



**Monitoring –
How will we know?
*Where Boards of Education and
Superintendents Get Stuck***

Presenter: Cindy Elsbernd

First Item of Business:

A quick Policy Governance® overview...



(Because even the most seasoned pilots review the fundamentals before takeoff.)



Policy Governance® is a governance/leadership model trademarked by John Carver. It is a comprehensive set of integrated principles that, when consistently applied, allows governing boards to realize owner-accountable organizations. Starting with recognition of the fundamental reasons that boards exist and the nature of board authority, Policy Governance integrates a number of unique principles designed to enable accountable board leadership.

-International Policy Governance Association

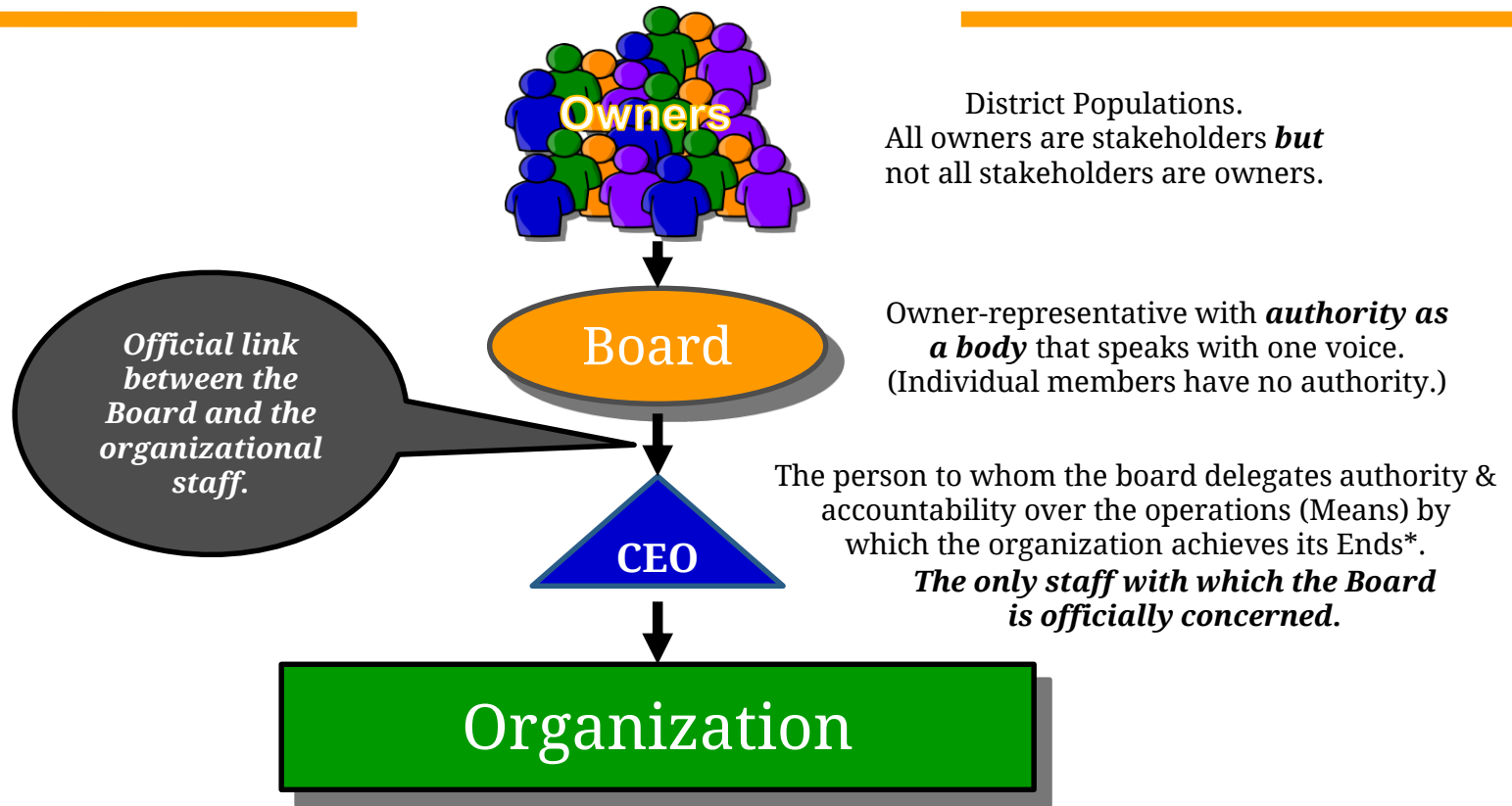


Principles of Policy Governance®:

1. Ownership
2. Governance Position
3. Board Holism
4. Ends Policies
5. Board Means Policies
6. Executive Limitations Policies
7. Policy “Sizes”
8. Delegation to Management
9. Any Reasonable Interpretation
10. Monitoring



- Connect with owners and reflect/
represent their values
 - Define the purpose of the
organization
- Establish board self-management
processes
 - Delegate to the executive
 - Assure performance



*Ends = A Who, a What (a Benefit), and At What Worth (Priority)



OWNERSHIP FOCUS: ENDS



The positive difference the organization should make in the lives of people.

Ends: Three Elements

- What?

The benefit or difference made in people's lives

- Who?

The group of people that should benefit

- At what worth?

An acceptable level of cost for the benefits produced

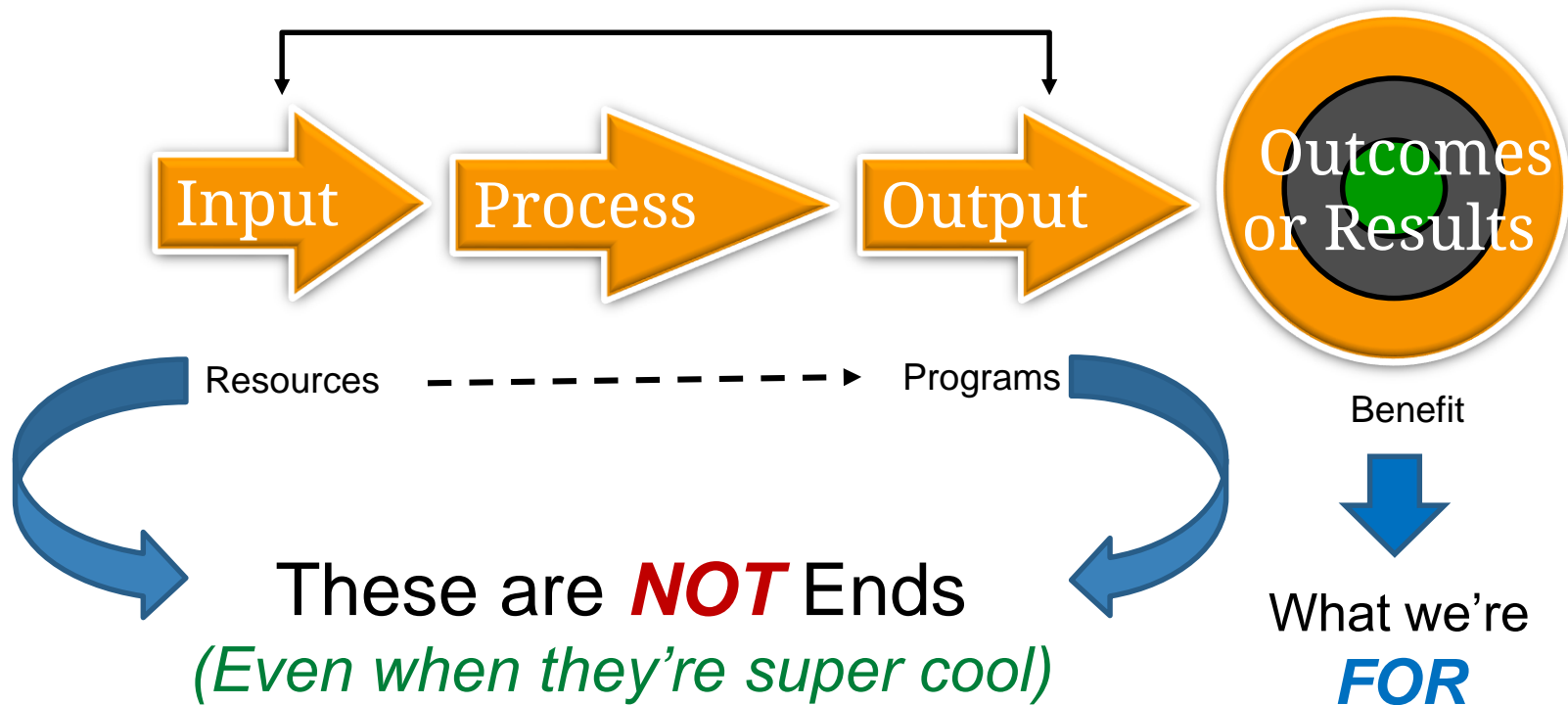
(And how the benefits or beneficiaries should be prioritized)

Ends are different and independent from Means

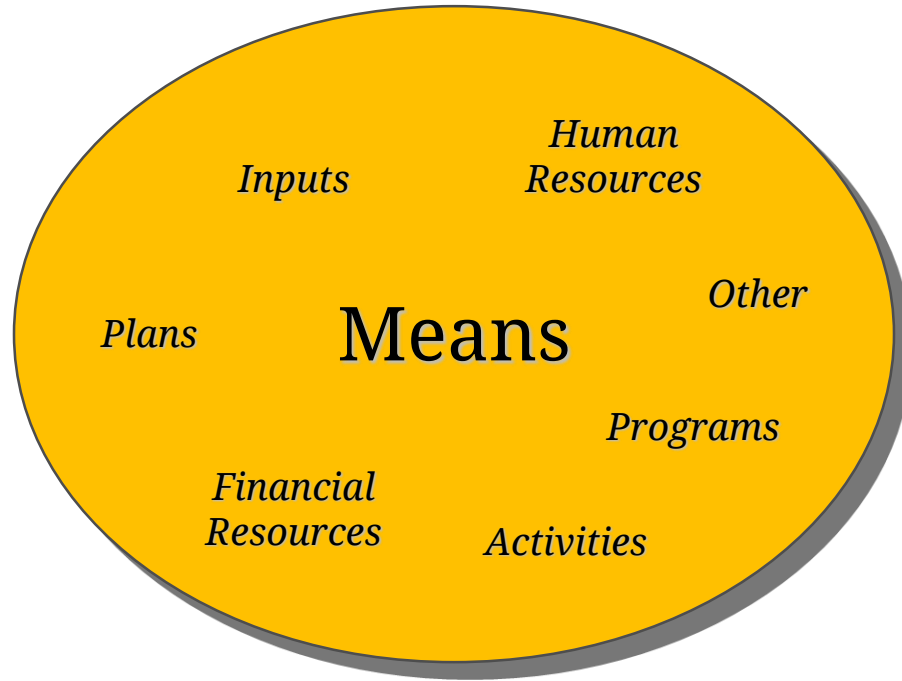
ENDS vs. MEANS

MEANS

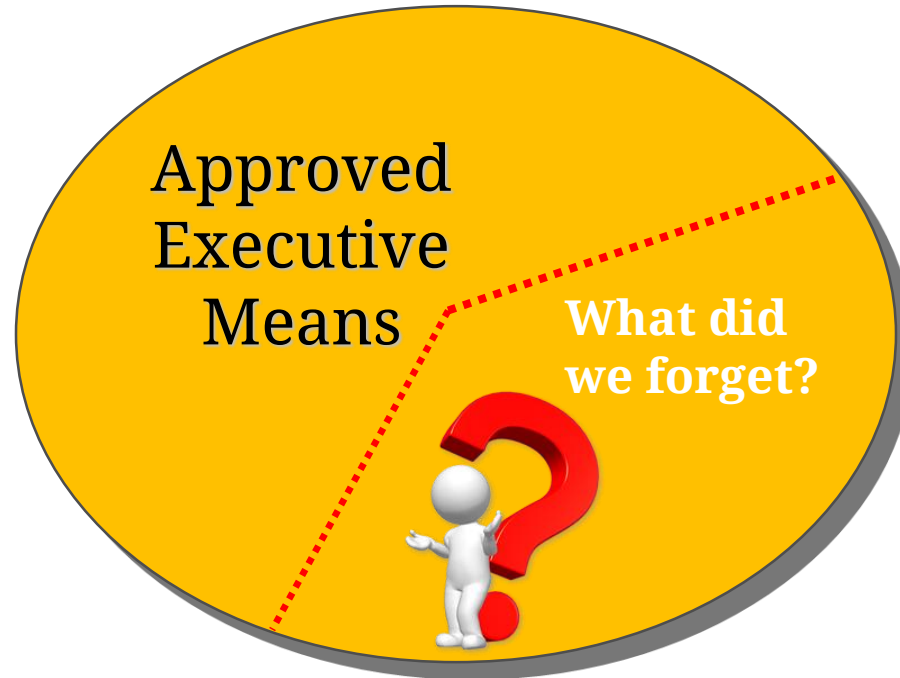
ENDS



ACHIEVING RESULTS

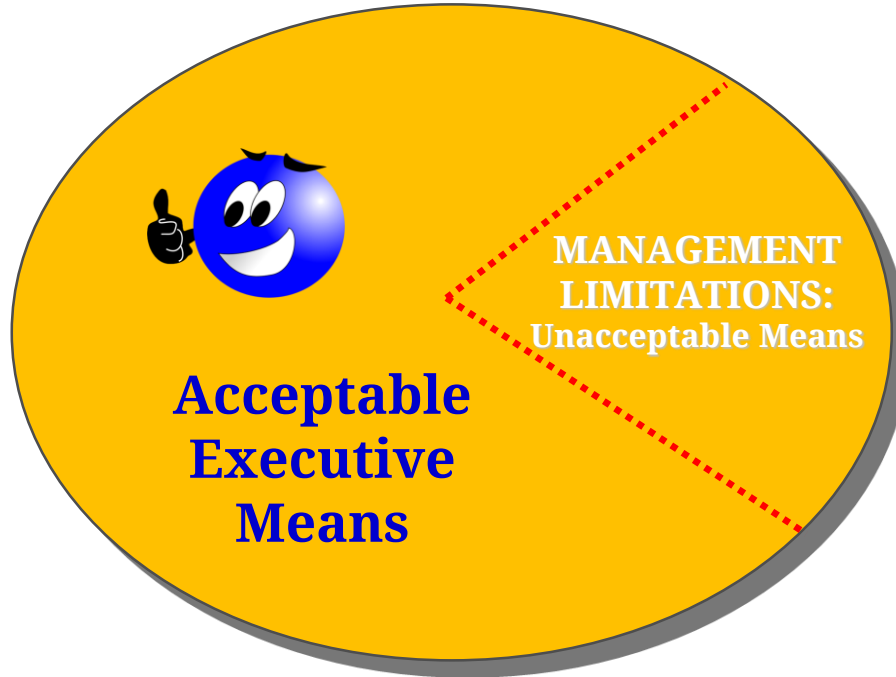


There are a multitude of actions, activities, plans, and other means that can be used to achieve organizational results.



Boards that delegate achievement of organizational results through a process of approving Executive Means create a parent-child relationship requiring permission & forgiveness.

And the Board risks un- or under- visited operational and policy territory.



- Instead, defining Limitations gives the CEO clarity around what the Board doesn't want – what must be avoided (even if it works). This is a powerful and more effective method of delegation that by nature is inclusive of all issues with which an organization might deal.
- If all unacceptable executive means are identified in Management Limitations Policies, the CEO has been delegated the authority to proceed with means that have not been defined as off-limits to achieve Ends.

ALL OF THESE COMPONENTS

- Ends
- Board Means
 - Board Self-Management
 - Board-Executive Relationship/Delegation
- Executive Limitations

**ARE MAINTAINED IN A BOARD POLICY MANUAL
(THE WRITTEN VOICE OF THE BOARD)**



When Expectations are Clearly Articulated via the Board Policy Manual it Creates Accountability for both the CEO and the Board, allowing the Board to:

- ✓ Focus on the larger issues,
- ✓ Clearly delegate authority,
- ✓ Direct management's job without interfering, and...
- ✓ **Rigorously evaluate what is accomplished.**



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Rigorous Evaluation.
Simple enough, right?
Sure!

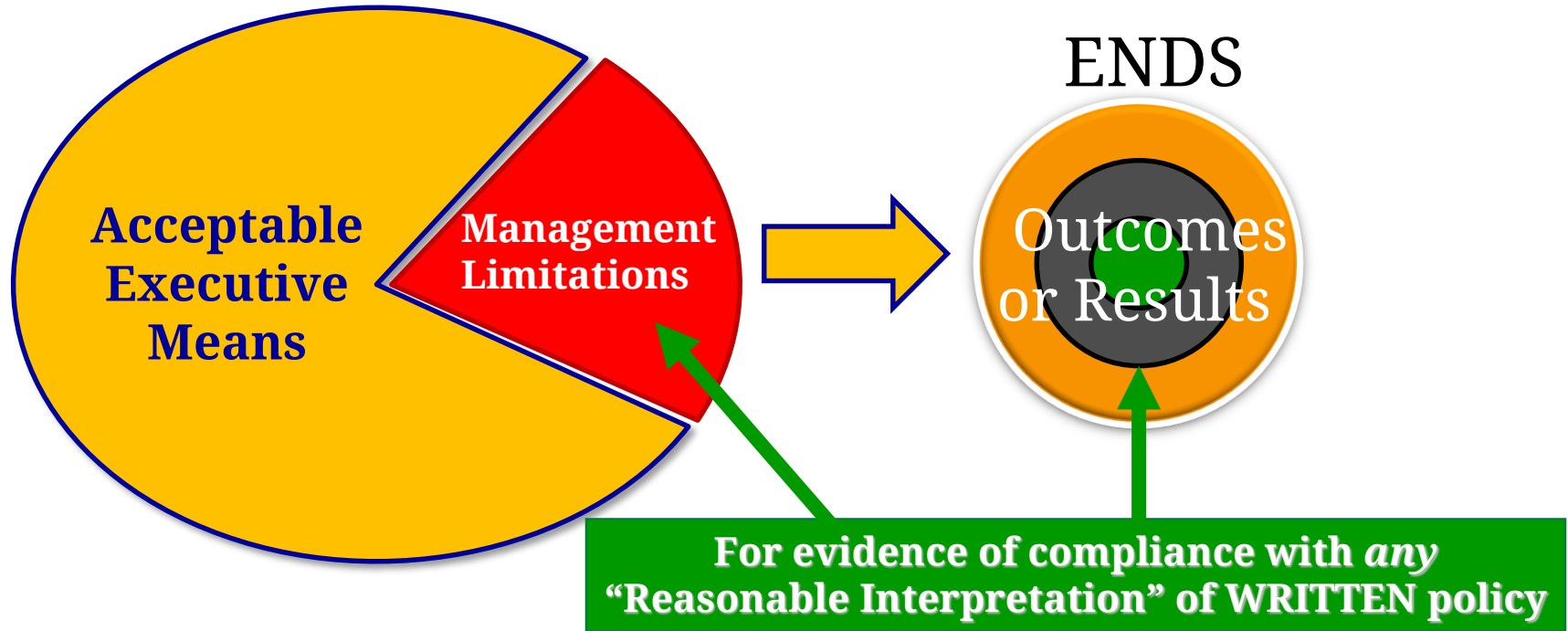
(But seriously...
How will we know?)

That rigorous evaluation comes in the form of monitoring of which there are three possible methods:

- 1. Internal Reports** - The CEO provides reports to the board
- 2. External Reports** - The board engages an external party (e.g. an auditor) to collect and report evidence of compliance with CEO's policy interpretation (operational definition). The board may also request an opinion regarding the reasonableness of the interpretation.
- 3. Direct Inspection** - Board members examine whether or not there is evidence of conditions identified in the CEO's policy interpretation (operational definition) through direct inspection or site visits.

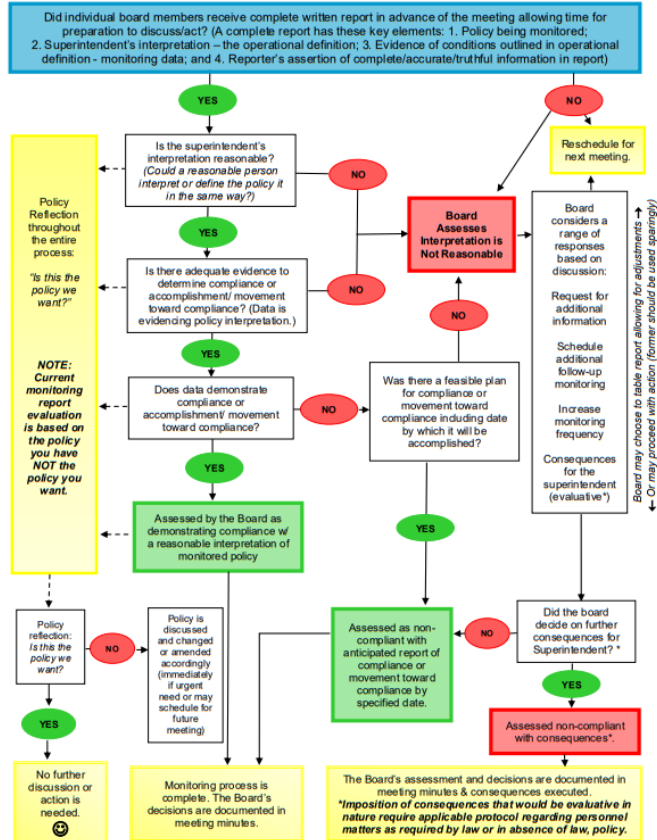
MONITORING

And what is it that we're monitoring to determine Executive performance and accountability?



INTERNAL MONITORING

Decision Tree for Action on Monitoring Reports



In Practice

Practice.

Share.

Discuss.

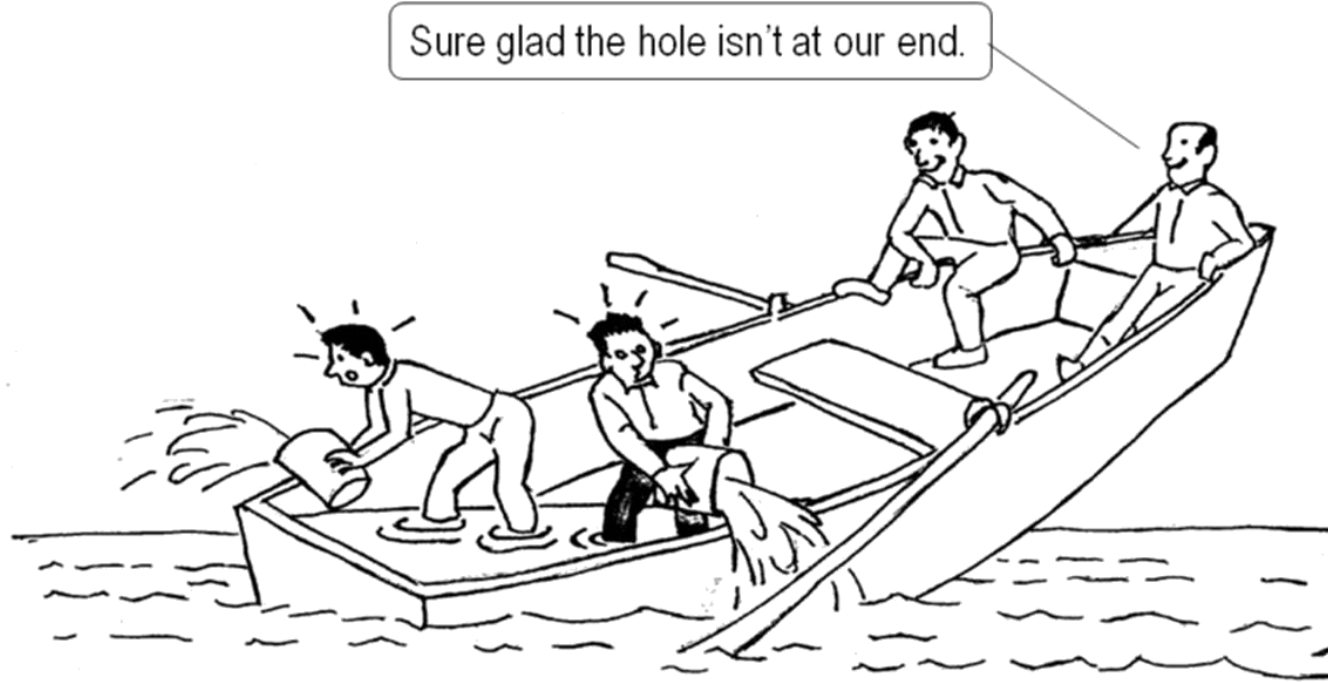
IT'S SO IMPORTANT

CALENDAR IT!



Scheduled and consistent monitoring of Ends and Management Limitations provides the Board with the answer to the question “How will we know?” Monitoring, while not the Board’s primary focus, is an important view into the past to measure CEO performance and to address any issues of compliance appropriately and efficiently so that the Board can focus on future results. It assures accountability of the CEO to the Board and ultimately of the Board to the Ownership.

SELF MONITORING



(Don't forget to concurrently monitor Board performance against policy defining Board process to ensure integrity in doing what the Board said they were going to do.)

In Practice

Thoughts and Discussion- ELECTED BOARDS.

**THANKS! HOPE IT
HELPED.**

This presentation was put together by Cindy Elsbernd Consulting, LLC. Information was gleaned from John Carver's *Boards that Make a Difference*, from other publications in the Carver Policy Governance® series, information from the International Policy Governance Association website, from a variety of board governance trainings, and from practice and experience (both positive and negative 😊).

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