

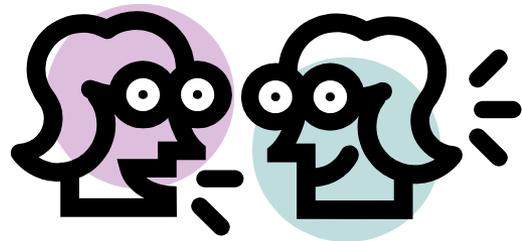
# Board Study Session: Board-Community Linkage Planning



March 19, 2018

# Work/Study Session Purpose

2



 Discussion



Decision



 Information



 Direction

# Study Session Outline

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- Review of concept of “ownership” shared at January study session
- Board discussion and initial planning for Community linkages

# Review of Concept of “Ownership”

Materials from January Study Session

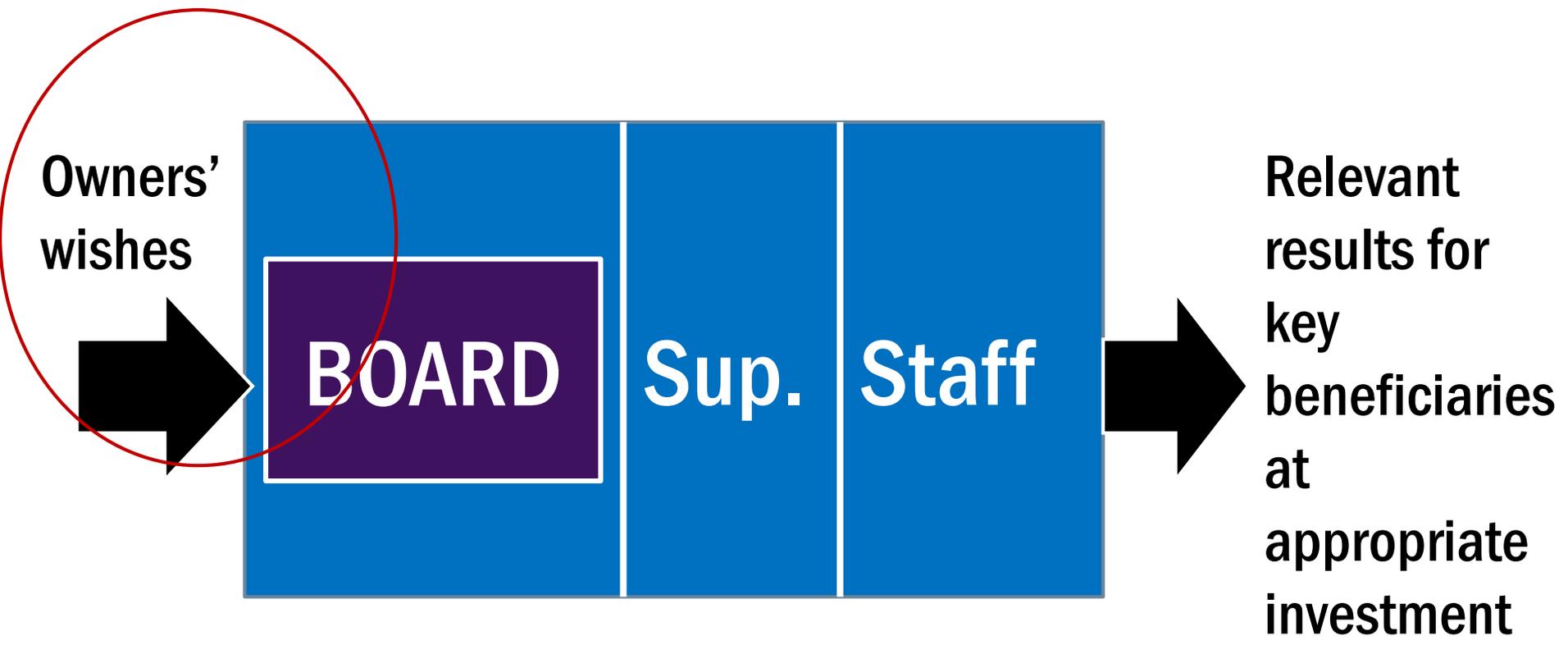
# What is Governance?

## Who?

- A group of the whole representing the organization's ownership (usually a smaller group)

## What?

- Leading the direction of the organization/company or behalf of the ownership – what good/impact/outcomes.
- Ensuring accountability.
- Linking with the ownership.



Governance exists in order to  
translate the *wishes*  
of an organization's  
**owners** into  
organizational **performance**  
to achieve impact

# EFFECTIVE BOARD PRINCIPLE #1

## Act on Behalf of the Larger Group

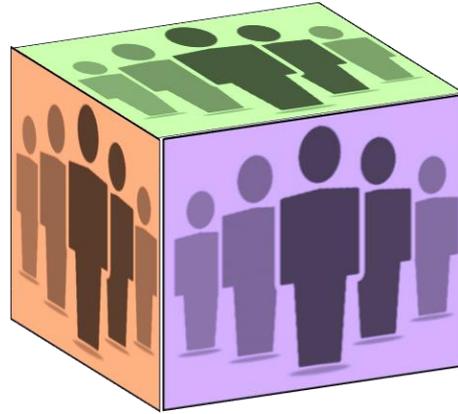
### **Principle: Owner Representative/Board Ownership Linkage**

The Board owns the organization (as trustee) for some “ownership” to whom the Board owes primary accountability. **Owners must be distinguished from customers (or beneficiaries) and from all other stakeholders).**

# The Story of Policy Governance (The What & Why)

Accountability  
to the  
ownership  
and the  
government

**OWNERSHIP**



**BOARD**



# EFFECTIVE BOARD PRINCIPLE #1

## Act on Behalf of the Larger Group

### The Concept:

- The Board exists to act as the informed voice and agent of the owners whether they are owners in a legal or moral sense.
- All owners are stakeholders but not all stakeholders are owners, only those whose position in relation to an organization is equivalent to the position of shareholders in a for-profit corporation.

# EFFECTIVE BOARD PRINCIPLE #1

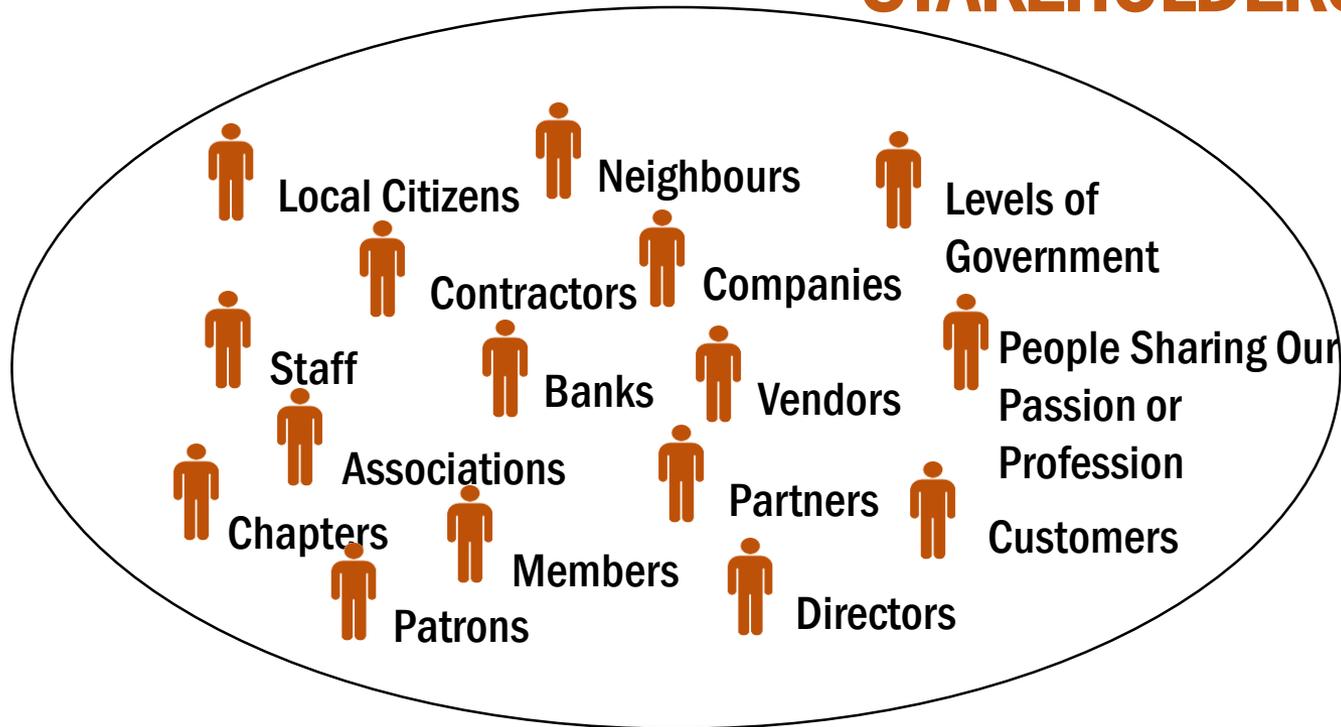
## Act on Behalf of the Larger Group

### **The Concept:**

- **Moral owners are those who have long term interest in the organization's capacity to achieve its mission.**
- **The Board should actively and directly link with owners.**

Distinguishing owners from stakeholders is not always straightforward AND it is worth it.

## STAKEHOLDERS



# Customer Perspective



# Owner Perspective



# Customer Perspective



# Owner Perspective





# Board Member

**The source of the Board's authority and accountability is the owners. "Owners" refers to:**

- a) Those on whose behalf the Board determine the difference the organization is to make in the world**
- b) Stakeholders**
- c) The Superintendent and staff**
- d) The largest constituency**
- e) Those who have legal ownership**



# Board Member

**Clarifying who the organization's owners are is crucial because:**

- a) Identifying them is required by parliamentary procedure**
- b) The Board must know from whom it derives authority and to whom it is accountable**
- c) They are an organization's best source of funding**
- d) Organizations must prioritize service to those customers who are also owners**



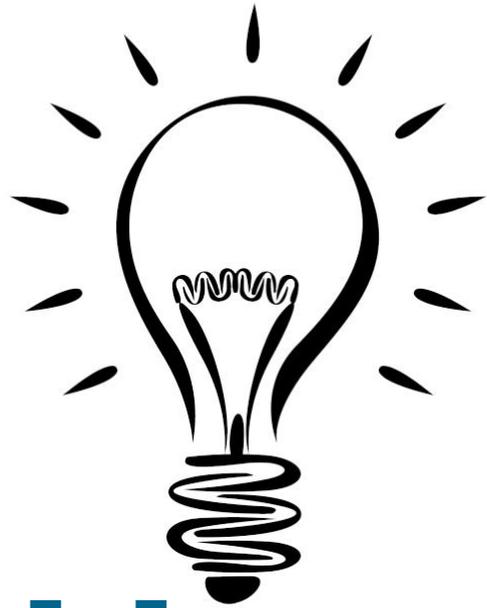
# Board Member

**The Board's position can be best described as:**

- a) The link between the owners and the Superintendent**
- b) Advisor to the Superintendent**
- c) Accountable to the Superintendent**
- d) Between the Superintendent and the staff**

# Board Ownership Linkage Defined

- Is intentional
- Is mandated by the full Board
- Has a specific purpose and agenda
- Is conducted by the Board or a sub-part of the Board
- To inform/educate, be accountable to, and engage owners in sharing their perspectives
- Is used to inform Board policy



# A-Ha's!

## About Board Ownership Linkage

# EFFECTIVE BOARD PRINCIPLE #2

## Serve the Beneficiaries



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LEADERSHIP & GOVERNANCE

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# 8 Dimensions of Effective Governance Behavior



# EFFECTIVE BOARD PRINCIPLE #2

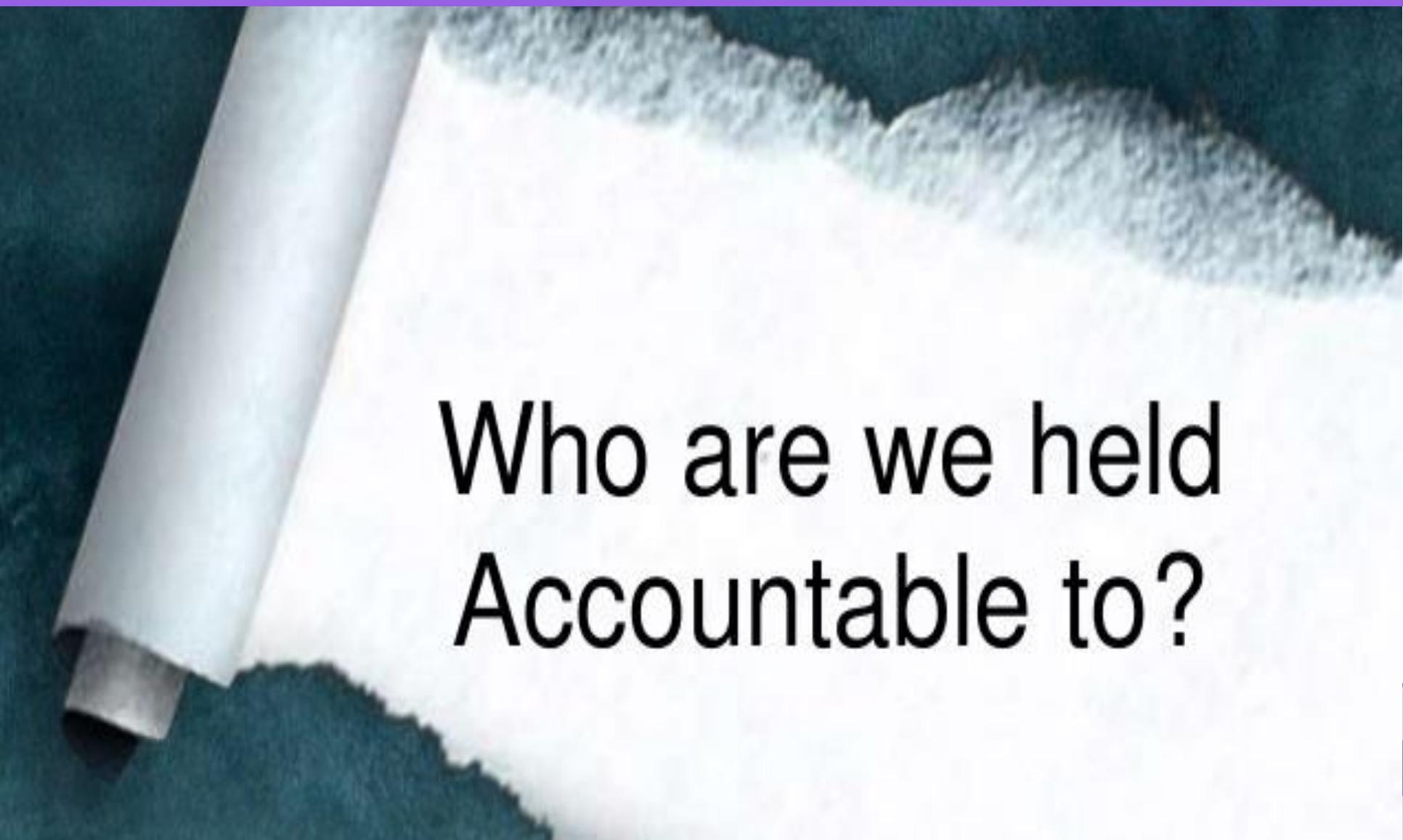
## Serve the Beneficiaries

### Principle: Governance Position

With the ownership above it and operational matters below it, governance forms a distinct link in the chain of command or moral authority. Its role is commander, not advisor. It exists to exercise that authority and properly empower others rather than to be management's consultant, ornament, or adversary. The Board—not the staff—bears full and direct responsibility for the process and products of governance, just as it bears accountability for any authority and performance expectations delegated to others.

# EFFECTIVE BOARD PRINCIPLE #2

## Serve the Beneficiaries

A white marker is positioned diagonally on the left side of a piece of white paper. The paper has the text "Who are we held Accountable to?" written on it in a large, black, sans-serif font. The background is a dark green, textured surface.

Who are we held  
Accountable to?

**OWNERSHIP**

**BOARD**

**PUBLIC IMPACT**

- What good/benefit/outcomes/ends
- For what people
- At what investment/worth

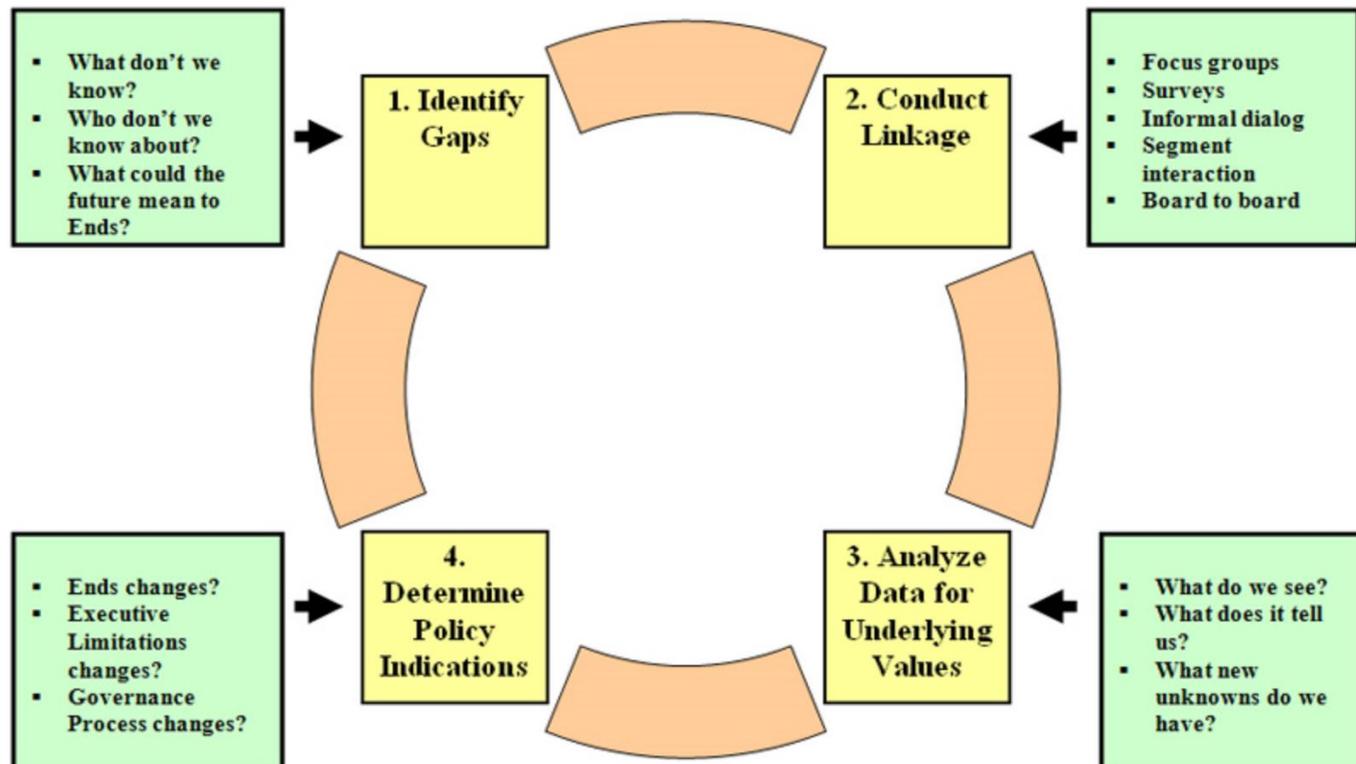
# Community Linkage

- *Is about connecting with owners to inform Board End Results policy decision making*
- *Is about “Big” questions*
- *Is not about customer service/satisfaction about operational issues (buses, nutrition services, etc.)*

# Policy Considerations/Key Questions

- What does the board need to know from the community to inform their policy decision making?
  - ▣ What knowledge does the Board need to gain from the community about impact on Ends?
  - ▣ What questions does the Board need to ask?
  - ▣ To whom do the questions need to be asked in order to gain the knowledge needed?

# Linkage Process



— Guiding you to Board Excellence and Organizational Accountability —

# Ownership Linkage

- Figuring out how and what to talk to your owners about is not intuitive. Policy Governance asks you to be purposeful in that connection, seeking perspectives, identifying missing voices and gathering unknown values for policy development.
- Ownership linkage also includes the accountability for the board's performance by providing information and sharing governance effectiveness and organizational outcomes with the owners.

# Linkage Questions

- In many cases when you speak with your owners (those who are interested in the greater good for the whole and over the long term), they may not realize that they are owners. They are used to responding to questions from a consumer's mind (do I get what I pay for and am I happy with the product and service?). An easy way to frame this distinction is that consumers want, owners value. The key in our experience has been to construct questions in such a way that owners are nearly forced to think about an issue from the big picture perspective. In other words, what is important about this issue? What do I value?
- In all cases though, the point is not to just ask questions because you think you are supposed to, but to ask questions relevant to when the board needs to know something in order to ensure that its work is done well. Some examples of this are the need to better understand owner values or priorities, find and hear a missing voice or test the values in policy or in discussion that the board believes fit owner values but is not sure about.

# Linkage and Policy Development

- Once the linkage is complete you will have a lot of raw responses or, if you are using a firm or facilitator a list of themes or findings. The trick will be to turn that into usable knowledge. The board will have to determine what the information means for the topic being explored and then what impact if any it has on its policies. Depending on what is learned the board might find that it needs to change nothing, that there is the need for a new policy or that a policy needs to be changed.

# Linkage and Annual Agenda Planning

- Linkage fits into the Annual Agenda in two ways. First, the need for linkage can be a part of any annual agenda. While linkage is required in policy (and thus not optional) we still think of it as strategic because there is no specific method or purpose assigned in policy and that must be strategically determined.
- Second, what is learned from the linkage could trigger the need to learn more about new questions (possible annual agenda topic) or to shift policy (new policy development on annual agenda) or to change something about its own process (board training) and all of these could appropriately be fit into the meeting agendas as a part of the annual agenda

# Board Discussion

Initial planning for Community linkages

# “Big” Vision & Policy Work Ahead

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- 5-year Strategic Plan
- Educational Specification (Ed Spec)

# Brainstorming/discussion

- What does the board need to know from the community to inform their policy decision making?
  - ▣ What knowledge does the Board need to gain from the community about impact on Ends?



# Brainstorming / Discussion

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  - ▣ What knowledge does the Board need to gain from the community about impact on Ends?
  - ▣ What questions does the Board need to ask?



# Brainstorming / Discussion

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