

Greg Vandal, a consultant, adjunct professor at SCSU, and former superintendent will lead the board through review of the Policy Governance format, under which the Becker School Board operates. The presentation will be about 45 minutes in length including time for questions and answers.

John Carver: Boards that Make a Difference (3rd ed)

A summary of the Carver Policy Governance Model

- ✓ Policy Governance ensures that the Board acts on behalf of the moral owners and achieves what it should achieve...
- ✓ while avoiding behaviors and situations that should be avoided.

Degrees of freedom are established through a process of delimitation...



Purpose – Theory & Model

- ✓ Complete system of strategic leadership
- ✓ Method of ensuring accountability
- ✓ Model is internally consistent and tied to principles
- ✓ System requires a disciplined way of thinking and acting

Ends/Means Transformation

- ✓ A move from: details of operation
- ✓ To: accomplishment of mission

- ✓ A move from: reactive thinking
- ✓ To: proactive thinking

- ✓ A move from: how will we get there
- ✓ To: where are we supposed to go?

De facto Means Delimitations:

- ✓ Effective
- ✓ Prudent
- ✓ Ethical

- ✓ “Means are best decided by the people who must use them.”

Carver Model Principles:

- ✓ The Board serves as trustee – moral ownership is maintained.
- ✓ The Board speaks with one voice.
- ✓ The Board's decisions are policy decisions.
- ✓ The Board formulates policies from broad to narrow.
- ✓ The Board defines and delegates not reacts and ratifies.
- ✓ The Board makes ends determinations.
- ✓ The Board delimits action – and frees means.
- ✓ The Board designs its own governance.
- ✓ The Board understands empowerment maintains safe linkages with staff.
- ✓ The Board monitors the CEO against policy criteria.

Carver Policy Types:

- ✓ Ends Policies – decisions about organizational ends: what results at what costs?
- ✓ Executive Limitations Policies – decisions about management means: boundaries/delimitations
- ✓ Board-Management Policies – decisions about linking governance to management: transfer of authority; reports and assessment
- ✓ Governance Process Policies – decisions about the Board's own job: representation of owners, discipline of activities, and leadership ends determinations

Carver: Characteristics of Good Policy

- ✓ Classified
- ✓ Explicit
- ✓ Current
- ✓ Literal
- ✓ Accessible
- ✓ Brief
- ✓ Comprehensive

- ✓ A policy does not exist until it is written down and approved by a majority of the Board!

Carver: Practical Application

- ✓ What vs. how: Board/Supt roles
- ✓ Goals vs. Action Plans: Governors/administrators
- ✓ Policies vs. Procedures...
- ✓ Voting vs. Recommending
- ✓ Examples – parent complaint, setting bd agenda, responding to bd member personal issue...
- ✓ Remember, the objective of this governance method is to focus on Ends rather than Means!

Optional Topic Areas – Self Assessment

- ✓ Stakeholder input/feedback – general satisfaction?
- ✓ Exit Outcomes – relevant and reliable?
- ✓ Board Strategic Goals – rich and appropriate?
- ✓ Timing of implementation – functional and feasible?
- ✓ Board Job Description – accurate and applicable?
- ✓ Board/Superintendent Relationship – healthy and productive?
- ✓ The Board Voice – focused and aligned?

Carver- Purpose redo:

- ✓ “The Policy Governance Model was designed to ensure... *owner-accountable organizational performance.*”
- ✓ “(G)overnance operates between owners and the organization itself, with the task of discovering or summarizing what owners want, tempering that knowledge with whatever relevant intelligence is appropriate, and requiring an operating organization to produce it.”