

How Does the TAASA Board Do Business?

The TAASA Board operates using a modified Policy Governance approach created by Dr. John Carver. It is a model of governance designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern.

The model enables the board to

- ▶ Focus on the larger issues
- ▶ Delegate with clarity
- ▶ Control management's job without meddling
- ▶ Rigorously evaluate the accomplishment of the organization
- ▶ Truly lead its organization

Policy Governance is a radical and effective change in the way boards conceive of and do their job. It allows greater accountability. Its starting point is the principle that a governing board is accountable for the organization it governs and that it exists on behalf of a larger group of persons who, either legally or morally, own the organization (membership).

In order to insure that expectations are met, they must first be stated, then delegated, and then checked for compliance. This is the function of the Policy Governance Board of TAASA. The board sets expectations, assigns them and then checks that they were met. Then board may set expectations for itself, the Executive Director, and its committees. These expectations are defined in terms of ENDS...

- ▶ the benefit, difference, or outcome the organization is to produce
- ▶ the persons for who the difference is to be made
- ▶ the cost or relative worth of the benefit

Policy Governance is not about the board doing more or less; it is about the board controlling the right things in the right ways! This allows the roles of the Executive Director, and the board members to be more clear and rational.

Examples of what the Board should do "Hands On"

- ▶ Set the board's work plan and agenda for the year and for each meeting
- ▶ Determine board training and development needs
- ▶ Attend to discipline in board attendance, following bylaws and other self-imposed rules
- ▶ Become expert in governance
- ▶ Meet with and gather wisdom from the membership
- ▶ Establish the limits of the Executive Director's authority to budget, administer finances and compensations, establish programs, and otherwise manage the organization
- ▶ Establish the results, recipients, and acceptable costs of those results that justify the organization's existence
- ▶ Examine monitoring data and determine whether the Executive Director has used a reasonable interpretation of board-stated criteria

Examples of what the Board should keep "Hands Off"

- ▶ Establish services, programs, curricula, or budgets
- ▶ Approve the Executive Director's personnel, program, and budgetary plans except for the board's approval of the annual budget
- ▶ Render any judgments or assessments of staff activity where no previous board expectations have been stated
- ▶ Determine staff development needs, terminations, or promotions
- ▶ Design staff jobs or instruct any staff member subordinate to the Executive Director
- ▶ Decide on the table of organization and staffing requirements