Subject: GOVERN Update #01-2025
From: GOVERN for IMPACT <admin@governforimpact.org>
To: ceo@governforimpact.org
Date Sent: Wednesday, January 15, 2025 4:47:55 PM GMT-05:00
Date Received: Wednesday, January 15, 2025 4:47:59 PM GMT-05:00

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Happy New Year to GOVERN for IMPACT Affiliates and Our Broader Community

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As we welcome 2025, we step into a year brimming with opportunity and purpose. Together, we are shaping a future where governance becomes not just a framework, but a powerful force for meaningful change in our businesses, our organizations, our communities, and our world.

This year, we will continue to challenge the boundaries of what's possible in governance excellence. Through collaborative learning, innovative tools, research, and advocacy, and a shared commitment to excellence, we will support, challenge, and equip Boards and CEOs to lead with purpose, optimism, clarity, and impact in a turbulent world!

Expect exciting education programs, new resources, dynamic webinars, and connecting events that tackle real-world challenges, helping you measure what matters and align purpose with performance. You will also receive governance research and advocacy updates.

Let 2025 be the year we deepen our collective resolve to make a difference through effective governance. Together, we will amplify our impact, turning vision into action and fostering a world where governance drives lasting value and positive change.

GOVERN for IMPACT is funded primarily by the generosity of volunteers providing knowledge, skills, talents, time, and treasures. We are extremely grateful to all of you who contributed to the work of GOVERN in 2024. You are appreciated and highly valued.

In 2024, this community of people who care about leading through governance made amazing contributions through webinars, the Face-to-Face Advanced Practice Forum, conference presentations, learning communities, leadership team, resource development, consistency team, and many more GOVERN activities. Also thank you to our very talented staff team for their creative work at GOVERN - Carol Milton, Jeremiah Dameron, and Mark Milton.

A special thank you to those who choose to be Affiliates of GOVERN for IMPACT. It is your engagement that fuels the purpose and capacity of GOVERN. There are so many volunteer roles that are possible for you with GOVERN for IMPACT. Please contact me or Kathy Wiener (kathy@groupi-i.com), our Volunteer Coordinator, or Jeremiah Dameron (jdameron@governforimpact.org) to chat about opportunities for engagement.

As we begin 2025 we are committed to build excellence in governance knowledge and practice, to enhance the practice of Policy Governance®, to conduct research studying key governance questions, and to create multiple opportunities to connect people working in this space. We also commit to studying the environment in which governing Boards are working and to demonstrate how governance must address its key work while considering the broader context in which it is operating in order to ensure the business or organization is positively moving the world forward. Our theme for this year throughout the year will be that governance practised well... is leadership.

Here's to another year of learning, leading, and making an impact—together. Happy New Year!

In collaboration with you, our community,

Karen Fryday-Field

Karen Fryday-Field
CEO
GOVERN for IMPACT

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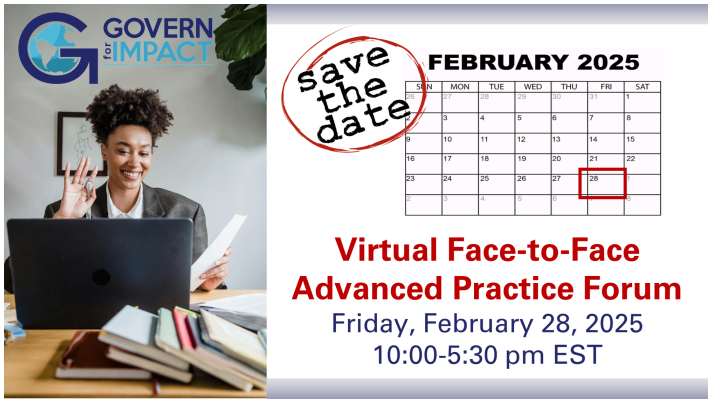
A Selection of Upcoming Events



REGISTRATION NOW OPEN

Key Features:

- Interactive Formats: Each session will incorporate some provocative debates, expert panels, Q&A, and group activities.
- Thought Leadership: Leading academics, futurists, and governance practitioners will deliver cutting-edge insights.
- Networking Opportunities: Facilitated time for attendees to connect and discuss transformative ideas.

VIEW PRELIMINARY SESSION OUTLINE

GOVERN for IMPACT F2F Advanced Practice Virtual Forum! - Don't miss this amazing learning and connecting discussion

In an era of rapid change and growing societal expectations, the need for purpose-driven, future-focused, and accountable governance has never been greater. This advanced practice forum brings together governance professionals, thought leaders, Board Members, CEOs, senior leaders, and changemakers for a transformative exploration of what it means to lead with impact.

The agenda is designed to inspire and equip Boards to navigate today's most pressing challenges, from aligning organizational purpose with global priorities to embracing accountability that transcends traditional shareholder models.

Through dynamic sessions, participants will explore topics such as governance in the age of AI, embedding equity and justice into Board practices, leveraging ESG for strategic value creation, and managing complex Board dynamics with integrity and effectiveness.

As we conclude with a forward-looking call to action, this forum will empower participants to redefine governance in ways that create real and lasting impact for organizations, stakeholders, and society. Together, let's shape the future of governance.

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GOVERN for IMPACT's Annual Learning and Connecting Conference (Jun 19-21, 2025) will be held at The Alt Hotel Montreal (at the corner of Peel and Wellington streets) nestled in the trendy Griffintown neighbourhood, close to the city's centre and steps away from the Lachine Canal and Old Montreal. From Pierre Elliott Trudeau Airport, the hotel is less than half an hour by car/taxi/uber.

Stream 1 - Policy Governance Inspired Sessions - "Concepts and Real-World Applications"

These sessions will be more focused on Policy Governance. In this stream, as the title says, all these sessions will be inspired by Policy Governance concepts and practices. This does not mean that these are basic sessions; rather, it means that they will be incorporating Policy Governance concepts, principles, and applications.

Session Working Titles

- Leading to Create Courageous Ends
- Sustaining Governance Excellence... Leading Through Governance Lifecycles - Ready, Set, Go!... Sustain?
- Clear Values and Risk Boundaries Create Empowerment
- Service Leadership at the Board Resulting in Healthy Board Dynamics and Organizational Culture
- Table Discussion on a Variety of Current Governance Challenges in the Context of Policy Governance

Register before March 1, 2025 for a reduced conference fee (as outlined below):

- Affiliate Fee = $740 USD
- Organization Affiliate = $690 USD per person for 3 or more
- Young Governance Professional (age 35 yrs or younger) = $250 USD
- Non-Affiliate Fee = $810 USD

REGISTER FOR EARLY BIRD RATE

Booking Accommodations for the Conference
The Alt Hotel is a lovely hotel with great ratings. Please strongly consider staying at the conference hotel as in order to present this conference GOVERN for IMPACT has had to commit to reserving and paying for a number of rooms, hence, we need to make sure the conference participants also stay at the conference hotel. Thank you for considering this.

Conference Group Room Rate $275.00 CAD

It is very important that you book via the button below or by phone with this code only, so that your reservation can be linked directly to the reservation block and benefit from the group rate.

Calling the hotel directly at 514-375-0220 and using this block code: 2506GOVERN

BOOK YOUR ROOM ONLINE

Call for Table Discussion Workshop Leaders for 2025 GOVERN for IMPACT Annual Learning and Connecting Conference
Table discussions can be focused on any aspect of governance or a related topic which can help the application of governance leadership excellence.

Table Talk Discussion Workshops scheduled for this conference to date include:

- Integrating AI into education to enhance creativity and critical thinking skills OR Protecting our faculty, student, and family data in the AI enriched environment - How can schools can protect their stakeholders' privacy?
- Finding a Third Way: Navigating Polarities for Governance Excellence

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Each table discussion presenter/facilitator will have an opportunity to present to their table group for 25 minutes followed by supporting a robust discussion of table participants for approximately 45 minutes. Table discussion facilitators will be listed in our program as part of our faculty for the conference, along with the governance topic that they facilitate.
Click here to learn more about table discussion workshops

Brief Proposals should be submitted by January 30, 2025.

- Navigating the Leadership Dynamic: leading Up with a Policy Governance Board OR
- Stronger Together: Cultivating a Collaborative CEO-CGO Relationship in Policy Governance
- Leadership and Board Governance Amid Unexpected Tragedy
- Getting Real About the Board/CEO Relationship - the Many Dimensions and Influencers of this Critical Leadership Relationship
- Case Study on Board-Ownership/Careholdership Engagement - Leading Through Engaging Others

Latest Resources

Newly posted! GOVERN is excited to share a wealth of resources designed to empower Boards, CEOs, and governance professionals in their pursuit of governance excellence and achievement of impactful results. Our online collection includes open-access materials and exclusive resources available to affiliates, covering topics critical to governance excellence. These resources offer practical tools and thought-provoking perspectives to guide you in aligning purpose with performance and advancing organizational success.

Open Resources

Focusing on Purpose: The Power of Ends
This resource highlights the pivotal role and power of Ends in governance, focusing on key Policy Governance® principles, the distinction between Ends and mission, goals, or objectives, and their integral role in strategic planning. It includes an *Ends Development* exercise through a mock Board activity, followed by presentations and a group discussion to share insights and learnings. These elements are designed to deepen understanding and foster practical application of Ends-related concepts for impactful governance.
Click here to access

Setting Direction: Creating Ends with Impact
This resource delves into the critical distinction between Ends and means, addressing common challenges Boards face when drafting Ends Policies. It introduces two practical tools to help uncover Ends hidden among means, shedding light on pitfalls such as means masquerading as Ends, verbs that describe effort rather than effect, and how to integrate values effectively and determine the appropriate level of

How Ends Policies Result In Real Impact in the World "What Works for Boards and CEOs in Ends Policy Interpretation"
This resource provides a practical guide for Boards and CEOs to navigate the complexities of Ends Policy interpretation, ensuring that desired outcomes translate into meaningful impact. Participants will explore the essential ingredients of an effective CEO Ends interpretation, learn to identify what constitutes a robust interpretation, and build skills to ensure alignment between Ends Policies and actual results. Additionally, it offers insights into how Boards can assess Ends interpretations effectively, fostering accountability and driving real-world impact. This resource is designed to empower governance leaders to translate vision into measurable success.
Click here to access

Affiliate Only Resources

You must be a GOVERN for IMPACT affiliate in order to access these resources.

- Deep Dive into the Board/CEO Relationship, Inspired by Policy Governance and Research

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detail in Ends Policies. This comprehensive guidance equips governance professionals with the clarity and tools needed to craft impactful Ends policies.

Click here to access

Board Governance Excellence in Primary & Secondary Education

A comprehensive resource designed to equip readers with the knowledge and skills to enhance governance practices within educational systems. Explore why Boards should adopt Ends Policies and the pivotal role these policies play in guiding organizational purpose and success. Key topics include the critical importance of Student Success (Ends) Policies, the role of Superintendents in Ends Policy interpretation, and practical approaches for meaningful Board monitoring of student success.

Click here to access

- Duties of Directors: Servant Leaders Meeting Legal and Fiduciary Obligations in Policy Governance
- Board Leader Character: Does Your Board Culture Eat Your Good Work for Lunch?
- Board Governance Lifecycle

Learn more about becoming an affiliate with GOVERN for IMPACT

As we launch into 2025, I want to express my sincere gratitude to everyone who contributes to our GOVERN community in one way or another. We are blessed to have such dedicated and passionate people showing up to contribute to our community, and I am truly grateful for your service. As part of the GOVERN for IMPACT team, I love celebrating how you all help us create spaces that bring people together to achieve amazing things. I hope you'll agree we had some pretty amazing people helping to create some amazing things in 2024.

Whether you volunteer on one of our leadership teams, lead one of our Learning Communities, provide thoughtful input on our Conference Planning team, or produce provocative articles and content as a Governance Systems Professional (GSP), your guidance and commitment to our collective work help

Most of all, thank you to those who have joined Govern for Impact as an affiliate this year and those who continue to renew their affiliation annually, either as an organization, an individual, a stellar GSP, or a Young Governance Professional. By financially supporting our organization each year, you enable us to create a more open, giving, compassionate community of professionals dedicated to bringing the change we want to see in the world one step closer to reality.

If you aren't an affiliate yet, that's okay. We still have a space for you, too! Please keep signing up for our events and showing up for the conversations, and when the time is right, I hope you'll consider joining us at a deeper level and lending your voice to our purpose, our work, and the community we seek to build. (I'm always up for chatting with you about the

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us learn, grow, and share with each other. Thank you; I celebrate you!

If you led a session at our conference in June and/or our annual virtual gathering in October or provided expertise and tips to those attending our webinars, Town Halls, or our recent Open Space gathering, I am so grateful for your time and your talents!

If you are an instructor for students in our Policy Governance® Proficiency (PGP) program, or you provide your thoughts and experience by attending our virtual events and our in-person events throughout the year, please know **YOUR** contribution, your voice, your presence, is what helps make this community shine brightly.

benefits you'll receive and the amazing connections you'll make. Just drop me a line at jdameron@governforimpact.org)

Thank you for all you do, and here's to an even brighter, more connected 2025!

In service and collaboration,
Jeremiah Dameron (he, him)
Director of Affiliate Services
GOVERN for IMPACT

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The work of GOVERN for IMPACT is supported by people who believe in the work of this organization. Click for more information on giving and contributing to the organization and board excellence work being undertaken by the people of GOVERN for IMPACT. Join our generosity team.

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