

Policy Governance® Overview

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Handouts: www.policygov.com ("Our Work" tab)

What is the role of the Board?

Which of the following would you consider board work?
(i.e., not staff or Superintendent's work?)

- Budget review and approval Y or N
- Develop an Operating Plan Y or N
- Develop a Strategic Plan Y or N
- Report progress to owners, funders and other key stakeholders Y or N
- Form sub-committees of the Board Y or N

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"Very competent individuals can come together to form a very incompetent board."

John Carver
Boards that Make A Difference

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Since 2000 – PG in Washington School Districts

- Puget Sound ESD
- Lake Washington
- University Place
- Issaquah
- Mercer Island
- Manson
- Washougal
- Finley
- La Center
- Yakima
- North Mason
- Arlington
- Bellingham
- Federal Way
- South Kitsap
- Monroe
- Othello

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Policy Governance® Used By:

- Puget Consumers Coop
- Page Ahead
- Food Lifeline
- Northwest Environmental Education Council,
- Campus Partnerships for Health, Social Venture Partners,
- 501 Commons
- Churches
- Credit Unions

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Board Meeting Agendas

- Status reports efficiently delivered through the monitoring reports
- More time reflecting on ends and discussing key issues
- More time doing "linkage" - discussing community needs, stakeholder and funder opinions



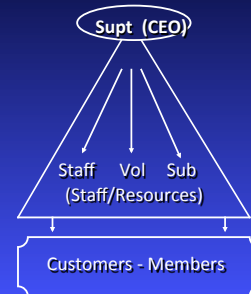
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Today's Agenda

- Management vs Governance ←
- 10 principles
- Setting policy
- Monitoring
- Q & A

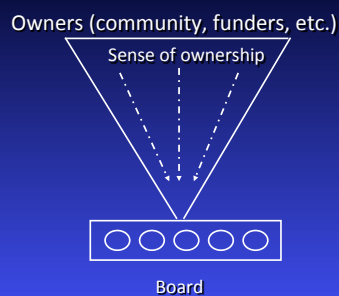
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Management



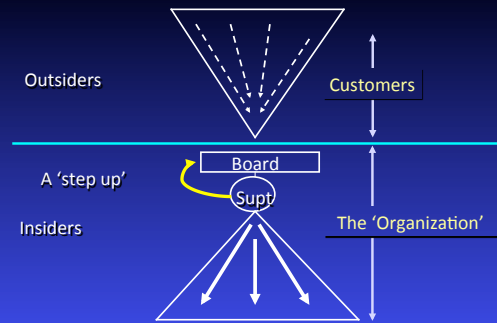
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Governance



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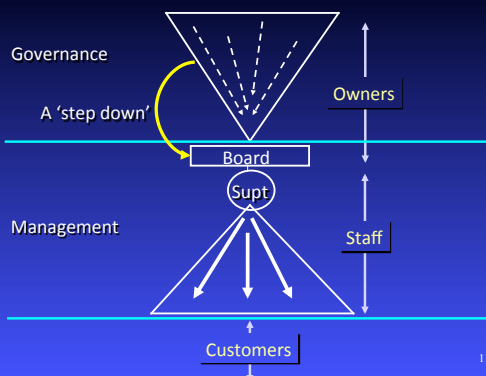
Traditional View of Board Role



Another View

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Another View



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Principle #1

The Board is a *trustee* for its community of 'owners'.

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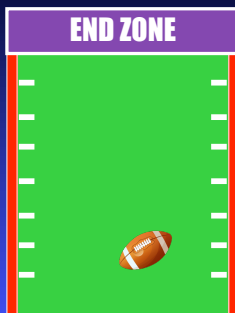
Principle #2

The first duty of the Board:
Determine desired Ends

(End Results for customers)

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Prescribe Ends – Proscribe Means



Lombardi (might have) said:
"Get to the goal line. Stay inbounds...but get there."

- Identify desired result (end zone)
- Set boundaries/limits (sidelines)
- Allow your players the freedom to respond to situations 'on the field'

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Principle #3

The Board's role in guiding operational means is to limit the executive's choices.

(i.e., Limit Supt's decisions)

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'Limit Choices' = 'Tie Hands'?



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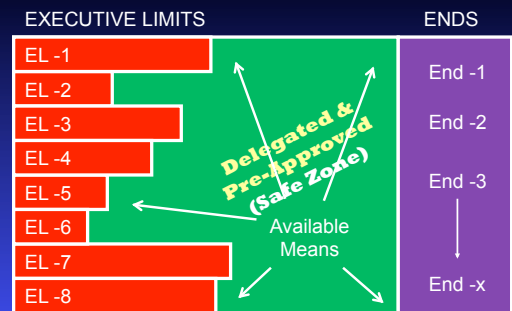
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Principle #4

The Board must create a relationship with the Supt that is empowering ...creating an environment where it is safe to take action.

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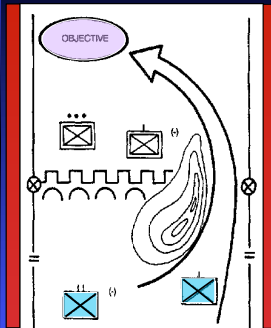
← MEANS → ENDS



The Board establishes ends and sets limits ...
...then the board gets out of the way.

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Prescribe Ends – Proscribe Means



Patton:
"Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity."

Board role

- Identify desired end results (objectives)
- Establish limits (boundaries)
- Refrain from directing the operational details (plan of action)

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Principle #5

Supt performance and actions must be monitored rigorously by the Board using criteria established in policy.

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Monitoring: Reasonableness Standard

- Has the Supt made reasonable progress toward our desired **Ends**?
- Has the Supt avoided unacceptable situations/conditions -reasonably complying with parameters as defined in our **Executive Limitations**?
- Compare 'what is' vs. 'what ought to be'

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Principle #6

The Board speaks with a single, clear voice.

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Principle #7

Board decisions should be policy level decisions.

(In writing)

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Policy Level Decisions

Putting it in **writing** ensures:

- Clarity – effective communication
- Deliberation – before speaking
- Commitment – ‘the board decided...’
- Avoids amnesia (“you didn’t tell me”)
- Protection (of Supt and board) against individual board members

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Principle #8

Policy should be formulated by determining the broadest values before progressing to more narrow ones.

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Staff Compensation

EL-5

The Supt shall develop compensation and benefit plans for employees which are similar to organizations of comparable size and type, and within available and projected resources.



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...shall not...

-
-
-
-

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Staff Compensation

EL-5

The Supt shall develop compensation and benefit plans for employees which are similar to organizations of comparable size and type, and within available and projected resources.

...shall not...

- Fail to develop and implement compensation plans to attract and maintain top quality staff,
- Fail to examine alternative compensation mechanisms and related opportunities, in partnership with affected staff,
- Change his or her own compensation and benefits without approval of the board.

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Broadest Values First

- Then progressively greater detail
- Enough to communicate the board's intent
 - But not one step further



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Principle #9

The Board should define and delegate, not react and ratify.

The Supt should be asking...

“What has the Board already said?”

not

“What will the Board say?”

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← MEANS → ENDS

EXECUTIVE LIMITS



The Board defines the boundaries, then delegates all other means decisions

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Principle #10

The Board establishes its own culture, using policy statements.



Governance Process



Board-Supt Relations

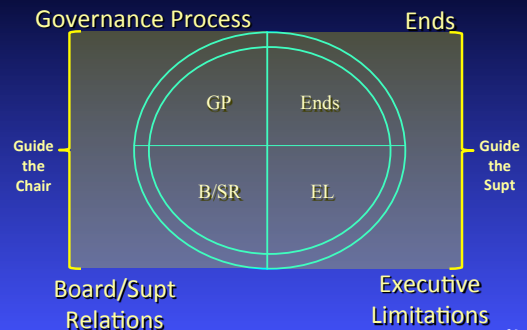
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Policy Manual



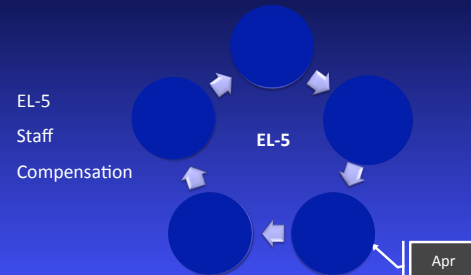
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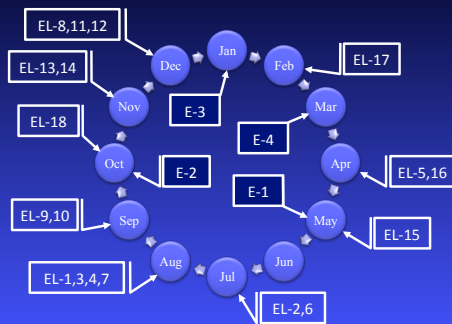
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The PG-Policy Cycle



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Cycle of Cycles



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Monitoring SchSuptule Sample

Governance Process GP-8-E, Annual Board Agenda					GP-8-E	
MONTH	GP	B/SR	EL	ENDS	LINKAGE	TRAINING
July 2011	1, 2, 3, 4		2, 6			Board Retreat
Aug. 2011	8		3, 4, 7			
Sept. 2011	11		9, 10		Linkage/ Outreach	
Oct. 2011			18	2	E-2: Academic Achievement	
Nov. 2011	13		13, 14		Linkage/ Outreach	State Conf
Dec. 2011		1, 2, 3, 4	8, 11, 12			Board Orientation
Jan. 2012	12	5			Linkage/ Outreach	
Feb. 2012			17			
March 2012	5, 6, 7			3	Linkage/ Outreach	
April 2012	9		5, 16			NSBA Conf
May 2012	10		15, 1	1	Linkage/ Outreach	Board Self-Eval IPGA Conf
June 2012						

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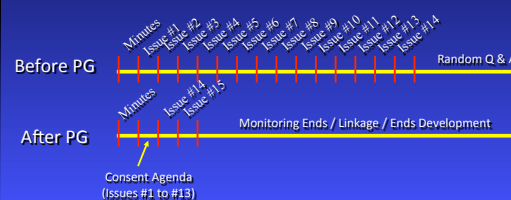
Format for Monitoring Reports

Policy
In Compliance (Y-N)
Interpretation
Supporting Information and Data

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