

## **ADDITIONAL INFORMATION AVAILABLE ON POLICY GOVERNANCE**

Policy Governance®, authored by John Carver, PhD, applies a specific set of concepts and principles to the leadership role of boards and the board-management partnership.

The model offers a simple but elegant way for a board-superintendent team to avoid problems:

- Role confusion with the boundary between responsibilities of the board and the superintendent.
- Unclear expectations by the board toward its superintendent, and vice versa.
- Lack of clarity between functions of governance, management, and leadership.
- Board decision-making at the operational level rather than at the policy level.
- Overlap between policy (presumably the board's domain) and procedure (the superintendent's).
- Tension between board and superintendent over authority reserved by the board to itself and that which is delegated to the superintendent.
- Tension among board members springing from differing perceptions about the roles of boards, superintendents, and staff and the prioritized goals toward which the district applies resources.
- Superintendent evaluation based on unknown criteria, unrelated to overall district success.

For this and related articles in the American School Board Journal website:

<http://www.asbj.com/2006/04/0406asbjmaloney.pdf> "Who's in Charge?"

<http://www.asbj.com/2004/09/0904asbjdawson.pdf> "Why Board Culture

Matters" <http://www.asbj.com/2000/03/0300ASBJcarver.pdf> "Remaking Governance"

<http://www.asbj.com/2000/03/0300ASBJnatale.pdf> "Policy Governance in Practice"

For more information on this model, see:

[www.policygovernance.com](http://www.policygovernance.com) (or [www.carvergovernance.com](http://www.carvergovernance.com)) John Carver's website

[www.policygov.com](http://www.policygov.com) Policy Governance Associates website

[www.aspengroup.org](http://www.aspengroup.org) The Aspen Group website