



POLICY GOVERNANCE

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Policy Governance Overview

- Developed by John Carver
- Control is through written policies
- System of monitoring reports is the main result and creates a documentation of compliance or non-compliance
- Four main areas: *ends-means, executive limitations, governing process and board-staff linkage* (Carver, 1997)



Ends and Means

- Designed to create clear boundaries for the CEO and staff in their operational roles
- Regulated by boundaries
- Freedom to operate, as long as no policy is violated

Ends Policies

- Describe the benefit, difference, or outcome in consumers' lives that the organization is to produce, the person for whom the difference is to be made and the cost or worth of the benefit
- Define the specific expectations to the CEO and the board

Means Policies

- Organizational issues that are not ends
- Includes methods, practices, activities, and all operational functions of the organization

Executive Limitations

- Designed to protect the organization from CEO behaviors
- Written negatively to clarify boundaries and to make sure poor management or negligence does not occur

Governing Process

- Concerns the board identifying its philosophy, accountability, and job description
- Includes self regulation and review

Board-Staff Linkage

- Clarify the relationship and manner in which authority is delegated to the CEO and staff and how the CEO will be evaluated (Carver & Carver, 1997)

What does the literature say? Advantages of PG

1. Clarifies roles, responsibilities, vision and accountability
2. CEO is clear regarding role and feels supported by the board
3. Board spends more time on big picture issues and trends, and partnerships with stakeholders
4. Board works on providing resources to accomplish organizational goals (Bradshaw, P., Hayday.B., Armstrong, R., Levesque,J., Rykerk, L., 1998)
9. Creates more ownership by board members
10. Role clarity is improved
11. Focus and direction of board members is improved (Webster, 2002)

Disadvantages of PG

1. Too rigid and prescriptive
2. Creates distance between board and staff
3. Assumes ideal board members
4. Ends and means are difficult to distinguish
5. Good in theory but weak in practice
6. Limits innovation & change (NSW, 2002)

Disadvantages of PG (cont.)

7. Rigid structure limits response to community needs
8. Too focused on accountability and productivity
9. Board is more removed from staff
10. Board and CEO power struggle
11. Board is disconnected from operational information (Bradshaw et. al 1998)

Reasons for This Study

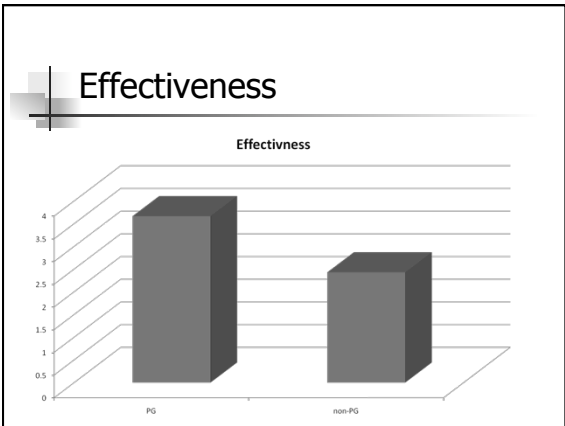
- Very little quantitative data available on the Policy Governance model
- Expensive and time consuming to adopt a new model of governance, especially Policy Governance
- Governance matters....so why not use the best model

What Does My Research Show?

- This is a quantitative study measuring board **effectiveness** and **turnover** rate of board members and administrators using PG and those not using PG
- The survey was sent to 1,830 district superintendents in the midwest region: MN, WI, IA, ND, SD
- Four-hundred fifty (450) board members and administrators responded to the 70-question survey
- The Board Satisfaction Assessment Questionnaire (BSAQ) was used to measure **effectiveness**. The BSAQ is an established instrument designed to measure effectiveness focusing on competencies identified as essential for board effectiveness: **contextual, educational, interpersonal, political, and strategic** (Jackson & Holland, 1998)

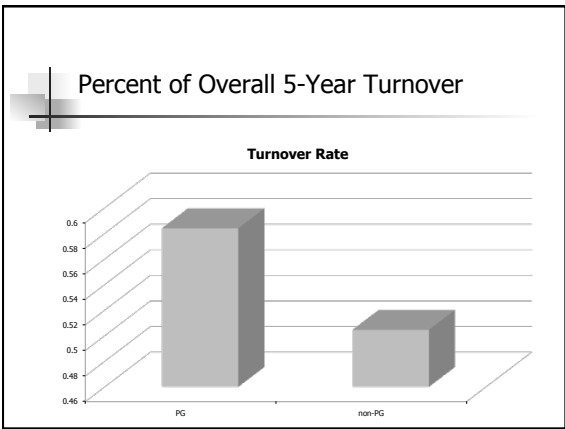
Results of BSAQ

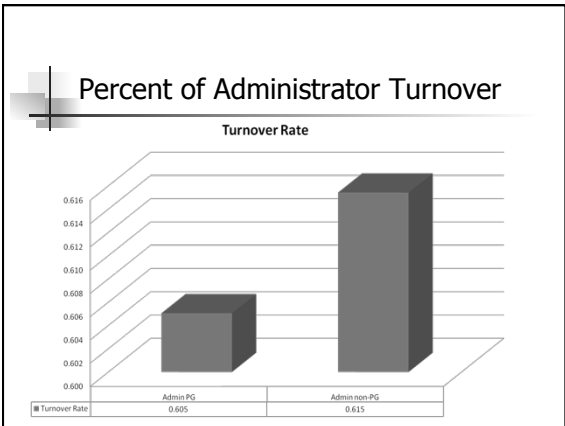
Competencies	Understands Context	Builds learning	Nurtures group	Recognizes complexity	Respects process	Shapes direction
Average (300 studies)	.68	.53	.63	.61	.64	.65
Non PG	.45	.56	.50	.68	.53	.56
PG	.45	.59	.50	.61	.53	.62

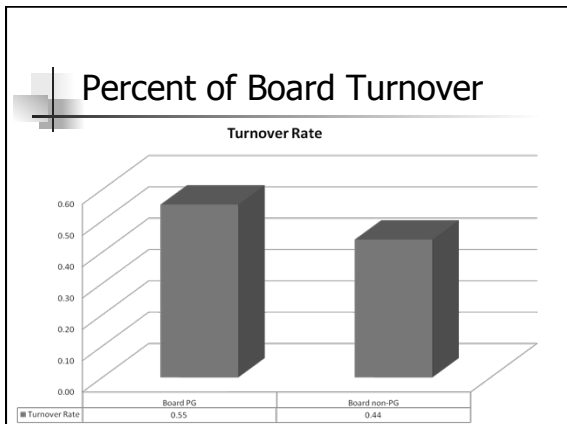


Summary of BSAQ Effectiveness Data

- No real distinction between the two
- Little difference regarding the six competencies measured







Summary of Turnover

- Not statistically significant

Secondary Question

On a scale of 1 -5, respondents were asked, How would you rate the impact of PG on your organization? (304 Respondents)

1. Very Ineffective - 4.3% (13 respondents)
2. Ineffective - 3.9% (12 respondents)
3. Neutral - 67.4% (205 respondents)
4. Effective - 21.7% (66 respondents)
5. Very Effective - 2.6% (8 respondents)

Conclusion

- Policy Governance is not more effective than non PG boards
- No significant difference in the turnover rates on board members or administrators
- Type of governance may not be the main issue boards should be concerned about

Three Main Components

- **Leadership**
- **Role recognition**
- **Boundaries**

Q&A

References and Resources

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Thank you!

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