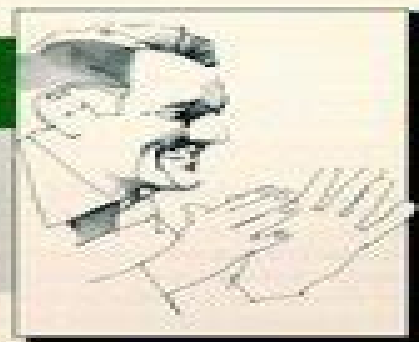




BOARD LEADERSHIP

POLICY GOVERNANCE IN ACTION

John Carver
Executive Editor

NUMBER 45, NOV.-DEC., 1998

A clear mission can keep you on track.

Implementing Policy Governance the Slow Way

by Brian Mitchell

In 1988, the Edmonton (Alberta) Catholic School Division—a publicly funded Catholic school division—began a slow and painstaking process of implementing Policy Governance. Though all involved were aware that its principle Policy Governance is best implemented quickly and completely, this board, which had been in existence for 110 years, needed more time. Finally, in 1997, the switch was completed. Where did the board find the discipline to keep moving toward Policy

Governance? Brian Mitchell, who has been on the board since 1982, explains it in part necessity, part patience, and part dedication to pursuing the board's vision. The division's main policies appear in the sidebar on page 2.

Our introduction to Policy Governance began in a effort to get control over the operations of a board that was struggling with internal dissensions. This was ten years ago, and in spite of all the advice we were given to the contrary, it took us several years to implement Policy Governance. Although it was theoretically far from ideal to move so slowly, it turned out to be the most realistic approach we could have taken given our history and the preferences of the individuals on the board.

One of the reasons that John Carver recommends that boards not implement his model slowly and over time is that until you are practicing it completely, you are not getting the benefits of its conceptual wholeness. The danger, I would imagine, is that you may end up never implementing it at all. Fortunately, for us, that wasn't case. There are many reasons for this, but I think the main one is that we kept a strong focus on our mission.

(continued on page 2)

ON A PERSONAL NOTE

BOARD LEADERSHIP IN TRANSITION

I am honored with the Personal Note to give me the opportunity to make an announcement. With this issue, *Board Leadership* moves to a new format. Since the first issue was published in May-June 1992, I have regularly written articles on one facet or another of the leadership challenge that governing boards face. A quick count of those articles comes to over 120. It has been a joy, albeit one often driven by deadlines when I'd rather have gone to a movie! And now the joy continues, but with a slightly different approach.

We have been wanting to make *Board Leadership* more dynamic and more interactive, bringing in the voices of board members, CEOs, consultants, and others who are confronting the challenges of putting Policy Governance into action. Indeed, a survey of readership in early 1998, though gratifyingly positive in responses to *Board Leadership*, told us that most readers would welcome a change like this. So here we go!

Each issue will feature interviews with and articles by persons
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