

WCHM GOVERNANCE MODEL

Collaborative Working Board Governance with Delegated Executive Administration

WCHM's governance is conducted by a distributed, collaborative, policy-governed working board supported by advisory committees and distributed electronic decision-making.

Unlike many larger national sport organizations that have paid staff and a board that focuses almost exclusively on governance, WCHM functions as a **working board**, where directors are responsible for both governance and operational leadership.

WCHM's governance model is described as follows:

WCHM operates through a collaborative working board governance model. Because WCHM has no employees, the Board of Directors fulfills both its governance responsibilities and many operational functions. Strategic and policy decisions are made collectively by the Board, while day-to-day administration is delegated to the President, who works closely with officers, committee chairs, volunteers, and its Website Developer. Board decisions are typically reached through written motions circulated electronically to all directors, allowing effective participation across Canada's multiple time zones. Before bringing significant matters to the Board, the President consults with advisory committees and subject-matter experts to ensure decisions are well informed. This approach provides broad national input while maintaining efficient day-to-day management and clear Board accountability.

WCHM's model has several recognizable elements:

- **Working Board** – Directors are actively involved in carrying out WCHM's work.
- **Delegated Authority** – The Board delegates day-to-day management to the President while retaining authority over major decisions.
- **Distributed Governance** – Electronic communication allows directors from across Canada to participate equally.
- **Evidence-Informed Decision Making** – Decisions are preceded by consultation and information gathering.
- **Volunteer Leadership** – WCHM's Directors and volunteers perform functions that, in larger organizations, would be carried out by paid staff.
- **Consensus-Oriented** – The President seek advice from committees and advisory groups before making recommendations to the Board. Advisory Groups function as an **informal consultation network** rather than decision-making bodies. That distinction is important:

Advisory groups gather expertise and its members make recommendations either individually or collectively through their group leader.

The President synthesizes that advice and develops proposals.

The Board makes the decisions.

The President implements those decisions.

The consensus-oriented approach preserves the Board's legal authority while benefiting from broad consultation.