## Index

4-D model of optimal school governance, 40-58
absent trustees, 33
accommodation, 78-79
achievement of students, 88-89
ad hoc committees, 119
admissions, 117, 123, 148
Admissions and Marketing Committee, 123
Advancement Committee, 122-123
Advancement Office, 56, 104, 123, 127, 163
agenda for meetings, 50, 143-144
alumni, 45-46, 53, 113-115, 151
alumni trustees, 113
amateur trustees, 32
amnesiac boards, 34
anachronistic boards, 34
annual plans, 67-70
Audit Committee, 120
auditors, 162,164
automatic termination of trustees, 136
Bassett, Pat, 5, 36
Bissell Centre, 121
board accountability, 8-9, 129
board agenda, 50, 143-144
board business, 16
board chair (see Chair)
board cohesion, 17-18
board committees (see committees)
board composition, 49, 127-130
board confidentiality, 129, 135, 141
board duties, 40-42, 55-58
board dynamics, 139-142
board effectiveness, 13-31, 38-39,173-174
board evaluation dashboard, 177-196
board evaluation, 49-50, 119, 142, 172-197
board goals, 25
Board-Head relationship, 9, 16, 19, 37, 38, 44-47, 54, 88-110, 142
board meetings, $37,39,50,88,140-146$
board members, 6 (see also trustees)
board minutes, 141, 145-146
board papers, 141, 143
board policies, 16, 51, 56, 147-149, 165
board power, 5, 7, 24
board processes, 19, 40-42, 49-52, 147-157
board responsibility, 5, 8-9, 20
board retreat, 50, 52, 142
board role, 7, 61
board size, 127-130
board standing, 42-58
board structures, 7-12
board succession, 49, 119, 135
board training, 172-173
board unity, 24, 58, 106, 139, 141, 171
body corporate, 139
budgets, 21-22, 25, 37, 56, 120, 162-163
Buildings and Grounds Committee, 122
Bursar, 6, 22, 104, 120, 125, 127, 159, 162
business focus, 10-11
Business Manager, 6 (see also Bursar)
by-laws, 55, 136, 160
Carver, John, 7, 17, 32, 120-121
Carver's governance model, 17-27
Chair expectations of Heads, 102
Chair-Head dynamics, 44, 89, 101-105, 148
Chair's role, 24, 37, 44, 49-50, 72, 98-99, 102, $126,127,134-138,139,164$
chairs of committees, 126-127
Change Cycle ${ }^{\text {TM }}$ Model, 154-156
change leadership, 52, 82, 149-157
change-obsessed boards, 34
change-related roles, 152-153
Chief Finance Officer, 6 (see also Bursar)
co-curricular activities, 79
collaboration, 89
committee chairs, 126-127
Committee on Trustees, 119, 131-133, 175
committee principles, 121
committees, 7-8, 24, 45, 49-51, 73, 118-127, 130, 148
communication, 19, 35, 37, 42-58, 99, 102-103, 105, 106-107, 114, 129
communications strategy, 57, 103
Compensation Committee, 120
complacent boards, 35
complaints, 45-46, 103
compliance-conformity grid, 152
composition of the board, 49, 127-130
compromised boards, 34
compromised trustees, 33
confidentiality, 129, 135, 141
conflict, 35, 44, 103, 140
conflicts of interest, $39,50,55,113-114,129$, 135, 141, 158
constitution, 55, 136, 160
consultants, 72-73, 90-91, 104
consultation, 45-47, 52-53, 56, 74-77, 91
corporate trustees, 32
crisis management, 57
crowd-pleasing boards, 34
cultural diversity, 48
curriculum, 79
dashboard for board evaluation, 177-196
dashboards, 161
decision information, 22
demographic sustainability, 86
demographics, 48, 116-117
departure of the Head, 90
development (see advancement)
Development Committee, 122-123
Development Office, 56, 104, 123, 127, 163
direct inspections, 23
disengaged trustees, 33
diversity, 34,48
donations, 56, 140, 163
drivers of board evaluation, 173-174
duration of board meetings,50
duties of the board, 40-42, 55-58, 158-171
duty of care, 158-159
duty of loyalty, 17-18, 159
duty of obedience, 159
dysfunctional boards, 6, 32-35, 95
dysfunctional governance, 29-30
dysfunctional trustees, 24, 32-33
Education Committee, 124
elected boards, 34
emotional appointments, 94
employed trustees, 33, 112-113, 129-130
ends decisions, 19-21
engagement with faculty and staff, 112-113
engagement with the community, 45-46, 111
engagement with the Executive, 30, 111-112
engagement with the Head, 44, 101-110
entrepreneurialism, 9, 13-16, 36
environmental sustainability, 54, 79, 85-87
ethics, 103
ethnic diversity, 48
ethos, 40-42, 52-54, 60-87
etiquette, 139-142
evaluation of the board, 49-50, 142, 172-197
evaluation of the Head, 37, 44, 98-100, 146
evaluation of trustees, 49, 175-176
evaluation tool for trustees, 176
ex officio, 104, 126
exceptional boards, 39-40
Executive Committee, 24, 121-122
executive engagement, 30, 111-112
executive limits, 20-21, 26,66
executive sessions, 39,146
Executive, the, 45-46, 111-112
exit interviews, 49, 136-138
expectations, 93, 102, 108-109
expenditure, 80
external consultants, 72-73, 104
external pressure, 94
external realities, 64
external reports, 23
facilities, 80
factional boards, 33
faculty, 45-46, 53, 80-81
faculty engagement, 112-113
faculty motivation, 10
faculty priorities, 9-10
fiduciary duties, 40-42, 50, 55-58, 158-171, 173
fiduciary work, 28-29, 129
Finance Committee, 119-120, 122, 126, 162-163
finances, 56, 161-164
Financial Aid Committee, 123
financial performance, 39
financial sustainability, 56, 85

Five Sustainabilities, 85-86
fraudulent activity, 163-164
frequency of board meetings, 50
funding, 80
fundraising, 56, 80
Fundraising Committee, 122-123
generative work, 28-30, 50, 52
global awareness, 79
Global Compact (UN), 86
global sustainability, 85
goals-based strategic visions, 71
governance, 7, 13-31, 103, 105, 126
Governance as Leadership Model, 27-31
Governance Committee, 119, 131-133, 175-176
governance modes, 29
governors, 6 (see also trustees)
Head as CEO, 96, 146
Head as the board's sole employee, 21, 44, 96-97, 120
Head-Board relationship, 9, 16, 19, 37, 38, 44-47, 54, 88-110, 142
Head-Chair dynamics, 44, 148
Head evaluation, 37, 44, 98-100, 146
Head expectations of Chairs, 102
Head oversight, 16, 19, 37, 44, 89-100, 146, 173
Head recruitment, 44, 89-95
Head's accountability, 9, 14, 44, 95-96, 108-109
Head's contract, 44, 95-98
Head's departure, 90
Head's remuneration, 97-98, 120, 146
Head's responsibilities, 95-96, 108-109, 126, 129, 159, 164
Head's role in strategic planning, 72-73
healthy boards, 36-59
hidden agendas, 94
hiring the Head, 44, 89-95
incidental information, 23
induction of trustees, 135 (see also orientation of trustees)
information, 22-23
initiatives, 42-58
innovation, 51, 149-157
insurance, 57
internal realities, 64
internal reports, 23
Investment Committee, 120
issues-based strategic visions, 71
Johnson, Paul, 38-39
Kennedy, John F, 65-66
Key Performance Indicators (see KPIs)
KPIs, 56, 161
lack of disclosure, 94
large boards, 128-129
leadership, 64, 79-80
legal compliance, 16, 55, 129, 159-160
legal framework, 11-12
linear learning, 64, 151
lone wolf trustees, 33
loyalty, 17-18
management of the school, 13-31, 106
marketing, 58, 81-82, 123, 171
means decisions, 19-21, 25
meeting agenda, 50, 143-144
meetings, $37,39,50,88,140-146$
Memorandum and Articles (M\&As), 55, 136, 160
merit pay, 10
micromanagement by the board, $18,26,30$, 33, 35, 37, 126, 145, 162
micromanaging trustees, 33
minutes, 141, 145-146
Minutes Secretary, 146
mission, 15-16, 36, 47, 52-53, 56, 60-62, 65, 72, 124, 131, 173
monitoring information, 22-23
monocultural boards, 34
narrowly focussed boards, 34
networking, 42-58, 163
Nominating and Governance Committee, 119, 126, 131-133, 175-176
non-linear learning, 64, 151
operational boards, 34
optimal school governance model, 40-58
orientation of trustees, 39, 49
outcomes, 42-58, 78-82
oversight of school programs, 46, 115-116
oversight of the Head, 89-100, 173
oversight of the school by the board, 40-48, 111-117
overzealous trustees, 33
paradigm shift, 150
parent trustees, $32,106,112,113,129-130$
parents, 45-46, 53, 81, 113-115, 120, 125
pendulum swinging, 93-94
Personnel Committee, 125
philanthropic giving, 56, 122-123
planning team for strategic planning, 73
policies, 82 (see also board policies, school policies)
Policy Governance ${ }^{\mathrm{TM}}, 17$
policy manual, 51, 83-84, 149
Policy Oversight Committee, 125-126
political capital, 108
pre-induction program for trustees, 134
problem-centred approach to planning, 71
problematic board dynamics, 33-35
problematic trustees, 32-33
program oversight, 46, 115-116
programmatic sustainability, 85
Property Committee, 122
proportional scrutiny, 169-170
public relations, 58, 81-82, 171
reactive boards, 34
recruitment of the Head, 44, 89-95
recruitment of trustees, 130-135
relational boards, 33
relationships (networking), 42-58
removal of trustees, 49, 135-136
representative trustees, 33, 129-130, 142
reputation (standing), 42-58, 79, 166, 171
resistance to change, $82,151-157$
resource provision, 16
resources, 56, 80, 161-164, 173
respect, 44,50
responsible boards, 39-40
retiring trustees, 136-138
retreat, 50, 52, 142
risk, 164
risk identification, 165
risk management, 57, 164-170
risk management check-list, 167
Risk Management Committee, 125
risk register template, 168
risk registers, 169
role confusion, 35
school culture, 9, 79
school demographics, 48, 116-117
school facilities, 80
school leadership, 79-80
school oversight, 40-48, 111-117
school policies, 54, 82-85
school reputation, 79
school size, 78
school structure, 78
search committee, 90
search consultants, 90-91
self-evaluation, 142, 172
self-management, 88
service learning, 81
settling, 94-95
short-term committees, 119
single agenda trustees, 32
size of the board, 127-130
size of the school, 78
small boards, 128-129
stability, 88
staff, 45-46, 53, 80-81
staff engagement, 112-113
standing committees, 119
strategic advantage, 170
strategic behaviour, 63-64
strategic boundaries, 66-67
strategic gap, 71
Strategic Planning Committee, 123-124
strategic planning, 36, 53, 65, 72-82
strategic plans, 64 (see also strategic vision)
strategic results, 67-68
strategic thinking, 39
strategic vision, 53, 62-82, 124, 131, 142-143, 173
strategic vision model, 66-72
strategic vision task force, 73-74
strategic work, 28-29, 50
strategies, 67-68
strategy, 63-64
student achievement, 88-89, 197-198
student opportunities, 81
student outcomes, 38-39, 78-82
student welfare, 79
sub-committees, 119
succession, 49, 135
sustainability, 47, 54, 56, 79, 85-87
tactical boards, 34
task forces, 49, 73, 119
teachers' motivation, 10
teachers' priorities, 9-10
technology, 56, 81, 150-151
tenured trustees, 33
term limits, 49, 136-137
terminology, 6-7
training, 172-173
transparency, 50, 52, 54, 56-58, 129
trust, 23, 35, 44, 101
trustee engagement, 30, 111-115, 128
trustee etiquette, 139-142
trustee evaluation tool, 176
trustee evaluation, 49, 119, 175-176
trustee fatigue, 129, 140-141
trustee induction, 135 (see also trustee orientation)
trustee matrix, 131, 132--133
trustee orientation, 39, 49
trustee recruitment, 130-135
trustee removal, 49, 135-136
trustee shortcomings, 24
trustee term limits, 49
trustee turnover, 93
trustees, 6, 32-33, 44-58, 106-107, 119, 130-138
United Nations Global Compact, 86
viability, 56, 119-120, 161
vision, 53, 62-82, 142-143
working committees, 119

# The Optimal School Governance website is www.optimalschool.com 

