

Index

A

- Able, E., 295
Absence, excused, 367
Abstracting up to broader issues, 243, 244, 261
Accountability: accepted principles of governance, 329; approval syndrome effect on, 69–70; of the board as a whole, 158, 185–209, 239–243; to constituents, 31; as cumulative responsibility, 158–161, 172, 174; definition of, 371–372; financial, 218–219; leaky, 19; traditional and legal, 265–267, 304–305; a vision of group, 5–33
Accountability chain, 27, 160–161, 226, 325–326, 331
Accounting activities, 117
Accreditation, 304
Achard, F. K., 323
Acheson, B., 221
Ackoff, R., 9, 35
Activities, commendable organizational, 85–86; are means not ends, 90, 99; board “doing” jobs, 229–330; board hands-on, 203–208; board hands-on versus hands-off, 174, 175; policy control of outputs and, 147, 148. *See also* Staff operations
Adams 12 Five Star Schools, 59, 307–308
Adams, J. H., 110, 160, 296
Administrative Parameters. *See* Executive Limitations policies
Advisory bodies or boards, 23, 226–227, 354–355, 372
Agenda: annual, 198; consent (automatic approval), 198, 266, 304, 373–374; discussion readiness of, 263–264; long term or perpetual, 268–269; starting the Policy Governance, 273–276. *See also* Meetings, board
Agenda planning, board, 197, 198, 267–276
Aging persons, board policies toward, 247–249
Albee, E., 193
American Institutes of Research, 221–222
Anderson, G. L., 39
Andrews, J., 124
Applications, Policy Governance, 345–358. *See also* names of organizations
“Approval syndrome” policymaking flaws, 68–72, 157; and budgets, 135–140
Approvals, board hands-on versus hands-off, 174, 175
Architecture, policy, 67–68, 239; “terraced” format of, 253–254
Argenti, J., 114

- Armstrong, R., 324, 341, 343
- Assessment: of executive means, 118–119; of executive performance, 47, 159–160
- Asset protection, Executive Limitations policy, 142, 144
- Association organization boards, 19, 95, 304, 352–353
- Attendance: quorum and board, 366–367; required, 282, 367
- Audit, external, 167–168, 169
- Australian Department of Defense, 241
- Authority: “any reasonable interpretation” rule of, 307, 333, 372; of the board Chair, 222; board hands-on versus hands-off, 174, 175; of board over staff, 327, 331; diffusion of, 20, 267; of government boards, 348–349; group, 332; top-down hierarchy of, 325–326
- Automatic approval agenda, 198, 266, 304, 334, 373–374
- B**
- Baker, G. C., 119
- Baker, H. H., Jr., 357–358
- Barth, N., 124, 145
- Beliefs, definition of, 378
- Beneficiaries: definition of, 374; Ends policy, 94, 96, 99–100, 332; and ownership, 186; results for, 97, 99, 332
- Benefits, staff, 141
- Biery, R. M., 340, 362
- Bissell Centre, 231, 232
- Black, C., 29
- Board (advisory), 23, 226–227, 354–355; definitions of, 9, 372
- Board committees. *See* Committees, board
- Board means, 332, 372
- Board Policymaking circles. *See* Policy Circle
- Board products: core, 199; job description, 197–201, 202, 203, 220; market test of, 14–15, 101; minutes, 223–224, 281; visual enhancement of, 294. *See also* Products of governance
- Board varieties: by economic organization, 10–13; by organizational position, 9–10. *See also* Applications, Policy Governance
- Board-Executive relationship, 153–180; and monitoring executive performance, 161–172, 310; role distinction in, 172–178, 217–219, 225, 242, 267. *See also* Executive Limitations policies
- Board-Management Delegation policies, 74, 132, 153, 242, 244, 333; board means, 332, 372; definitions of, 52, 372; development of, 253; examples, 156, 202, 203. *See also* CEO (Chief Executive Officer)
- Boards (governing): CEO recommendations to, 173–174; consensus of, 279; definitions of, 9, 372; governance flaws of, 18–20, 32–33, 37–38, 218–219, 225–226; ground rules of, 243–245; holistic, 220–224, 227–231; intraboard conflict within, 327–328; neglected study of, 16–17, 312, 319–320, 328–329, 339; overloads of, 20; self-discipline of, 31, 188–190, 332, 360; self-evaluation of, 306–308; size of, 366; the standards and policies of, 128–129, 304–305; as trustees, 26; typical shortcomings of, 18–20; as unique decision makers, 26–27; varieties of, 8–13
- Bowers, R., 72
- Branca, F., 178
- Brandau, M., 260
- British Petroleum, 241
- Brudney, J. L., 342, 342, 343
- Budget policy, 44–45, 241; Executive Limitations, 135–140; government, 357
- Business corporations, 8, 10, 11, 16, 28–29, 90, 355–356

Bylaws, 274, 347; guidelines concerning characteristics of, 365–368

C

Cadbury, A., 6–7, 28, 182

California Park & Recreation Society, 93, 97, 110–111, 160, 295–296

Capital, Preservation of (policies), 250–252

Carver, J., 1–2, 3, 8, 34, 35, 36, 53, 54, 68, 76, 77, 114, 150, 151, 157, 181, 182, 183, 184, 209, 210, 211, 212, 213, 236, 237, 254, 263, 283, 284, 285, 313, 314, 315, 316, 317, 329, 355–356, 358, 359, 360, 361, 362, 363, 364, 368, 369, 371

Carver, M., 1–2, 3, 8, 35, 68, 181, 184, 212, 301–302, 310, 314, 315, 317, 360, 361, 371

Carver, M. M., 3, 181, 213, 263, 284

Castlereagh College, 92–93

CEO (Chief Executive Officer), the: accountability of as leaky, 19; accountability to the board, 159–161; backup policy, 131; board messages to, 132; as board treasurer or secretary, 368; CGO distinguished from, 216–217, 218, 220–221, 242; confounding domains of board and, 71–72, 120, 157; defining, 154–161; definition of the term, 373; and Ends Policies, 74, 272; expertise or competence of, 327–328; financial questions, 138, 198; freedom within limitations, 123–124, 145, 146–147, 327–328; independently elected, 346–347; job contributions list, 161; leadership, 177–178, 325; monitoring the performance of, 161–172, 310; protecting the role of, 217–219, 225–227, 267; recommendations to the board from, 173–174, 277; reports, 167, 169; self-development, 171–172; as sole employee of the board, 159, 333. *See also* Executive Limitations policies

CEO-Board relationship. *See* Board-Executive relationship

CGO (Chief Governance Officer), the, 175, 242, 277, 307, 333; board chair as, 74, 220–223; bylaw about, 367–368; CEO distinguished from, 216–217, 218, 220–221; definition of, 373

Chair of the board, 65; and board process, 196–197; CEO role separation from the, 157–158; job description, 222

Chait, R. P., 18, 19, 33, 145, 301

Change: creative or reactive, 309–310; enabling proactive, 31, 123–124

Charities, boards of, 247–249, 350

Charney, B., 2, 283, 301–302, 310, 315, 317, 340

Chavez, D., 287

Cheerleader function, 22

Church boards, 96, 351

City council boards, 346–347

Civic club boards, 354

Clean-the-desk syndrome, 258

Clemow, T., 361

Code of Conduct, board members', 193, 194–195

Codes, corporate governance, 28–29, 356

Colleges and universities, boards of, 92–93, 155, 156, 221, 349

Collegiality or hierarchy, 160

Colorado Springs Christian School, 92

Combs, L., 204

Committee, staff, 373

Committees, board, 195–196, 224–232, 368; advice from, 226–227; CEO role protection by, 225–227; comments on traditional, 233–235; decision making, 228–231; definition of, 373; finance, 219; legitimate, 231–232; minimalism of, 224–225; principles for, 232. *See also* Delegation

Communications activities, 117, 176, 294; and support to the board, 142, 143

Communicator, board as, 23

Community organizations, boards of, 99, 141, 204, 207, 350

Compensation: CEO, 198; staff, 117, 141, 261–262

Conditions, commendable, 86

Conduff, M., 182, 317

Conflict of interest: board chair-CEO, 157; intraboard, 327–328

Confrontation and board diversity, 190, 192–193, 195–197

Congresses and parliaments, 356–358

Consent agenda: automatic approval, 198, 266, 304, 334, 373–374; definition of, 373

Constituents, 31, 374

Constraints: budgeting, 139; freedom through, 17, 116, 122–125, 145, 176; legal, 140; personnel policy, 140–141; proactive, 121–125, 126; reasonable, 129; unnecessary, 128. *See also* Executive Limitations policies

Consultants, use of, 305–306

Consumers, 374; judgments by, 14–15; record keeping, 117

Contact, personal, 205

Control: of budgeting, 136–140; effectiveness or short-term, 88; of ends targets and barriers, 145–147; of large and small issues, 62, 64; of means, legitimate, 120–121; by personalities, 196–197; through proactive constraint, 121–125; tight versus loose, 32

Cooperatives, boards of, 111, 350

Corporate boards, for-profit, 11, 28–29, 90, 355–356

Costs: Ends concept of, 100–103; reduction seduction, 290; return on CEO, 176; return on education, 300; sliding fee, 44, 100; unit, 85. *See also* Budget policy

“Cradle” vision, 30

Credit unions, boards of, 139, 350

Criteria: preestablished monitoring, 161–163, 171–172; superfluous or extraneous evaluative, 171

Criticisms of the Policy Governance model, 320–329; as a one-size-fits-all approach, 321–322; rules of too rigid, 322

Crosby, P. B., 290, 313

Currency of policy categories, 58

Customers, 374; owners as, 350, 352–353

D

Davis, G., 314

Dayton, K. N., 182

Decision making: “approval syndrome,” 68–72; below the board, 18–19, 65; board committees, 228–231; board hands-on, 203–208, 297; board hands-on versus hands-off, 174, 175; board-CEO-staff chain of, 27, 160–161, 226, 325–326; the board’s unique, 26–27, 64; broad to narrow, 64–65, 241–243, 326; and executive recommendations, 173–174; fragmentation of, 71; information, 162, 244; lack of clarity in, 70; levels matrix, 66–67; low-level, 18–19; Policy Circle and board, 242; reaching consensus on, 278–279; staff-level, 174–176, 179–180; top-down hierarchy of, 325–326; and valuing, 40, 296–297

Delegation: balanced, 217; to board sub-groups, 206–207, 231–232, 354; board-management, 50–51, 143, 264–265; CEO-staff, 87; decreasingly enveloping layers of, 240–243; and empowerment, 292, 297; with Ends and Executive Limitations, 146–148; an irony of, 122; monitoring of board-management, 169; on the Policy Circle, 179–180, 209, 242; to the President, 155,

- 156; and proactive constraint, 121–125; of smaller issues, 52–53, 64–65; unitary, 217–218, 330, 333.
See also Committees, board
- Deming, W. E., 290, 313
- Dialogue, board-to-board, 207, 272, 290. *See also* Language
- Disapproval of means, 120
- Discipline, board: a common basis for, 31, 188–190, 360; Policy Governance rules and, 322, 326–327
- Discrimination among employees, 140, 141
- Discussion: informal, 281; with other boards, 272, 290; readiness for, 263–264; within policy categories, 260–263
- Diversity: and board unity, 31, 276–279; and interpersonal dynamics, 190, 192–193, 195–197; and ownership, 205–207
- Documents: approval of, 125; board policy, 67, 203, 223, 247–253, 294; establishment, 365; the hierarchy of, 365; Internet management of, 300–301; maintaining the integrity of board, 293–294; operational, 67; policies or pronouncement, 292–294, 365; Policy Governance versus old policy, 274–275; separate-page policy, 248. *See also* Bylaws
- Drucker, P. F., 16
- Durham Regional Police Services Board, 92
- Dutch Primary Education, 241
- Dynamics, interpersonal, 190, 192–193, 195–197
- Dysfunctional board members, 192–193
- E**
- E pluribus unum*, 276–279
- Education: of board members, 298–302; boards of, 260, 287, 349
- Effectiveness research, model, 16–17, 312, 328–329, 337–338; impediments to, 319–320. *See also* Policy Governance model
- Effects for people, 287–291
- Elected boards, 346–347
- Ends and means: confusing, 82–90; the difference between, 82; evaluation of, 106–110; reasons to separate, 48–50, 326
- Ends, organizational (results, outcomes), 48, 52–53; as a transaction with the environment, 81–82; attack and don't ponder, 287–288; board product of satisfactory, 103, 199, 202, 271; the difficult concept of, 110–112; effectiveness of, 118–119; effects for people as, 287–291; evaluation of, 105–110; focusing on, 79–113, 287–290; mission versus, 83–84; mistaken for means, 88–90; subresults are not, 89–90; subtopics of, 96
- Ends policies, 74; and advisory boards, 354–355; board updates of, 270–273; CEO evaluation and, 171–172, 333; definitions of, 52, 332, 374; development and growth, 247–250; examples of, 92–93, 94–99, 247–249; expressing, 90–93; and long-range planning, 103–105, 268–270; on the Policy Circle, 112, 113, 242; as policy product, 103
- Ends test for Ends policies, 111–112
- Ends-means distinction, the Policy Governance, 82
- Environment, transaction with the, 81–82, 88
- Equality: of board members and the CEO, 160; of owners and stakeholders, 336
- Equity boards. *See* Profit boards (equity or business boards)
- Equivalence, ownership-board, 188
- Ethics and prudence, 115–149; board standards of, 128–129; legitimate control of means and, 120–121;

- and proactive constraint, 121–125;
of staff operations, 50, 115–116
- Evaluation: board's self, 306–308; of
the CEO, 168–170, 330, 333, 334;
crude or precise, 110; of ends not
means, 110; misplaced concern
about, 107–108; of organizational
results, 105–110; placing concern
about, 109–110; well-placed con-
cern about, 106–107
- Ewell, C. M., 204
- Excellence: board pursuit of, 308–312;
Policy Governance and board lead-
ership, 339–340
- Exchange, the organization-world,
81–82, 107
- Executive committees, board,
233–234
- Executive Limitations policies, 332;
and board “worry areas,” 130–131,
137, 244; and CEO authority,
64–65, 74, 101, 123–124; and CEO
evaluation, 171–172; definitions of,
52, 374–375; development and
growth, 250–253, 306; examples of,
135, 139, 141, 143, 250–252; gov-
erning staff action, 125–131; num-
ber of, 145, 149; on the Policy
Circle, 148–149, 242; and proac-
tive constraint, 121–125, 126;
range of, 142–145; the reason for,
126; reasonable interpretation of,
129, 156, 165–167, 167–168, 169,
333, 334; typical topics of, 131–145
- Executive means as staff issues,
117–118
- Executive reports, 167, 169
- Expectations, board-CEO, 176–178
- Expertise, CEO. *See* CEO (Chief
Executive Officer)
- Explicitness of policy categories, 58
- External forces: and consent agendas,
198, 266, 304, 334, 373–374;
demanding board time, 259; focus
on, 30, 80; influence and conven-
tional wisdom of, 302–306; the
larger context of, 80–81; legal and
traditional, 140, 265–267,
304–305, 334
- ## F
- Facilities issues, 117
- Failures of governance, 190, 357
- Federations of organizations,
352–353
- Felton, E., 357
- Ferguson, M., 308
- Fetterly, R., 167
- Field, P., 62
- Finance committees, board,
234–235
- Financial condition policies, Execu-
tive Limitations, 132–135, 306,
334; examples of, 134, 135,
250–252
- Fitzpatrick, J., 177, 287
- Food bank organization, 111
- Forward thinking: pursuit of excel-
lence, 309–310; strategic, 31, 104,
130–131, 160–161, 232
- Foundation boards, 351
- Fram, E. H., 123, 157
- Freedom through limits, 17, 116,
122–125, 145, 176
- Fundraising, 47; board roles in, 23,
200–201, 323–324
- ## G
- Gale, R., 33
- Gallon, J., 50
- Garden City Community College,
155, 156
- Geneen, H. S., 16, 157
- Generic principles. *See* Policy Gover-
nance model
- Georgia State Board of Education,
349
- Gerards, J., 177
- Gillies, J., 17, 192, 212
- Glendale Elementary School, 193,
194–195
- Global Ends, 84

- Global Ends policy statements, 90–93; attributes of, 91–92; broad to narrow, 93–94, 102, 245, 278–279; examples of, 92–93; expanding on the, 93–103; reasonable interpretation of, 129
- Global Executive Limitations policy, 250
- Goals: and ends, 82; and objectives as problematic, 375
- Goals, organization. *See* Ends, organizational (results, outcomes)
- Gómez, A. P., 6
- Governance: as a means, 311; as a social construct, 335, 337; confusion over purpose of, 319–320; definition of, 375; as empowerment, 292; information needed for, 31, 143; management difference from, 27, 241, 324–325, 338; not a dependent variable, 338; principles of accountable, 329, 331–333; the process of, 51; pursuing excellence in, 308–312, 339–340; reforms of corporate, 28–29, 356; research on effectiveness of, 335–339; responsibility for integrity of, 188–190; shaped by personalities, 196–197; toward a new, 29–33; as unique management, 24–27
- Governance framework: designing a new model of, 29–32; the foundational technology of, 7; need for a, 32–33. *See also* Policy Governance model
- Governance Process: board means, 332, 372; compliance with, 143
- Governance Process policies, 74, 204, 333; and agenda planning, 197, 198, 258–267; board decision making on, 227–231, 242, 244; continual use of, 310; definitions of, 52, 375; development of, 253; examples of, 191, 194–195, 197, 198, 222, 232, 299, 307
- Governing boards, 372; a vision of, 5–8
- Governments: national, 88, 356–358; state and provincial, 11, 12, 348–349
- Grantors and owners, 187
- Greenleaf, R. K., 2, 3, 217, 291, 313, 339, 344, 377
- Gregory, T., 298, 317
- Gregory, T. W., 360
- Grievance procedures, 140, 141
- Guy, J., 135
- ## H
- Haskins, C. P., 233
- Health care organization boards, 141, 197, 198, 351–352
- Heifer Project International, 206
- History of values, 94, 262, 309
- Hoff-Israël, M. van der, 241
- Holding company and subsidiary boards, 353–354
- Holism, board, 220–224, 227–231
- Holland, T. P., 18, 19, 33, 301
- Homeowners' association boards, 354
- Horen, I. R., 32, 301–302
- Hospital boards, 197, 198, 351–352
- Hough, A., 340, 343
- Houser, R. V., 347
- Human rights organizations, 99
- Hume, D., 211, 287
- Hyatt, J., 283, 315
- ## I
- Imai, M., 309
- Incidental information, 162–163
- Inclusivity, board, 206–207
- Information: carefully managed knowledge and, 300–301; needed to govern, 31, 143, 157, 298–301; three types of, 162–163, 244
- Inspection, direct, 168, 169, 170
- Insurance and liability, 144
- Intellectual property, 144
- International organizations, 99, 202, 203, 206, 223, 338
- International Policy Governance Association, 202, 203, 223, 338

Internet, using the, 300–301
 Investments and endowments, organization, 134–135, 142, 144, 250–252
 Involvement, board: Policy Governance requires, 326–327; prescribing more or less, 21

J

Jackson, J., 281
 Jenkins, P. T., 33
 Jeopardy, fiscal, 134, 135
 Job products. *See* Products of governance
 Juran, J. M., 17

K

Kelly, H. M., 315, 340
 Kerr, J., 196
 Kiernan, M., 357
 Kirk, W. A., 83
 Koontz, H., 279
 Kradel, E., 213
 Kuhn, T. S., 28

L

Lancaster County Bible Church, 96
 Language: “any reasonable interpretation” rule, 61, 156, 165–167, 307, 333, 334, 372; of board ground rules, 243–245; board meetings managing, 258–267; board respect for policy document, 292–294; board values and policy, 165, 293–294; board-room dialogue and, 75; brevity of, 59; broad proscriptive policy control, 125–128, 332; generality or fuzziness of policy, 145; literal policy category, 58; meticulous precision of, 245; negative limitations versus positive ends, 122–124, 146; results not activity, 208; shaping policy, 246–253
 Law, protections and constraints of, 140, 347
 Law Society of Manitoba, 95

Lawrence, M., 3, 314, 344
 Leadership, board: and the board-CEO-staff relationship, 160–161, 176–178; excellence of, 311–312, 339–340; of leaders, 291–292; linkage with other boards, 207, 289–290; member qualifications, 296–297; preparedness for, 298–302; reasons for policy-focused, 41–42; religious, 351; strategic or tactical decisions, 160–161; a useful framework of, 30–32; a vision of, 5–8, 282

Leblanc, R., 192, 212
 LeFevre, R. J., 105
 Legal membership, 186–187, 349
 Legal review of the bylaws, 368
 Legislatures, conduct of, 356–358
 Leighton, D.S.R., 17, 182
 Lemieux, R., 284
 Levels. *See* Policy levels
 Levitt, A., 17
 Library boards, 350–351
 LifeStream Services Ends policies, 247–249
 Line board, 9
 Linkage: Board-CEO, 53, 143, 155, 157–158; with the external environment, 47, 272; organization-ownership, 199, 202, 204–207, 253, 271. *See also* Board-Management Delegation policies
 Logical containment principle, 60–63, 131, 240–241
 Lorsch, J. W., 155, 182
 Loucks, R., 284
 Loudon, J. K., 17, 33
 Luck, J., 123
 Lyon, G. Taft, Jr., 124

M

MacIver, E., 155, 182
 Macroeffectiveness of governance, 337
 Management by boards, 22–23; governance not a dependent variable of,

- 338; hands-on and hands-off, 174, 175, 203–208; ownership-centered versus traditional, 325, 338; and proactive constraint, 121–125
- Management Limitations. *See* Executive Limitations policies
- Management (or staff) means, 375; methods, 117; policy separation from, 326
- Management sequence, 179
- Manuals, board policy versus staff, 67
- Market: compensation, 262; focus on needs and, 30; serving a muted, 13–15
- Market test of result or product worth, 14–15, 101
- Massinger, P., 188–189
- Mayhew, M. M., 360
- McGillicuddy, S., 227
- Means, board, 332, 372
- Means decisions: definition of, 375; the management sequence of, 179
- Means, organizational, 48–50, 115–116; approvability of, 119–120; are never ends, 82; effectiveness of, 118–119, 337; executive, 117–118, 147, 159–160, 179; legitimate control of, 120–121; mistaken for ends, 84–88
- Measurement: denigration of, 323; and evaluation, 109–110; of productivity, 85; unit cost, 85
- Meetings, board, 257–282; the character of, 282; choosing the issues for, 259–260; Ends justify, 270–273; form before content of, 260–263; frequency of, 233–234; participation in, 21, 297, 326–327; structured practice during, 301–302. *See also* Agenda
- Megaproduct, the board's, 197
- Members, board: collegiality or hierarchy of, 160; definition of, 374; diversity of, 276–277, 289; elected, 346, 347–348; intraboard conflict between, 327–328; involvement of, 21, 326–327; legally required, 186–187, 349; as owners and customers, 350, 352–353; preparation and job training of, 298–302, 337; pursuit of excellence by, 308–312, 339–340; qualifications of, 296–297; quotes from, 123–124; selection of, 276–277, 294–297; turnover of, 280
- Membership: the board as the only, 366; termination of, 367
- Memory, institutional, 280–282
- Mennonite Mutual Aid, 141
- Microeffectiveness of governance, 337–338
- Micromanaging, 115
- Mill, J. S., 187, 210
- Minutes, board, 223–224, 281
- Miracle Hill Ministries, 142, 143
- Mission: avoiding the term, 84; board responsibility for, 79–80; outcome-driven, 30; versus ends, 83–84
- Mission (or mission statement), 53, 83; definition of, 375; ends terminology of vision or, 105. *See also* Ends, organizational (results, outcomes)
- Mission Resource Network, 168, 169–170
- Mitstifer, D. I., 292
- Model (governance), 329–335; definition of, 376. *See also* Policy Governance model
- Mogensen, S., 212, 342, 364
- Monitoring: adherence to Governance Process Policies, 307; data, 143, 162–163, 179; executive performance, 161–172, 310, 333; information, 162; and measurement, 323; methods of board, 167–168, 169; ongoing or periodic, 170, 308; performance, 106, 109–110, 199, 232, 333, 338; preestablished criteria for, 161–163, 171–172, 235; two components of, 166–167
- Monks, R.A.G., 356, 364

Moore, J., 182, 213, 314, 315, 362
 Moral ownership, 26, 185–188, 336
 Morale, high staff, 86
 Mueller, R. K., 27
 Murray, V., 341, 342

N

Nader, R., 357
 Nason, J. W., 366
 National School Boards Association, 19
 Nested set of policies, 61–62, 67–68
 NGOs (nongovernmental organizations), 11
 Nobbie, P. D., 338, 343
 Nominating committees, board, 205, 235
 Nonprofit boards, 10–11, 204, 350–353
 Number: of board officers, 215–216; of Executive Limitations policies, 145, 149; policy system component, 246

O

Objectives and ends, 82, 375
 Observers, including, 302–303
 O'Connell, B., 279
 Officers, 215–224; describing board, 367–368; minimalism in establishing, 215–216
 Oliver, C., 3, 7, 8, 35, 114, 150, 151, 157, 181, 210, 211, 212, 236, 237, 314, 316, 317, 329, 340, 341, 342, 343, 344, 355–356, 358, 359, 360, 361, 362, 363, 369, 371
 Oparah, D., 218
 Optional job products, 200–201, 323–324
 Orchard County Day School, 140
 Ordinances, 347
 Orientation, board member, 298–299
 Osborne, G. S., 86, 114
 Outcome-driven mission, 30
 Oversight, congressional, 357–358
 Owner-accountable organizational performance, 338

Owners (ownership): and the “approval syndrome,” 68–70; board as subset of, 188, 205; board volunteers as, 25, 350; board-CEO relationship and, 178; bridge between producers and, 197, 199; commitment to, 296, 303, 331; as customers, 14–15, 117, 350, 352–353, 374; definition of, 376; diversity of board and, 205–207, 276–277, 289; of elected boards, 346–347; of meeting issues, 261; moral, 26, 185–188, 336; organization obligation to its, 324–325, 331; other representatives of, 272, 289–290; shareholders as, 11, 90, 355–356; a subset of stakeholders, 336, 377–378; three intentions of, 15–16; and trusteeship, 291
 Oxfam Community Aid Abroad, 99

P

Paperwork reduction (board), 125
 Parent-subsidiary boards, 353–354
 Parks and recreation agencies, 93, 97, 295–296; about, 349
 Paskewicz, M. F., 59
 Pass-fail Ends policies, 103
 Paszkiewicz, D., 182
 Peckham, R. J., 18, 287
 Pension Fund, Unnamed, 250–252
 Perpetual agenda, board, 269
 Personnel: committees, 233; policies, 45, 117, 264, 306; return on, 176
 Perspective, definition of, 39
 Peters, T. J., 41, 105, 309
 Philosophy, Policy Governance as a, 335–336, 338–339
 Physicians and hospital boards, 351–352
 Planning: board agenda, 197, 198, 258–267, 267–276; board approval of staff, 123; by boards, 23; definition of, 376; Ends policies and long-range, 103–105, 268–270; financial, 135–140. *See also* Strategy

- Police services organization, 92
- Policies: explicit, 202; leadership through, 41–42; logical containment of, 60–63, 131, 240–241; a nested set of, 61–62; transforming worries into, 130–131, 137; as values and perspectives, 38–41
- Policy (board), 333; the four categories of, 47, 51–53, 203, 244, 376; good development of, 72–75; principles and formats guiding, 57–59; reinventing the meaning of, 42–46; staff policy versus, 63–67, 326
- Policy categories: central availability of, 58–59; classification of, 57; comprehensiveness of, 59, 202; creation within, 244; defined, 376; discussing issues within, 260–263; the four, 37, 46–53, 199, 203, 244, 333, 376
- Policy Circle, 73, 74, 254; board decision making issues on the, 242; board-management delegation policies on the, 179–180, 209, 242; Ends quadrant, 112, 113, 242; Executive Limitations on the, 148–149, 242; Governance Process Policies on the, 208, 209
- Policy Governance: as a philosophy, 335–336, 338–339; as a system, 329–335; as a tool or means, 311; actual use of, 319; for board committees, 227; board members' commitment to, 273–274, 296, 339–340; concept of ends, 110–112; the conceptual model of, 1–3, 328, 331–333, 376–377; criticisms of, 320–329; entire use of, 324; the freedom of, 124–125; implementation, 8; managing the transition to, 275–276; “monitoring” criteria, 161–163, 171–172; and policy development, 72–75; practice and rehearsals, 301–302, 310; sequence of writing, 274–275; ten minimum requirements of, 331–333; theory utility of, 328; training in, 298–302; using only parts of, 330
- Policy Governance Association, International, 202, 203, 223, 338
- Policy Governance model, 1–3, 328, 376–377; as generic, 321–322, 345–346; ten minimum requirements of the, 331–333
- Policy levels, 239–255; board committees and, 225–226; board versus staff, 63–67, 102–103, 148–149; board-management, 179–180, 326; definition of, 377; and delegation, 209; form and function of, 243–246; format of, 245–246; lists differ from, 239–243; screening issues by, 261–262; top-down, 245, 278–279, 325–326; and worry areas, 130–131
- Policy sizes, the nature of, 59–68
- Power: board uses of, 32, 33; of legislators, 357
- Practice, structured, 301–302
- Prescriptions for boards: about activity and involvement, 21, 326–327; about board work and skills, 22–23; about board-staff relations, 22; problem-based, 23–24, 309–310; reforms and codes as, 28–29
- Principles: of accountable governance, 329, 331–333; for board committees, 232; guiding board policy, 57–59; sample violations of, 334; universality of, 321–322, 333. *See also* Policy Governance model
- Proactivity, enabling, 31, 123–124
- Procedures, definition of, 377
- Process evaluation, 106–108
- Productivity measures, 85
- Products of governance, 294, 331; basic board job description, 201–203; board job description, 197–199, 220, 222, 269; board optional, 200–201, 323–324; undelegatable, 199. *See also* Board products
- Professional society organizations, 95, 98, 348, 353

Profit boards (equity or business boards), 8, 10, 11, 16, 28–29, 90, 355–356
 Programs: as ends, 234; as means, 85–86
 Project Management Institute, 98
 Prudence. *See* Ethics and prudence
 Public and private boards, 10–11, 12–13, 291; the muted market of, 13–15, 106–107; results evaluation by, 105–110
 Purchasing decisions, 19
 Putnam, G., 19, 309
 PVOs (private voluntary organizations), 11, 350

Q

Quality, perpetual redefinition of, 308–312
 Questions: board debate and exposure of ends, 277, 288–290; board screening, 260–263; macroeffectiveness or microeffectiveness, 337–338; value alternative, 306; “why” issues, 49
 Quorum, board, 366–367

R

Raso, C., 181
 Reactive stance of boards, 19
 Reactivity, board, 68–69
 “Reasonable interpretation” rule, 61, 156, 165–167, 333, 334, 372
 Recipients, definition of, 374
 Reddin, W. J., 199
 Reforms, corporate governance, 28–29, 356
 Regulations, external, 140, 304, 347
 Rehfeld, J., 29, 36
 Relief agencies, 351
 Remuneration: CEO, 198; staff, 117, 141, 261–262
 Reporting activities, 117, 275
 Reports: monitoring, 166–167; types and methods of CEO, 167–168
 Research on governance effectiveness, 335–339; and all Policy Gover-

nance components, 331–335; macroeffectiveness or microeffectiveness, 337–338; needed, 16–17, 312, 328–329, 339; three impediments to, 319–320. *See also* Policy Governance model
 Responsibility: accountability as cumulative, 158–161, 172, 174; of board for board performance, 188–190; definition of, 371; optional, 207–208
 Results: board core, 199; board optional, 200–201; cost and, 100–103; ends statement, 90, 96, 97, 99; evaluation of organizational, 105–110; expanding on global, 94, 96; means assessment based on, 118–119; planning, 103–105
 Return on investment in education, 300
 Rhode Island Board of Regents, 289
 Risk management issues, 117
 Rituals, expected, 303
 Rockhill, L., 111, 124, 145
 Rogers, S., 342
 Roles articulating board, 31
 Romanko, B., 20
 Rousseau, J. J., 187, 210, 339, 344
 Royer, G., 259, 359
 Rubberstamping, 115, 190, 228, 230; responsibly, 264–265

S

Salaries, 141, 198
 Sarbanes-Oxley legislation, 28
 Saunier, A., 124
 Scandals, congressional, 357
 Schedules, monitoring, 170, 308
 School boards, 19, 55–56, 59, 92, 140, 193, 194–195, 204, 264, 287, 304, 307–308; four peculiar conditions facing, 347–348
 Schukken, F., 50
 Screening form before content, 260–263
 Second Harvest Food Bank of East Central Indiana, 111, 124, 134, 135

- Secretary, board, 220, 223–224; CEO as, 368
- Selection, board. *See* Members, board
- Servant-leadership, 2, 217, 291, 331, 339; definition of, 377
- Services and programs as means, 85–86
- Shareholders, equity corporation, 11, 90, 355–356
- Shea, G., 124, 145
- Short-term bias, 19
- Sicile, M., 220
- Size: board, 366; of board minutes, 224; of issues, 18–19, 29–30, 33, 66; of material for approval, 69, 326; policy encompasses, 59–63
- “Size of issue” matrix, 66
- Skills: CEO work, 159–160; training or occupational, 89
- Skinner, W., 290
- Sliding fee schedule (sliding scale), 44, 100
- Slogans, 92
- Smith, C. J., 343, 360
- Smith, D. K., 312
- Smith, E. E., 16–17
- Social construct of governance, 335, 337
- Social contract, the, 186–187
- Social service agency boards, 99, 141, 206, 247–249, 350
- Southeast Booksellers Association, 95
- Speaking with one voice, 27, 31, 155, 156, 178, 191, 217–218, 327, 330; definition of, 377
- Spears, L. C., 3, 313, 314, 344
- Staff: advice from, 305–306, 327; approval syndrome effects on, 69–71, 122–125, 259; board policies about, 49–50, 125–131, 140–141, 243, 332; boards without, 354; compensation, 117, 141, 198; credentials or morale, 86; as leaders or bureaucrats, 291–292; means issues, 117–118; medical, 352; no bylaws about, 368; and policymaking, 102–103, 104, 277, 305–306, 327; talking with, 327
- Staff Means Proscriptions. *See* Executive Limitations policies
- Staff operations: board intrusions in, 174–176, 225–226; the board’s stake in, 118–121; the enticing complexity of, 116–118; policies to limit, 125–131; prudence and ethics of, 50, 115–116, 120–121, 125
- Staff policy versus board policy, 63–67, 194–195
- Staff work: board work versus, 225–226; effectiveness of, 118–119, 327–328; reviewing, 19, 69–71, 118, 267–268
- Stakeholders, 377–378; moral ownership by, 26, 185–188, 336
- State Employees Credit Union, 139
- Stein, J. G., 112
- Sternberg, E., 312
- Stewardship, responsible, 188–190
- Strategy, 378; forward thinking, 31, 104, 130–131, 160–161, 232; leadership, 160–161, 345–346
- Structure, commendable means, 87
- Subsidies, differential, 44
- Supply activities, 117
- Swanson, A., 184
- Swap with the world, an organization’s, 81, 107
- Systems thinking, 246–253, 296, 324; and improvement, 310, 330; Policy Governance model as, 329–336, 338–339

T

- Tax status of nonprofit organizations, 11, 135
- Taylor, B. E., 18, 19, 33, 145, 301
- Teamwork, board-CEO, 176–177
- Technology, commendable techniques and, 87–88
- Tennessee Managed Care, 141
- Termination of membership, 367
- Terminology. *See* Language; Titles
- Thain, D. H., 17, 182
- Theory, Policy Governance as just, 328

- Thinking. *See* Forward thinking; Systems thinking
- Three Rivers Area Hospital, 197, 198
- Time: efficient use of, 32, 164, 258; spent on low-level decisions, 18–19, 69
- Time horizon: for board decisions, 19; of policy development, 263–264; short-term, 70
- Titles: CEO, 155; of Executive Limitation policies, 131–132, 142; of global Ends policies, 247; of governing boards, 9, 12; of policy categories, 52–53
- Tooley, R., 315
- Topics, board committee, 226
- Training: of board members, 298–302, 337; skills, 89
- Treasurer, board, 218–219, 368
- Tremaine, L., 213
- Trust, board-CEO, 310
- Trustees, boards as, 26, 188
- Trusteeship, 186–187, 291
- Two-tier Ends policies, 103
- U**
- Unanimous votes, 279
- Unit cost measurement, 85
- United Kingdom, 28
- U.S. Environmental Protection Agency, 88
- V**
- Value map, 94, 262
- Values: board linkage, 204–205; the board's own policies and, 128–129; codifying group, 165; collecting board wisdom and, 280–282; definitions of, 39, 378; ends, 48, 52–53, 100–102, 105; focus on, 30, 296–297, 306; history of, 94, 262, 309; integrated board, 228–229; means, 48–50, 52–53; and priorities of intended results, 100–101; respect for expression of, 292–294; shareholder, 355–356
- Vertical integration, 92, 93–94
- Vision statement. *See* Mission (or mission statement)
- Visual presentation of governance declarations, 294
- Voice, speaking with one, 27, 31, 155, 156, 178, 191, 217–218, 327, 330
- Voluntarism: CEO-led, 200–201, 350; the red herring of, 25
- Volunteers, board members as, 25, 350
- Voting, board, 243, 279
- W**
- Watchdog function, 22
- Waterman, R. H., 41
- Weeks, J. P., 45
- What's going on, learning, 162–163
- “Why” issues, 49
- Williams, N., 298
- Wisdom: collecting board, 280–282; surmounting conventional, 302–306
- Wolfe, J., 210, 211, 212
- Words. *See* Language
- Workgroup board, 10
- “Worry areas” and policies, 130–131, 137, 281–282