Preserving core values: The essence and ends of the university are written into policy, remaining foundational to TWU regardless of changes in leadership.

Clarifying the president's role: The president must lead TWU toward established Ends Policies.

Greater accountability: The president is held accountable to Executive Limitations and Ends Policies.

Effective leadership: By monitoring measurable outcomes rather than operational details, the Board can focus on larger directional issues and rigorously evaluate how TWU is serving the Christian community. Within the Executive Limitations, the president is empowered to lead TWU toward Ends Policies.

Transition Process

Jul 2006 - Dialogue began on the need to make leadership processes more effective.

Aug 2006 - Board Governance Committee received orientation to Policy Governance from John and Miriam Carver in Atlanta.

Feb 2007 - In Richmond, Miriam Carver introduced the TWU Board of Governors to Policy Governance.

Mar 2007 - TWU began working with an external coach in transitioning to Policy Governance.

Aug 2006-Aug 2007 - TWU consulted with stakeholders throughout Canada on Ends Policies.

Apr 2008 - The Board met to decide on adopting Policy Governance.

Nov 2008 - The Board began to operate according to Policy Governance principles.

