

CASS Members were engaged in “Supporting Effective Governance” learning opportunities and contributed to CASS Pro-Spective* based on questions posed during the sessions. The contributions were analyzed, and two themes emerged: *Relationships and Engagement* and *Clarity of Role and Expectations*. The following synthesis presents the insights shared by CASS regulated members to support effective governance.



Clarity of Role and Expectations

Support and empower trustees:

- Keep trustees informed about emerging issues and provide necessary information.
- Clarify governance and administration roles to enable informed decision-making.
- Develop an evaluative process that honors their work and recognizes contributions.
- Foster collaboration with teachers to demystify the governance role and strengthen relationships.
- Ensure alignment with the Division's Assurance Plan for consistency and accountability

Clarify boundaries and roles:

- Establish a clear understanding of roles and responsibilities between governance and management.
- Address missteps promptly to maintain appropriate boundaries and accountability. Collaborate with the Board Chair to address governance-related issues effectively.
- Link information to relevant policies, reinforcing the delegation of authority to the Superintendent.
- Consider creating a Board Leadership and Quality Standard (BLQS) to define the governance role.

Build relationships through active listening:

- Support the Board Chair in their leadership role and engage in open communication.
- Educate stakeholders on the distinctions between operations and governance.
- Actively listen to trustees, understanding their motivations and stories.
- Foster collaboration and create an environment that values dialogue and diverse perspectives.

Foster a culture of continuous improvement:

- Encourage the implementation of hybrid meetings and promote best practices.
- Utilize position statements and adapt them to the local context for targeted improvement. Facilitate self-assessment exercises and provide learning opportunities for growth.
- Plan annual board sessions focused on governance and foundational statements.
- Connect the superintendent's work to governance efforts, highlighting the purpose and impact of reports.

*CASS Pro-spective (Professional perspective) is available for members engagement and used to seek input on emerging topics as well as share practice around a theme. The governance project includes presentation materials and members contributions that were the basis for this synthesis. To view all Pro-spective projects and members contributions visit <https://cass.ab.ca/cass-pro-spective/>