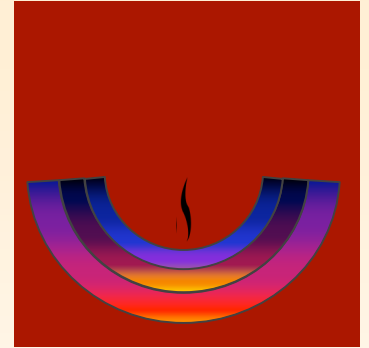


The Carver Model of Policy Governance®

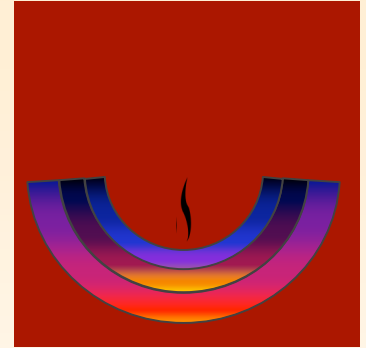


An Introduction for First UU Church of Austin

By
Joe Sullivan
Unity Consulting

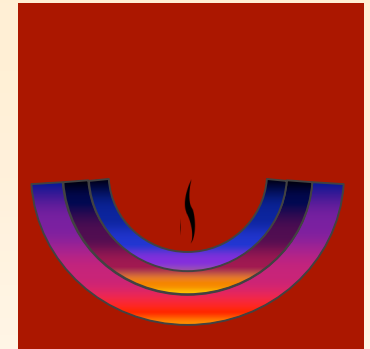
A Framework for Visionary & Strategic Board Leadership

A few words from John Carver



- Policy Governance® is a conceptually coherent model, intended as a *complete* replacement of the deeply flawed traditional wisdom about boards.
- Our missions and integrity demand that boards govern rather than rubber-stamp or meddle.
- Our busy lives demand that time, energy and wisdom be well used and that boards and management should be optimally empowered to do their work.

Policy Governance® Theory

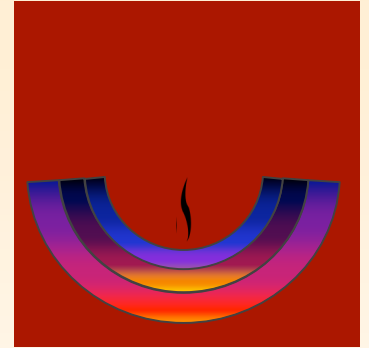


- Boards are responsible for the organizations they govern.
- Board govern on behalf of a group of people who legally or morally own the organization. A Policy Governance board must ask:
 - From whom do we obtain our authority?
 - To whom are we accountable?

Moral Owners

- The board governs on behalf of its owners; therefore it must:
 - Identify the owners
 - Establish, maintain, clarify and protect its relationship with the owners.

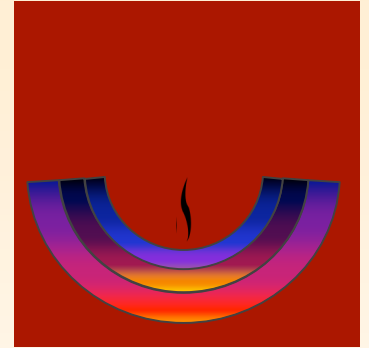
Board Accountability



- What do we mean by ‘accountability’?
 - Ensuring that the organization achieves what it should,
 - While avoiding the unacceptable.

- A board ensures that the organization achieves “what it should” by:
 - **Defining** Expectations
 - **Delegating** Responsibility and Authority
 - **Monitoring** for Compliance

Board Expectations of its Executive



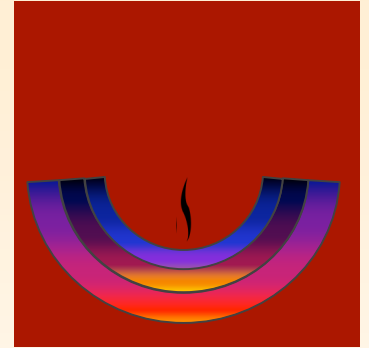
Its Executive (or Senior Minister or Executive Team or ...)

- Is held responsible for organizational performance

The Board must provide direction in a way that

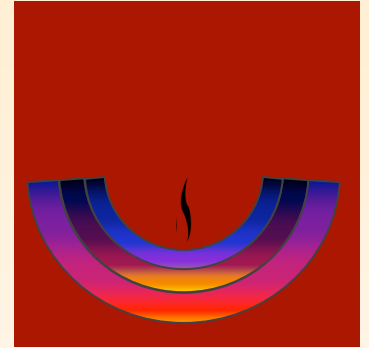
- Preserves board accountability
- Maximizes Executive flexibility, creativity and freedom

Board Expectations of its Chair



- The Chair's authority will be in a separate area from that given to the Executive
- The Chair is responsible for the integrity of the Board's process
- The role of the Chair is not to have more information or power than other members of the Board
- Any member of the Board should be able to fulfill the role of the Chair

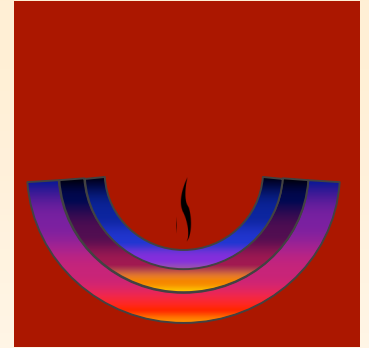
Board Expectations of its Committees



- Committees, from time to time, carry out tasks in smaller groups to
 - Gather information for the Board
 - Seek options for Board consideration

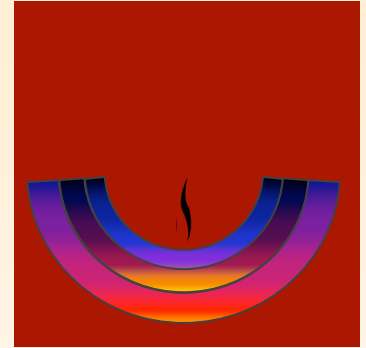
- Committees work in service to the Board and spend only those resources that the Board thinks the committees' products are worth.

What do Boards do?



- *Link* with Owners
- Unambiguously *delegate* the interpretation and implementation of policy
- Receive and review *monitoring* data that addresses the expectations it has established
- Review, revise and write new policy as needed

The Board's Products



- High integrity *Linkage* with the owners
 - unbiased
 - complete

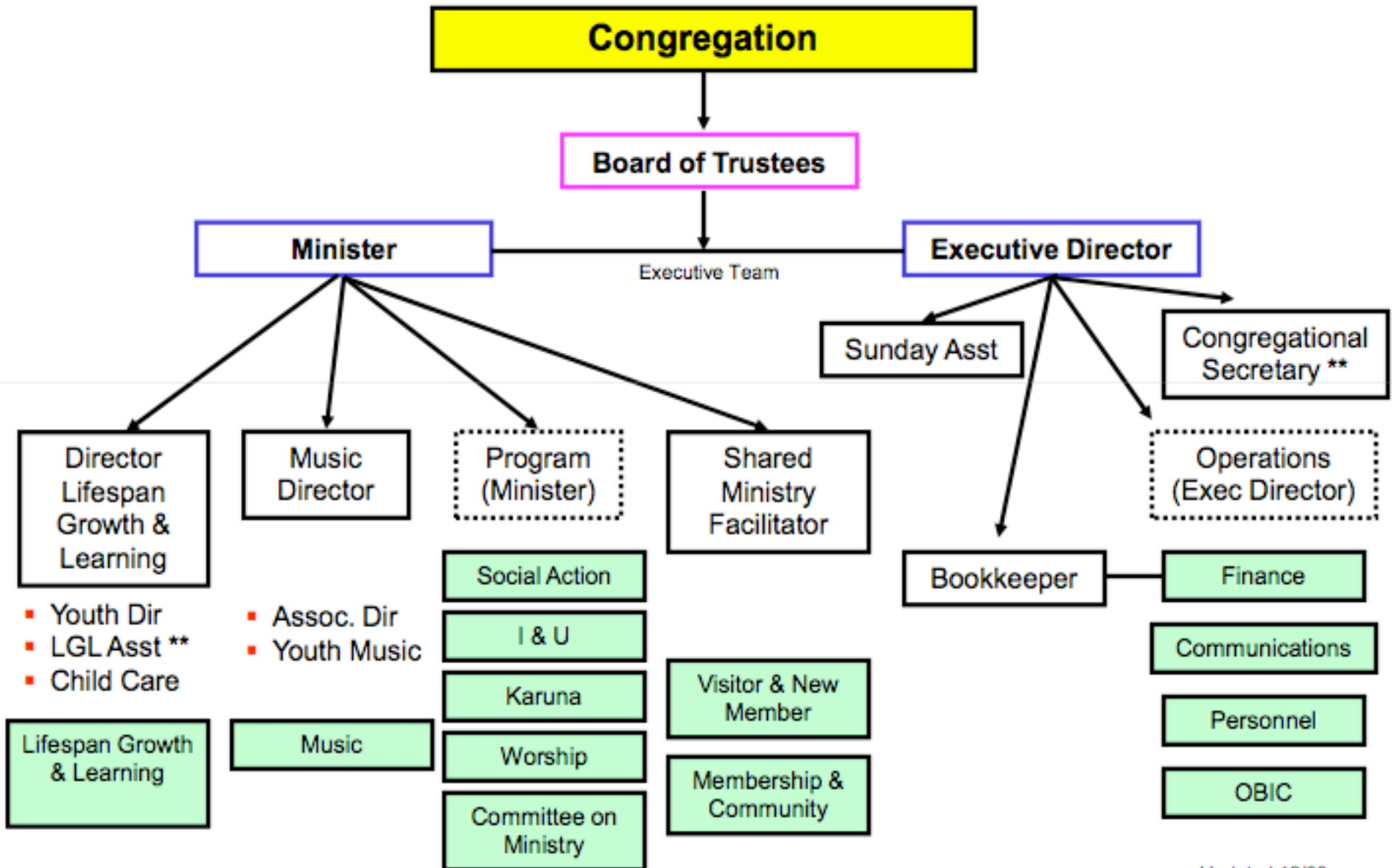
- Written *Governing Policies*
 - Ends
 - Executive Limitations
 - Governance Process
 - Board-Executive Relationship

- Assurance of *Organizational Performance*
 - Executive performance review



Unitarian Universalist Congregation of Columbia Org Chart

adopted August 2008



Updated 12/08