

	Communication	Outcomes	Initiatives	Networking	Standing
<p>Dimension 2</p> <p>Processes</p> <p>Facet 2</p> <p>Board meetings and dynamics (including committees)</p>	Trustees receive a calendar of board and committee meetings before the start of each year.	Board meetings and committee meetings are well-organised, punctual, productive and efficient.	Board agendas reflect the goals, priorities and governance role of the board.	The Chair runs an orderly meeting that follows the agenda.	The frequency and duration of board meetings is about right.
	Trustees receive clear, succinct and timely agendas, with supporting written or electronic materials, which they read prior to meetings.	All trustees separate the interests of the school from the specific needs of a particular student or constituency.	Each committee (and task force) has a stated purpose and a plan of work.	Trustees are aligned around common objectives.	All trustees attend meetings regularly.
	The frequency and duration of board meetings is appropriate for the board to fulfil its responsibilities.	Trustees support group decisions even if they initially disagreed.	An agreed set of goals is developed annually for the Board, and this is used as a component of the annual board evaluation.	Trustees communicate with each other in a respectful manner.	All trustees come well prepared for each meeting.
	Trustees have adequate opportunities to discuss issues, express opinions and ask questions.	The board ensures that poor performers feel pressure and the expectation to improve.	The board's meetings devote about the right balance of time and effort between (a) its fiduciary duties [oversight], (b) its strategic duties [foresight], and (c) its generative duties [insight].	There is a prevailing culture of responsibility rather than blame.	All trustees are actively engaged in the work of the board.
	Trustees voice their opinions even at the risk of causing disagreement.	All committees have the opportunity to report to each board meeting.		All trustees willingly make sacrifices in their areas of interest for the good of the team.	All trustees contribute actively as members of a committee or task force.
	The board communicates its decisions to all relevant stakeholders while keeping its deliberations confidential.	The board commits to an annual planning retreat and an annual program of trustee orientation and development, and budgets accordingly.		Each board meeting includes a report from the Head which is fully considered and discussed during the meeting.	Trustees respect the confidentiality of executive sessions.
		An annual evaluation is conducted of the board's effectiveness.		Trustees feel valued.	Trustees absent themselves from discussions on topics that might bring them personal benefit or detriment.
			The Chair admonishes trustees when required.	Trustees maintain appropriate visibility in the school community.	

Figure 4.9 – Characteristics of board 'best practice' in the area of *board meetings and dynamics*. These points are amplified on pages 139 to 146.