

## Redesigning Governance:

### One Board's Journey to Policy Governance

WSSDA – November 2007

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## Agenda

- A 'brief intro' to policy governance (PG)
  - The nature of board authority
    - " board policy
    - " board delegation
- One district's journey to PG
  - Adopting the policy governance model
  - Challenges encountered
  - Lessons learned
- Q&A

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## A Brief Introduction to Policy Governance®

A model of governance, based on the work of John Carver,  
that has been adopted by these Washington districts:

Puget Sound ESD	Lake Washington	University Place
Issaquah	Mercer Island	Manson
Washougal	Finley	Yakima

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## The Nature of Boards

- Boards only 'exist' when convened

Made up of individuals ...

When the individuals come together, a new 'creation' takes on a life of its own

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## The Nature of Boards

- Boards only 'exist' when convened  
If so, then...between meetings...
- We can only 'speak' thru written policy  
Write policy that others will actually read
- Can only 'act' thru others  
Must delegate authority to act

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## Some PG Concepts

- Management vs. Governance
- Owner vs. Customer
- One Voice vs. Supt/Chair/Committees
- Less is More
- Ends vs. Means
- Continuum of Board-CEO Control
- Delegation (w/Monitoring) vs. Abdication

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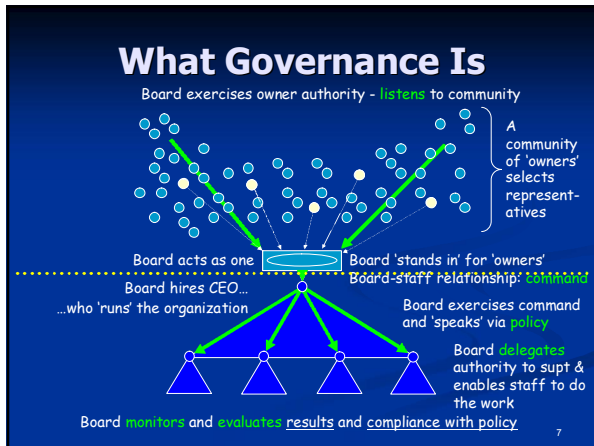
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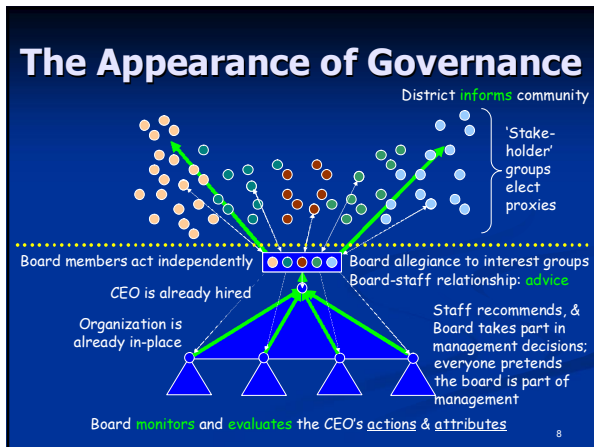
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- ## The Nature of Board Authority\*
- \*The board acts on behalf of its ownership
1. Board Authority is Owner Authority
    - Boards exist to "stand in" for owners
  2. Board position is between owner & staff
    - CEO is part of / atop the organization
    - Board is not part of the CEO's mgt team
  3. Board is a single integral whole
    - Exists only when in session
    - When it takes action, the board acts as one
    - Not as individual members
- Nature of Policy 9

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## The Nature of Policy\*

\*Policy 'speaks' for the board between meetings

4. End results policies give direction
  - Board emphasis should be on ends:  
What Good...for Whom...at what Cost or Priority
5. Board Means policies impose self-discipline
  - They provide protocol/framework for governing; and
  - They define the board-staff relationship
6. Staff Means policies set parameters
  - Within which the staff is free to act
7. Policy Size (just enough...a la Goldilocks)
  - Start w/big ideas...then detail as needed...no more
  - Speak softly ... big stick



Nature of Delegation 10

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## The Nature of Delegation\*

\*Board authority must be delegated between meetings

8. Delegation to Management
  - To act thru CEO, board delegates its authority
  - Must be able to act w/o 1<sup>st</sup> asking permission
9. Any Reasonable Interpretation
  - CEO interprets the board's words as written
10. Monitoring
  - CEO accounts to the board for use of its authority; does the organization accomplish desired Ends?; comply w/Limitations?
  - Evaluation of District = Evaluation of Superintendent

Traditional 11

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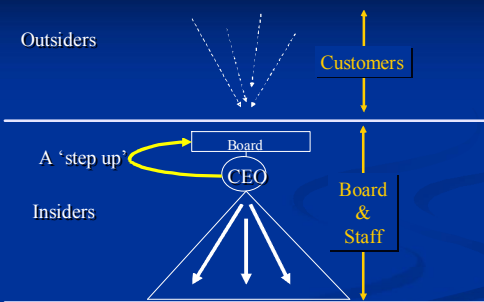
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## Traditional Relationships



Another View 12

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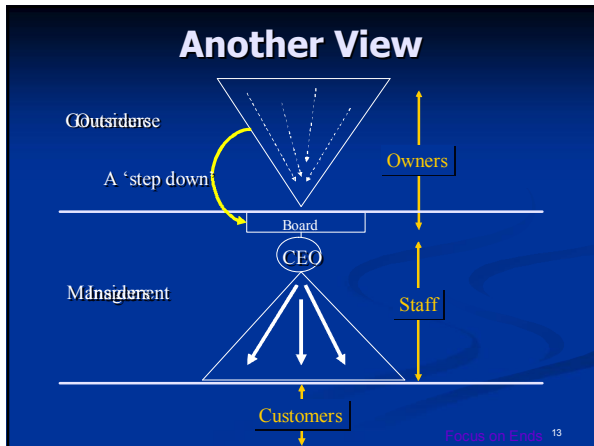
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- ### PG Boards Focus on Ends
- Ends describe what good is to be achieved; for whom; at what cost or priority
  - For many Boards their limited meeting time is wasted meddling in means
    - Means are only 'right' if they lead to the desired end results
    - Means are only 'wrong' if they fail to lead to ends or if they violate standards of prudence/ethics
  - Boards should spend most of their time refining ends and measuring their achievement
- Control Means 14

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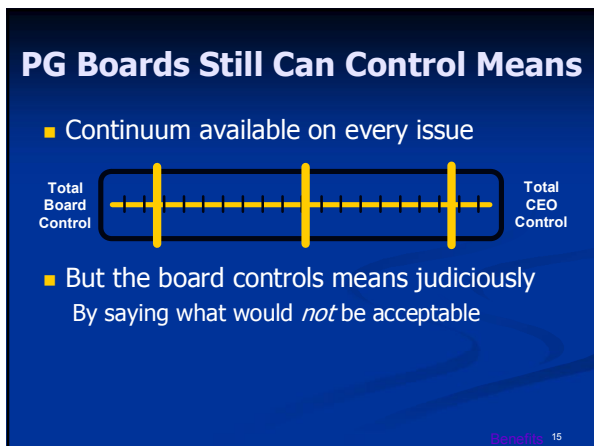
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## Benefits of PG

- Clarity of roles
- Role boundaries are decided by the board
  - Not by some 'better boardsmanship' book
- Disciplined strategy – self-imposed
  - Guided by community values & priorities
- Staff is given clear direction
  - Then is freed up to manage/operate
- Evaluation is tied to organization's success

One Board's Journey 16

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## One Board's Journey to Policy Governance

Yakima School District

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## Exploration

- YSB operating by similar principles for many years
- 2005 WSSDA Conference Session
- Informal discussions among board members
- July 2006 first formal meeting with consultant to consider
- Summer 2006 Study Time

Exploration	Preparation	Implementation	Continued Implementation
2005-2006 School Year	2006-2007 School Year	2007-2008 School Year	

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## Preparation

- Decision to move to PG (Dec 2006)
- 3 full days with consultant (Nov 2006)
- Initial 26 new policies prepared for first reading at December 2006 Business Mtg.
- Prepared for Community Linkages

Exploration	Preparation	Implementation	Continued Implementation
2005-2006 School Year	2006-2007 School Year		2007-2008 School Year

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## Concerns Arise

December 6 - February 13 2006

- Legal Review Jan 07 raises a few issues
- Teacher's Union
  - Superintendent Authority
  - "One Voice"
  - Superintendent as "Sole Connection"
- Put off approval until February Business Meeting to address concerns

Exploration	Preparation	Implementation	Full Implementation
2005-2006 School Year	2006-2007 School Year		2007-2008 School Year

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## February-March 2007

- 80-100 Teachers present to testify with concerns on PG (February 13)
- Announced at beginning of meeting we would be postponing approval of PG policies
- Approved 11 of 26 at March 20<sup>th</sup> Business Meeting
- Ends (1) and Governance Process (10)

Exploration	Preparation	Implementation	Full Implementation
2005-2006 School Year	2006-2007 School Year		2007-2008 School Year

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## Community Linkages

- Aligned with plan for District Roadmap Revision (Strategic Plan) June 2006
- 14 Community Linkage Mtgs. (Jan-June)
- Question:
  - "Envision what the Yakima community will be like when our kindergartners graduate from high school. What skills, knowledge, and abilities will they need in order to lead successful and productive lives and be a contributing member in the community?"

Exploration	Preparation	Implementation	Full Implementation
2005-2006 School Year	2006-2007 School Year		2007-2008 School Year

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## The Old and the New

- January – June 2006
- Continued old method for Supt. Evaluation and Board Self-Evaluation as we learned PG methods and planned for full implementation

Exploration	Preparation	Implementation	Full Implementation
2005-2006 School Year	2006-2007 School Year		2007-2008 School Year

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## Full Implementation

- Plan to approve remaining 16 PG Policies Fall 2007
- Executive Limitations (10) and Board-Supt. Linkage (5)
- Plan to move to PG method for Supt. Evaluation and Board Self Evaluation

Exploration	Preparation	Implementation	Full Implementation
2005-2006 School Year	2006-2007 School Year		2007-2008 School Year

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## Lessons Learned

- Okay to take time and approve policies incrementally
- Work with consultant
- Importance of Community Linkages
- Communication
- Demonstrate concrete responsiveness to concerns where suggestion would strengthen, not weaken, PG implementation
- Deliberative board process

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## Communication

- Presentation by board president
  - February presentation televised
  - Other standing meeting/invitational presentations
- Board webpage
- Consultant sessions on policy governance more accessible
- Board members available to employees and others for discussion upon request
- Additional May community linkage, broad community invitation

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## Responsiveness to Concerns

Policy	From Whom	Date Rec'd	Suggestion/ Question	Board Response/Decision
1000.1.0 Ends (Outcomes)	Cece Mahre	12/29/06 (email)	At this time I would suggest establishing goals that reflect the state and federal AYP expectations. To do anything different lowers the bar as well as not keeping us on track to meet the 2014 final benchmark.	Included following goal in Ends Policy: Unexcused Absence Goal: "2.1 All students will attend school on a consistent basis in order to benefit from the educational program, decreasing the percentage of students with unexcused absences to <b>1% by 2010.</b> " On-time Graduation Rate Goal: "2.2. All students will graduate from high school, increasing the percentage of students who graduate on time to <b>73% in 2010.</b> "

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## Deliberative Board Process

- Many discussions in public meeting at each step
- Formal Statement of Intent at Business Meetings
- Deliberation over proposed suggestions for change

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## Questions?

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## For Additional Information

- Follow-up questions:
  - Rick Maloney - [malonerj@hsd401.org](mailto:malonerj@hsd401.org)
  - Vickie Ybarra - [vickie@ybarra.com](mailto:vickie@ybarra.com)
- Books:
  - **School Board Leadership 2000** – Gene Royer
  - **Boards That Make a Difference** – John Carver
  - **Reinventing Your Board** – John Carver & Miriam Carver
- Websites:
  - [www.policygovernance.com](http://www.policygovernance.com)
  - [www.policygov.com](http://www.policygov.com)

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