

THE GOVERNANCE CORE

GOVERNANCE MINDSET

★ Systems Thinking ★ Strategic Focus ★ Manner matters ★ Always prepared: evidence based decision making

THE EFFECTIVE BOARD

Unity of Purpose – 4 C'S

Collaboration, Coherence; Commitment; Consistency

Agreed Upon Roles and Responsibilities

Setting Direction; Providing the Structure; Support; Accountability; Community Leadership

Creating and Sustaining a Positive Board Culture

Governing with Protocols and Policies

GOVERNANCE TOOLS

★ Discussion Meetings; ★ Governance Handbooks/Manuals;
★ Board Self Evaluation; ★ Board Continuing Education

★ Governance Mindset ★

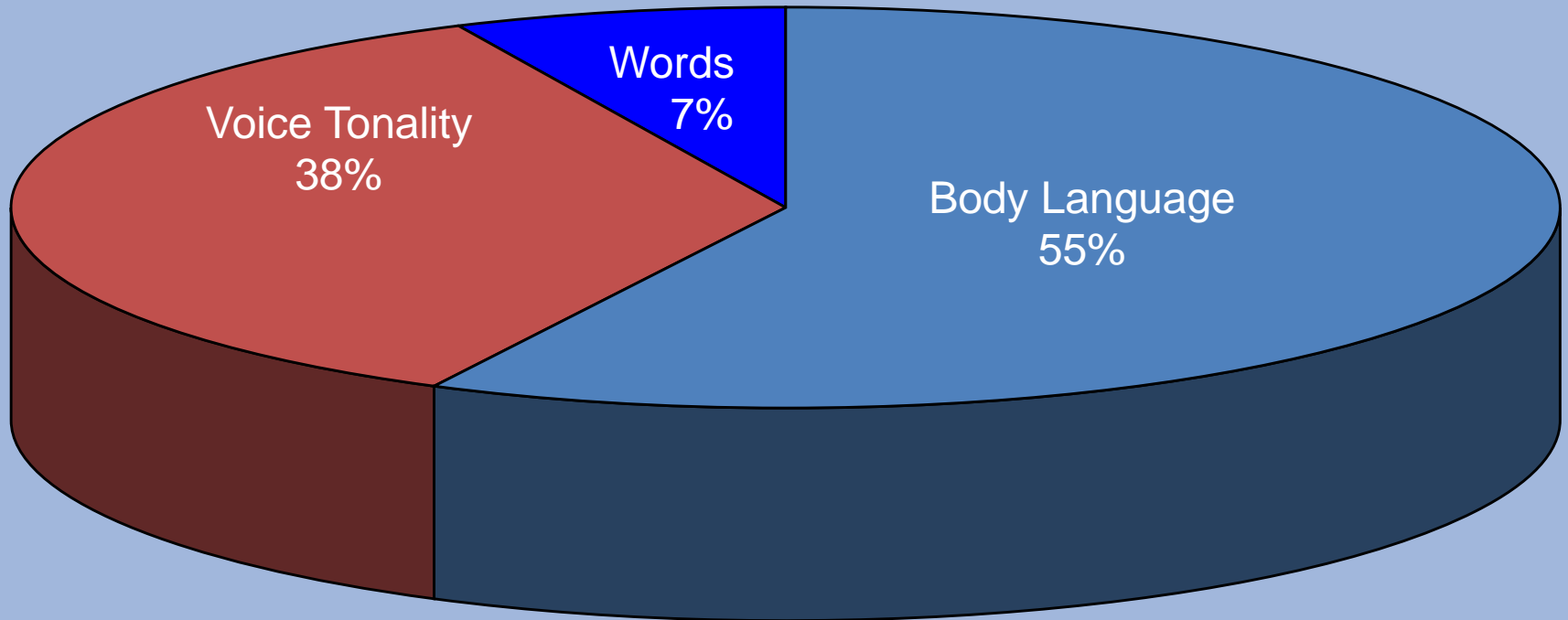
System Thinking

Strategic Focus

Informed Policy Making

Governing professionally

Communication is both verbal and nonverbal



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Four Conditions Necessary for Effective Governance

★ Collaboration ★ Coherence ★ Commitment ★ Consistency

1. Governing in an environment of collaboration
1. Governing with coherence around the strategic goals
3. Governing with a commitment to the success of the plan or achievement of the goal
4. Governing in a consistent manner and focused on the plan and strategic goals

**Ubi concordia, ibi
victoria** Where is unity,
there is victory.

Publilius Syrus (circa 85 - 43 B.C.)

Collaboration

“..finding common ground, without sacrificing independent values and beliefs, based upon agreed overarching goals and moral imperative, is essential to maintaining cohesion in the system.”

Michael Fullan

Coherence

“The shared depth of understanding about the nature of the work.”

Fullan & Quinn

Coherence: The Right Drivers in Action for Schools, Districts and Systems, Corwin, 2015



BOARD ROLE

Strategic/Value Driven



BOS

Beliefs

Vision

Priorities

Policies

**BOS AND
CAO**

**Strategic Goals
Success Indicators**

**CAO AND
Staff**

**Objectives
Administration
Techniques**

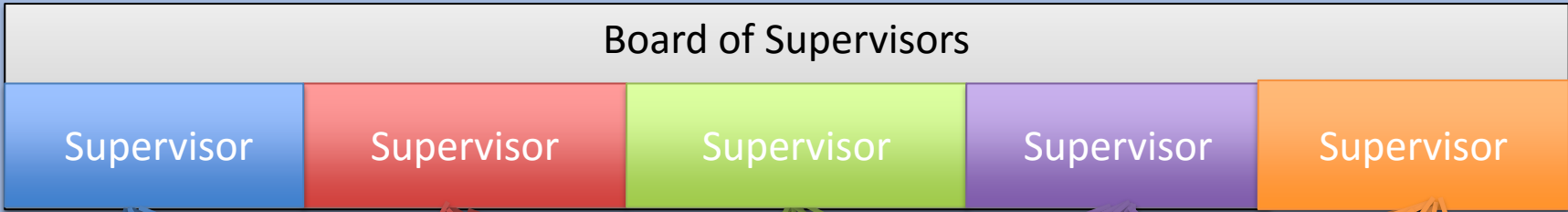
Tactical/Skill Driven

What

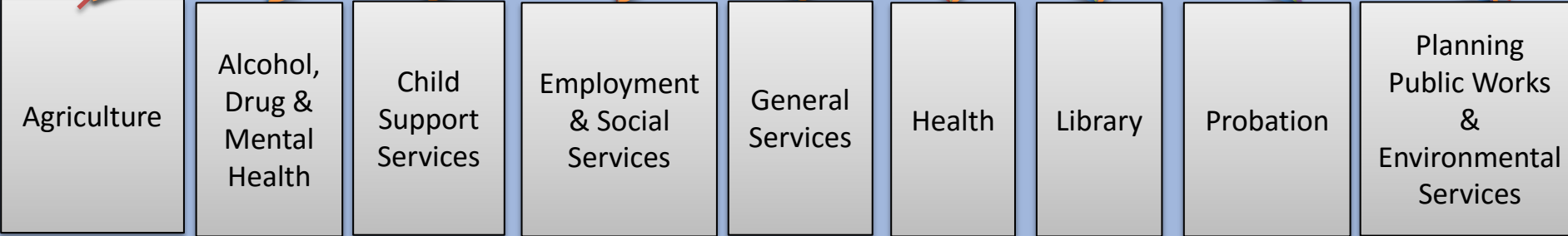
How

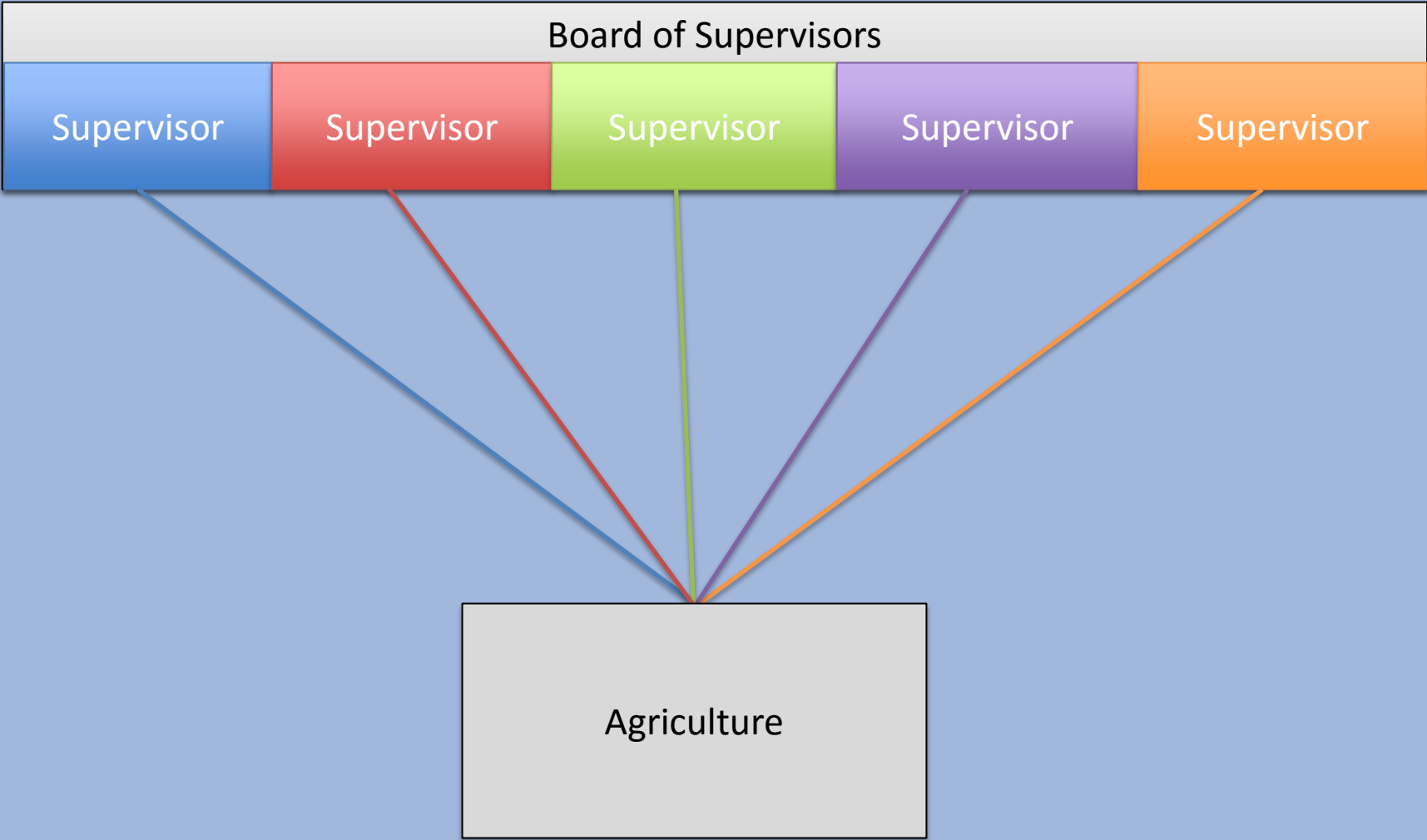
“The board’s responsibility is noses in,
fingers out. Boards don’t manage .
Boards provide oversight”

Alfred Osborne
Senior Associate Dean
UCLA Anderson School of
Management



County Administrator





The Board's Responsibilities

1. To set direction: A strategic function
2. To establish the structure
3. To provide support
4. To ensure accountability
5. To act as community leaders

Understanding Board Responsibilities

Set Direction

12

**Board:
Policy/Strategic**

Accountability

Establish
Structure

9

3

**County Staff:
Administrative/
Tactical**

Provide
Leadership
Throughout

Operations

6

Board Provides Support



Governance Tools to support board effectiveness

1. Discussion Meetings
2. Governance handbooks/manuals
3. Board self evaluation
4. Board continuing education