



COLORADO
Department of Education

Foundations of Effective Governance Webinar: Session II

Dan Jorgensen, PhD
School Improvement & Planning Unit

Gisa McCray
School of Choice Unit

January 14, 2020

Zoom Meeting Housekeeping

Attendees have access to the following features:

Mute / Unmute: Mute and unmute your microphone.

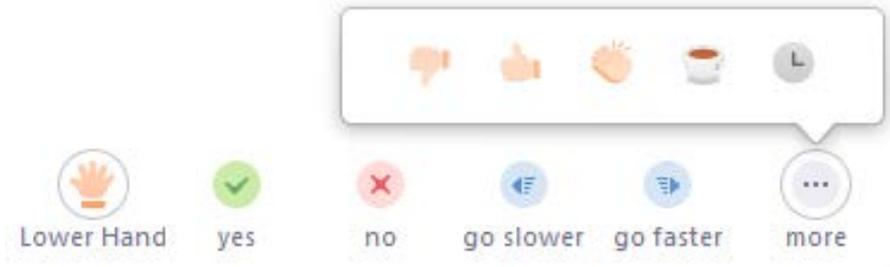
Audio Controls – clicking the ^ arrow next to Mute / Unmute allows you to change the microphone and speaker that Zoom is currently using on your computer, leave computer audio, and access the full audio settings.

Tip: Keyboard shortcuts to mute or unmute yourself.

Windows: Alt + A | Mac: Shift + Command + A

Participants can see who's currently in the meeting and have options to interact using these options:

- **Rename:** Hover over your name and click **Rename** to change your screen name displayed to other participants.
- Non-verbal feedback icons (if enabled by the host): Places an icon beside your name to quickly notify the host. For example, **Raise Hand** places the raise hand icon beside your name and simulates a hand raise.



Participants are encouraged to remain muted to minimize interruption; however, there will be several times during today's presentations when you will be asked to unmute yourself to participate.



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

- Foundations of Effective Governance: Session I occurred on ***December 3rd, 2019***
- **January 14th**, Foundations of Effective Governance: Session II



- 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.

Participant Introductions



- 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)

Purpose of Webinar



- **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

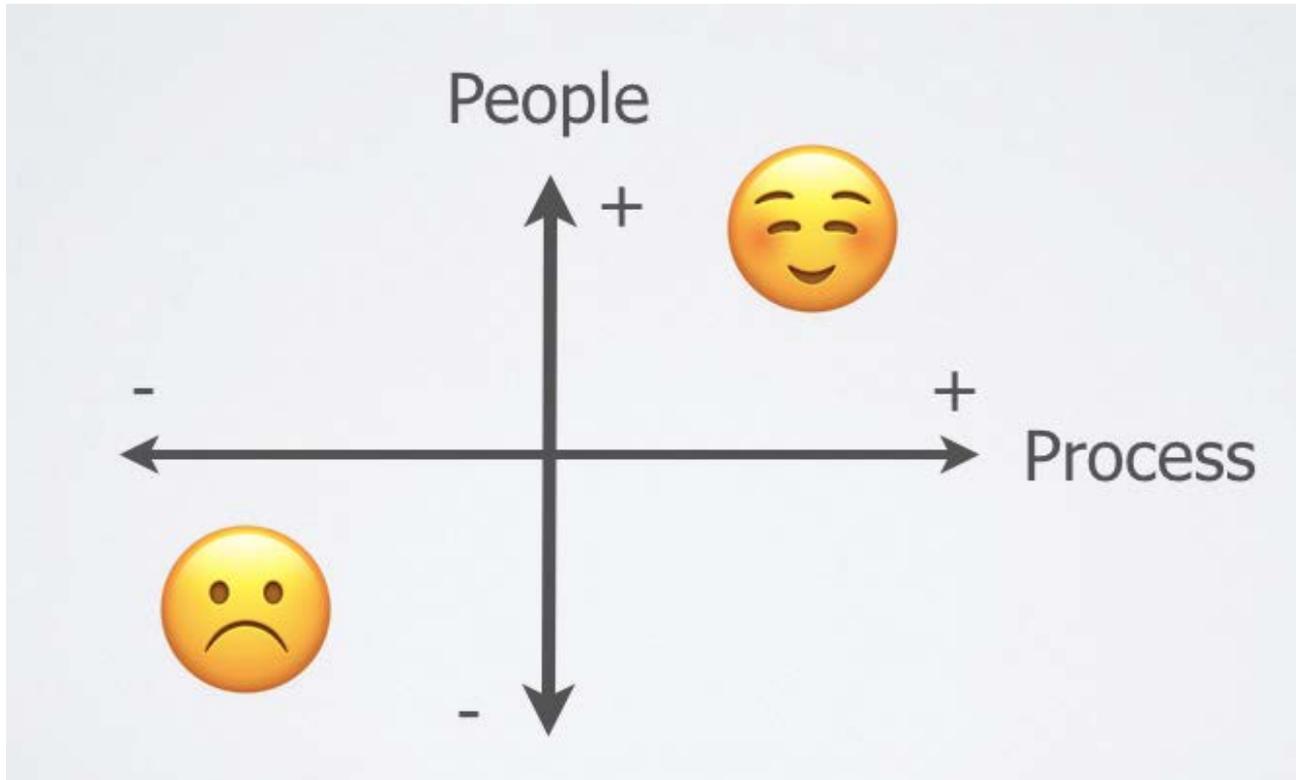
- ✓ Background & Policy Governance
- ✓ Governance Principles 1-5 (Review)
- ✓ Governance Principles 6-10
- ✓ Applications of the Principles
- ✓ Accountability Resources



- 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



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

- 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!
 - The purpose of this sessions isn't to convince you to adopt '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 one or two of them down and we will return to them towards the end of this session.



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Principles of Governance: Review

- **Principle I Ownership**

- 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.
- 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)”.

- **Principle II: Board Position**

- The board leads the organization in service to the owners not simply one step above the CEO

- **Principle III: Board Holism/One Voice**

- The board speaks with one voice. 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.

- **Principle IV: Ends Policies**

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

- **Principle V: Board Means**

- The board defines how it will operate and behave, and how it will connect with operations.
- Governance Process: the board determines its philosophy, its accountability, and the specifics of its job.
- Board-staff linkage: 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.



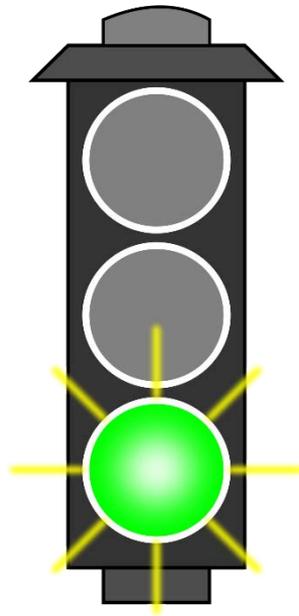
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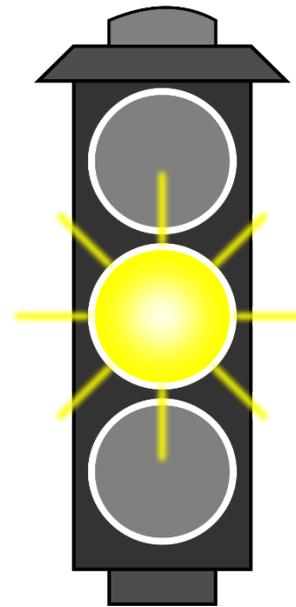
Principles of Governance: VI. Executive Limitations



- The board limits operations from doing anything illegal, unethical and imprudent. In effect, boundaries are set for staff. *What is the value in adopting this approach as opposed to being prescriptive?*

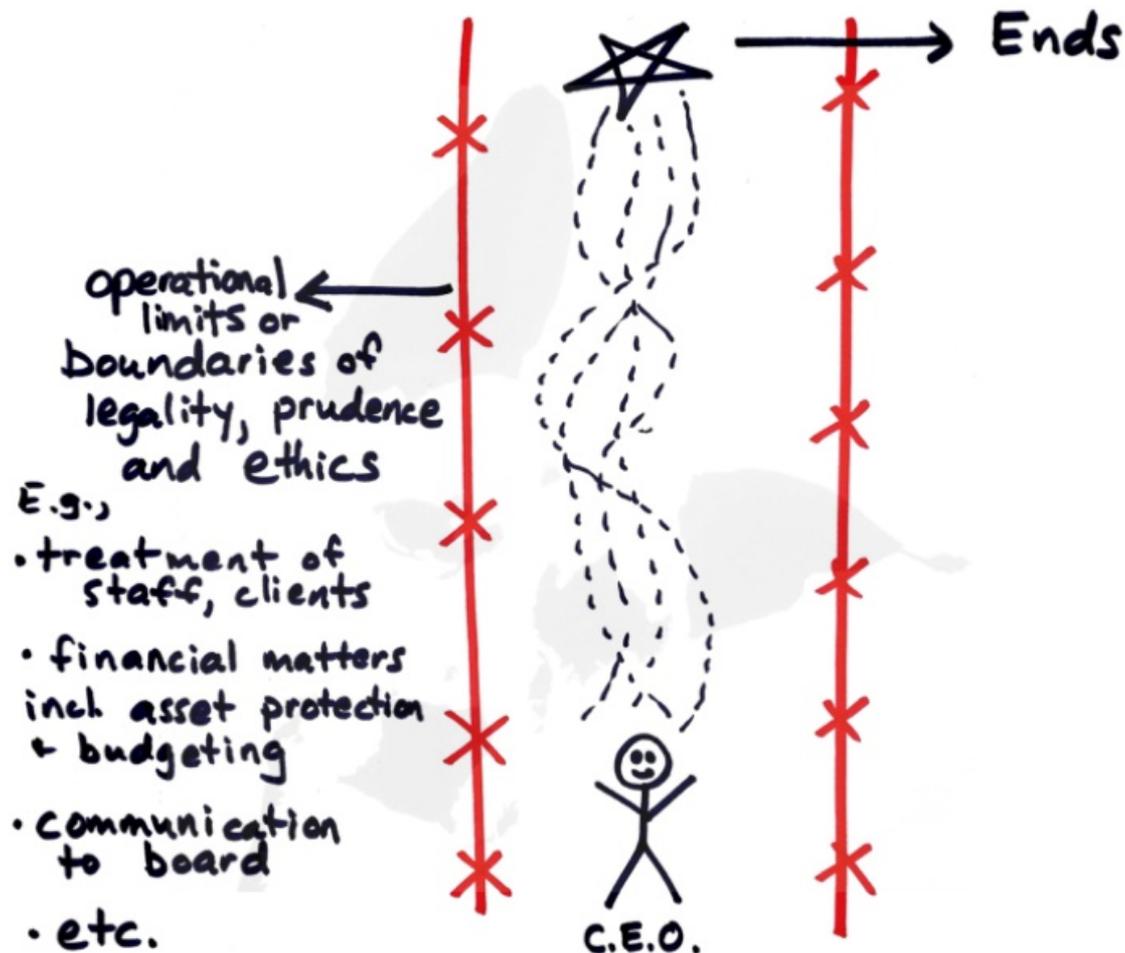


Don't Prescribe
("approval syndrome")



Proscribe
(set boundaries)

Ends work together with Executive Limitations



Principles of Governance: VII/VIII. Policy Sizes & Any Reasonable Interpretation

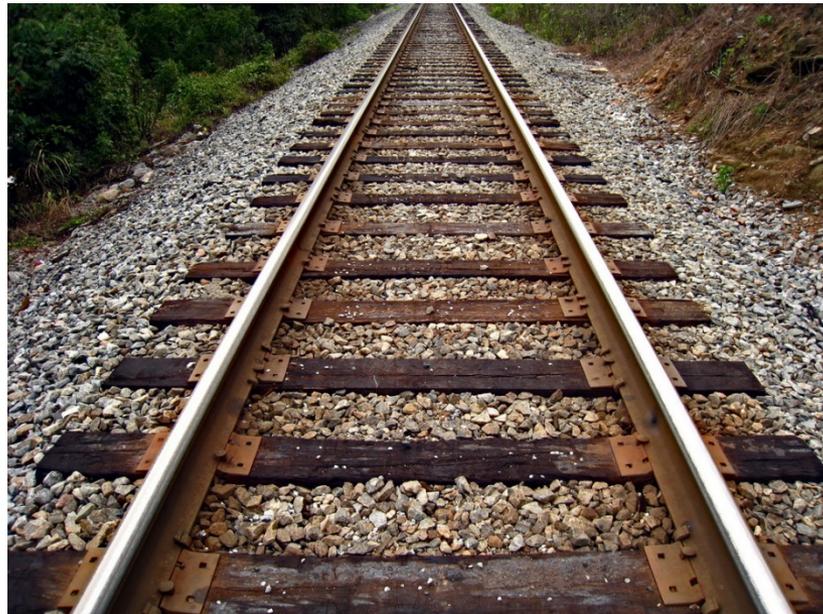
- Policies are written from broad to specific. Lower level policies do not introduce new ideas.
- Delegates are responsible for carrying out any 'reasonable interpretation' of board policy.



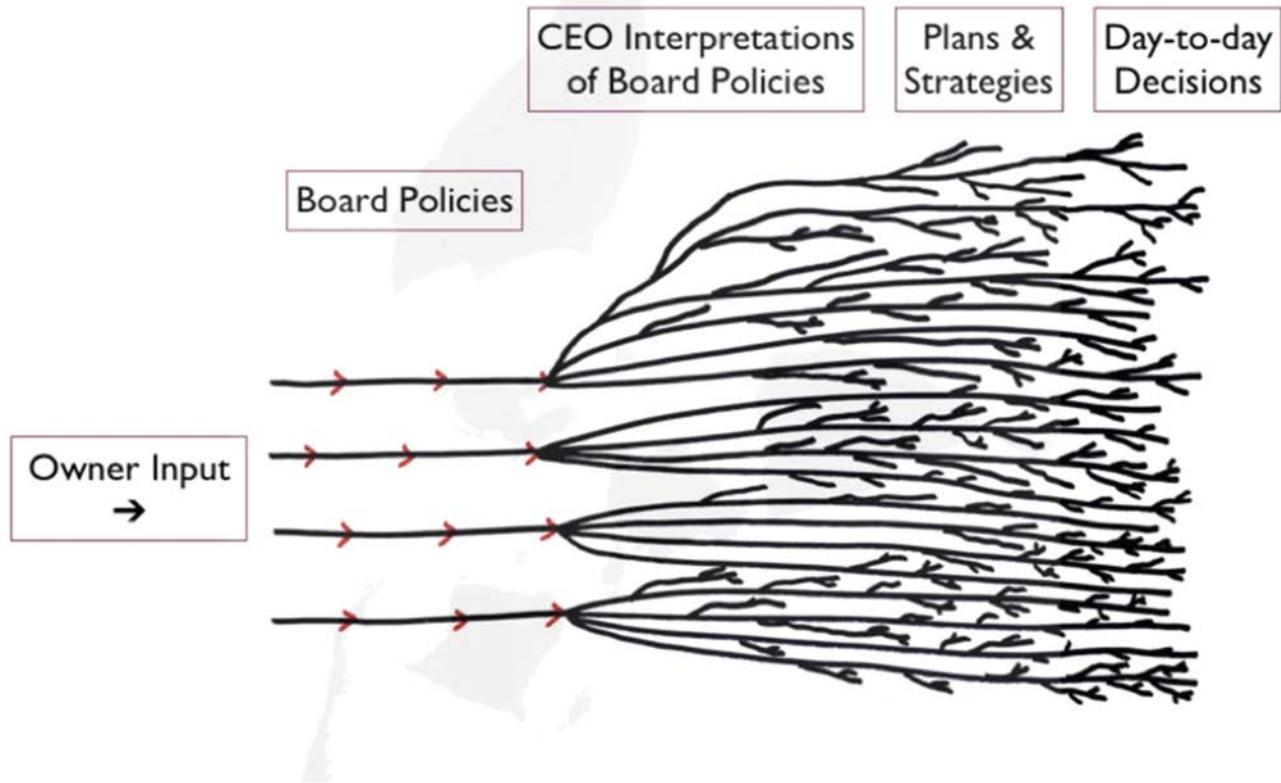
Principles of Governance: IX. Delegation Clarity



- If the board has a CEO, it considers that person the sole connection between board and operations.



Everything is Connected



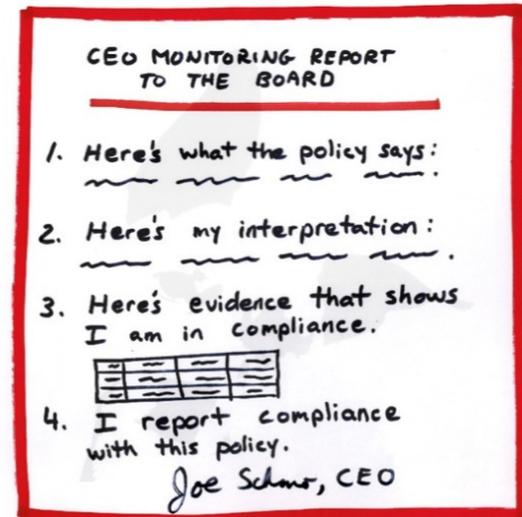
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Principles of Governance: X. Monitoring

- The board evaluates performance by regularly checking compliance with a reasonable interpretation of executive limitations and ends.

| What we said: | Did we do it? |
|---------------|---------------|
| 1 ~~~~~ | ✓ YES |
| 2 ~~~~~ | ✓ YES |
| 3 ~~~~~ | ✓ YES |
| 4 ~~~~~ | ✗ NO |
| 5 ~~~~~ | ✓ YES |
| 6 ~~~~~ | ✗ NO |
| 7 ~~~~~ | ✓ YES |

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What are the implications of adopting robust monitoring processes including checking CEO interpretation of policy? Reflect & Share out.



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 and during the first webinar?
- Share your challenges and possible solutions with the larger group. Let's brainstorm solutions where needed!

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/uiip/uiip_training

