COLORADO

Department of Education

Foundations of Effective Governance Webinar: Session I

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December 3, 2019

Effective Governance Series

Live Training
- Foundations of Effective Governance occurred at the Fall Board Fundamental technical assistance event on ***October 25th,2019***.

Topic-Based Webinars
- **December 3rd**, Foundations of Effective Governance: Session I
- **January 14th**, Foundations of Effective Governance: Session II

Webinar Facilitators/Presenters

- Gisa McCray Simmons
  - Currently serves as the Senior Consultant, Charter School Program Lead trainer at CDE. In this role, I provide technical support and training to Colorado Charter School Program grant recipients and established charter schools throughout the state to increase their chances of success and sustainability.

- Dan Jorgensen, PhD
  - Currently serves as the Accountability Support Manager at CDE and provides technical support and training to a wide-range of education stakeholders.
  - He has served as a member and officer on numerous governance boards during the past ten years. He has completed the policy governance professional proficiency program administered by the international Govern for Impact organization.
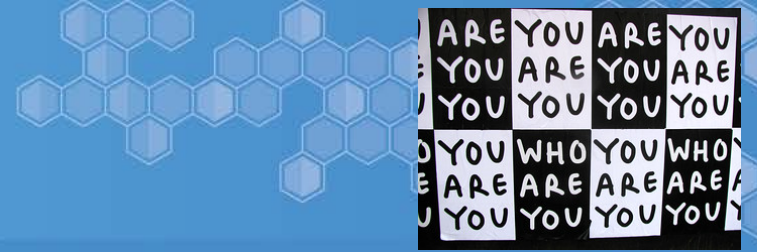
- Name

- School/Organization

- Position within your school (i.e. Board member, CEO, other)

- Experience working with or serving on a board?

- What are you hoping to learn from the governance webinars?

- How would you rate your knowledge of policy governance (1-never heard of it; 10-deep understanding)

- **Foundations of Effective Governance: Sessions I & II**

- This two part webinar series will provide an overview of the fundamentals of effective governance to help create a more cohesive, goal-directed board.

- The first session will focus on the first five principles of the Policy Governance® model at a conceptual level along with discussion of practical applications. The principles include ownership linkage, position of the board, board holism, ends policies, and board means policies. The second session will address the five remaining principles which include executive limitations policies, policy sizes, clarity/coherence of delegation, any reasonable interpretation, and monitoring.

- Participants will have the opportunity to dialogue about the principles and brainstorm how they may be incorporated in whole or part within their current board practices.
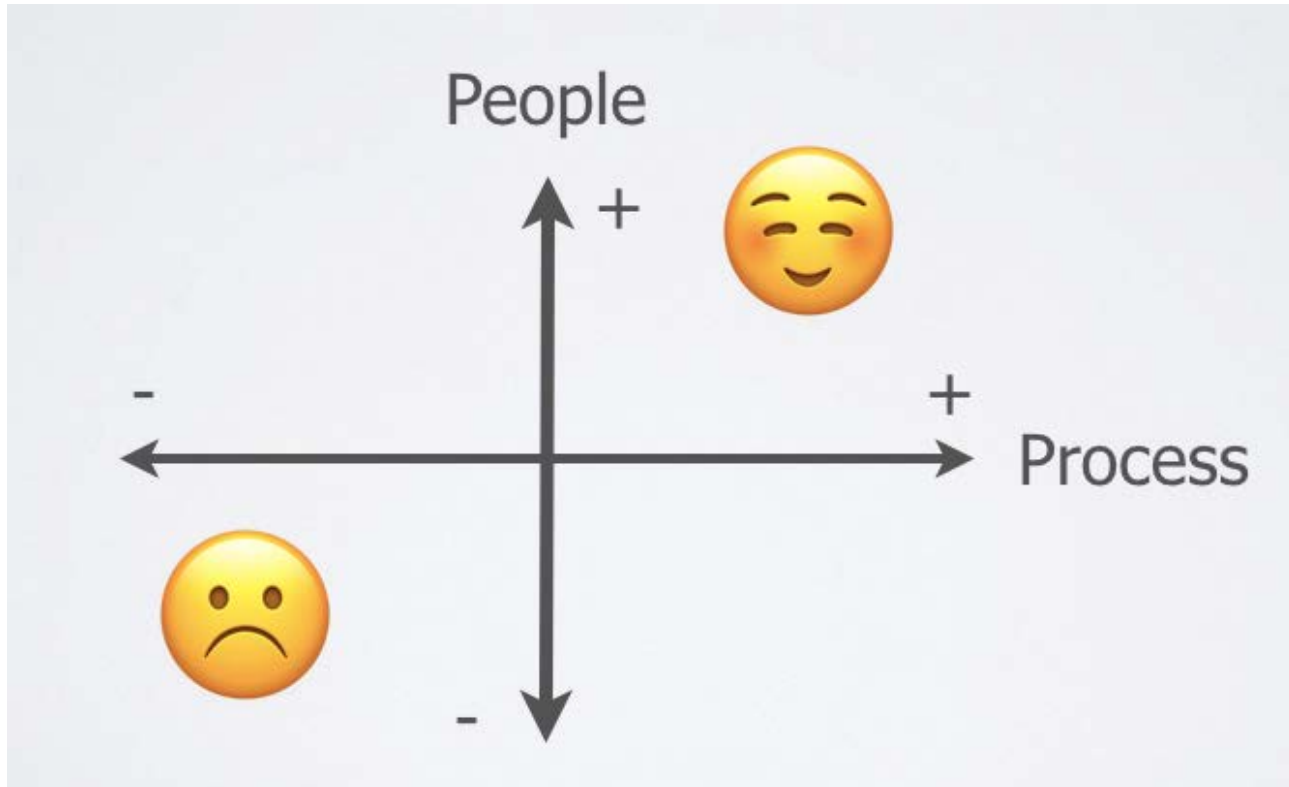
Agenda

✓ **Background & Policy Governance**

✓ Governance Principles

✓ Applications of the Principles

✓ Accountability Resources

- Think of a poorly performing board that you served on, worked for, or observed directly or indirectly.

- What problems did you notice? What do you think contributed to those problems?

- Share out

People & Process

*A number of illustrations provided by Susan Mogenson at Brown Dog Consulting (2019) with permission.

Policy Governance

- An integrated system of principles to support effective board practice. Based on an examination of boards and identifying key principles that comprised high functioning boards.

- These principles may be adopted in whole or part to help improve governance and outcomes.
  - Systems provide clarity in decision making and action!
  - This session isn't an infomercial for 'Policy Governance'! It's about sharing principles that may be adopted in whole or part to create a higher functioning board.

Challenges of Board Governance

- What are your biggest challenges with your board work (i.e. anticipated or real)?

- Jot two of them down and we will return to them towards the end of this session or following session two.

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✓ Background & Policy Governance

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Principles of Governance: I. Ownership Linkage

- The board is accountable to a legal/moral ownership. They reflect the people from whom the Board derives its authority and owes its ultimate allegiance.

- All organizations have multiple stakeholders. Other stakeholders – such as staff, clients, vendors, and funders, are only owners if they independently quality as such

- **Ownership linkage**: "A deliberately created program of Board dialogue and deliberation with owners to inform Board policy development – with particular emphasis on Ends policies (organizational goals)".

Boards must know who their "owners" are...

Stakeholders
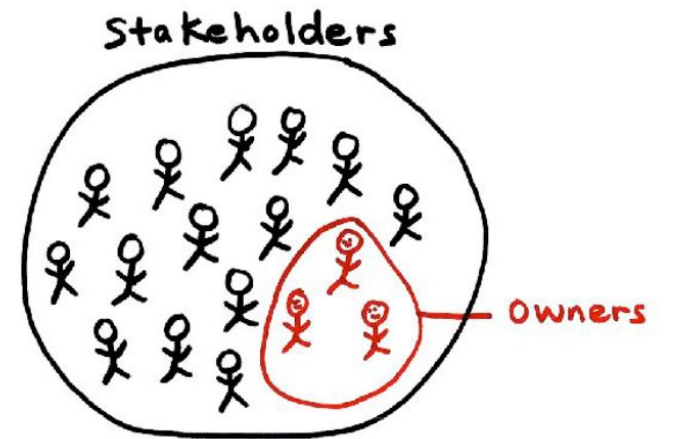
Owners

All owners are stakeholders
Not all stakeholders are owners

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I. Ownership Linkage: Discussion

- How does the identification and understanding of the needs of the owners impact the work of the Board?

- Who are the 'owners' of your school? Who are some of the stakeholders?

- What do you currently do to 'link' to owners in your school? Are there other approaches that may be helpful?
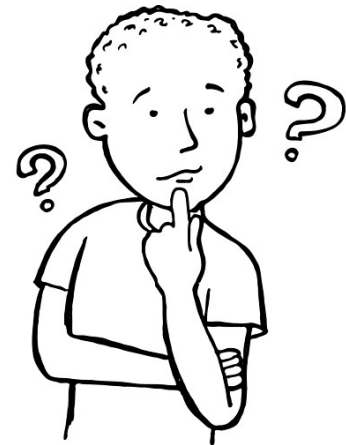
- The board leads the organization (school) in service to the owners.

Accountability Chain

Legal or Moral Ownership
Board of Directors
CEO
Staff
Clients/Customers

Authority
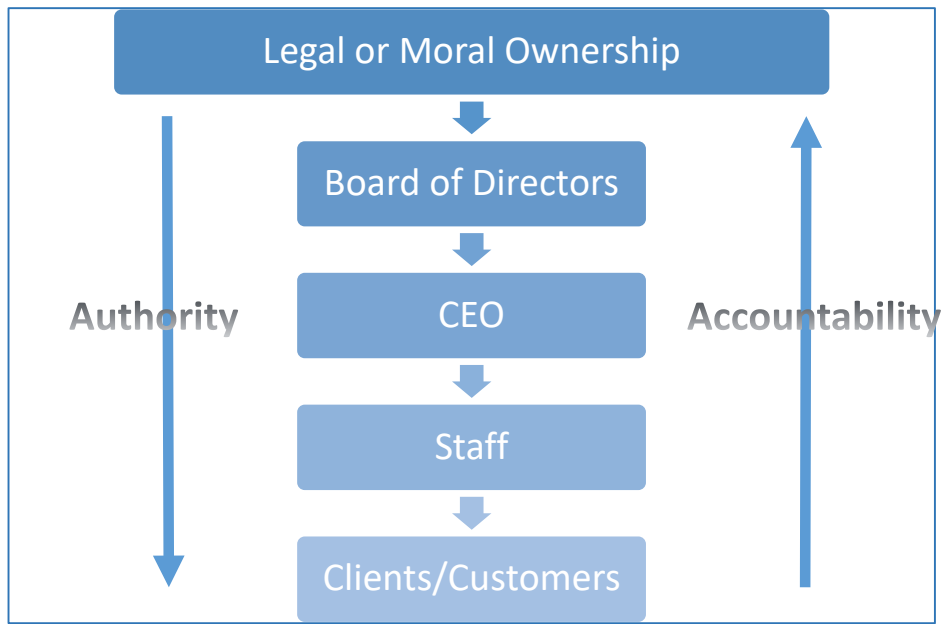
Accountability

What are the implications of adopting the accountability chain? Reflect & Share out.

- The board speaks with one voice. So, board authority is group authority.
  - No individual authority of members.
  - Board decisions are binding on the chief executive and should help clarify the actions/expectations of board members.

BOARD OF DIRECTORS

C.E.O.

BOARD OF... MANAGERS?

C.F.O. C.E.O. C.O.O.

V.P.
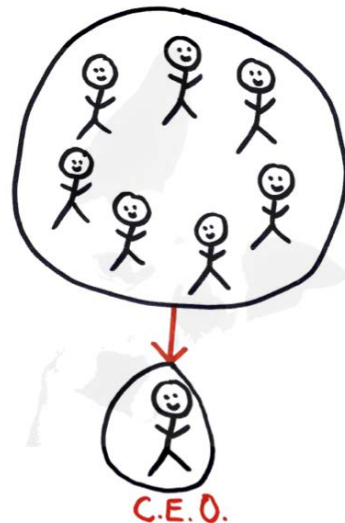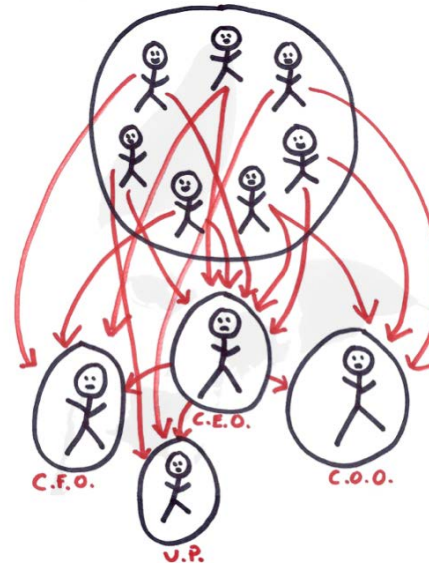
III. Board Holism/One Voice: Discussion

- What do you believe is the greatest value of board holism and the one voice principle?

- How does this principle support the work of the organizations executive?

- How does this principle contribute to better organizational outcomes?

Principles of Governance: IV. Ends Policies

- The board defines in "Ends" which describe: (1) a benefit, (2) for whom, (3) at what worth/priority.

- The 'ends' reflect the purpose of the organization, the achievement of which constitutes organizational success. It is derived by ownership linkage.

Discussion:
- What are the 'ends' for your school?
- How was this determined?
- How is success monitored?

- The board defines how it will operate and behave, and how it will connect with operations.
  - <u>Governance Process</u>: the board determines its philosophy, its accountability, and the specifics of its own job.
  - <u>Board-staff linkage</u>: the board clarifies the manner in which it delegates authority to staff as well how it evaluates staff performance on achievement of the ends and executive limitations.

Agenda

✓ Background & Policy Governance

✓ Governance Principles

✓ Applications of the Principles

✓ Accountability Resources

Revisit your Biggest Challenges!

- What might you do to alleviate the challenges you noted at the beginning of the webinar based on the information shared today?

- Share your challenges and possible solutions with the larger group. If we didn't resolve your particular challenge with the materials discussed today please bring it back to the next webinar session.

What questions do you have?

Accountability | Improvement Planning

- Please contact us for support, training and technical assistance
  - Jorgensen_d@cde.state.co.us
  - Simmons_G@cde.state.co.us

- We can provide personalized assistance for your school and district accountability and support needs regarding:

  - ❖ School and District Performance Frameworks
  - ❖ Request to Reconsider Process
  - ❖ Alternative Education Campuses
  - ❖ Student Achievement and Growth
  - ❖ Data Literacy
  - ❖ Improvement Planning

✓ http://www.cde.state.co.us/uip/uip_training

Effective Governance Webinar: Session II

January 14, 2019 10:00am-11:30am