



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.

## Relationships and Engagement

### **Foster Collaboration and Team Dynamics:**

- Emphasize the importance of collaboration and partnership within the board.
- Encourage trustees to work together bureaucratically and politically, presenting a unified public voice.
- Create a safe space for discussions and disagreements to maintain a cohesive team.
- Foster a culture of collaboration, trust, and shared goals.

### **Provide Clear Guidance and Support:**

- Educate trustees on their roles and responsibilities, including their advocacy role.
- Offer resources, such as policy documents and training materials, to help trustees understand and fulfill their governance duties.
- Provide guidance to trustees who may move beyond their governance role, clarifying boundaries and limitations.

### **Build Relationships:**

- Initiate regular conversations with the board chair and trustees to foster understanding and engagement.
- Attend school functions and events together with the board to build relationships and publicly recognize board work.
- Understand the wishes and hopes of individual board members, aligning goals and fostering meaningful connections.
- Recognize that relationships within the board are multi-dimensional, involving the board chair, trustees, and the superintendent.

### **Support Continuous Improvement:**

- Utilize frameworks, such as the Assurance Framework, to guide and enhance governance practices.
- Facilitate small town hall meetings and community conversations to engage trustees with the community and gather feedback for continuous improvement.
- Implement a hybrid engagement model that combines in-person and online opportunities to maximize participation and adapt to changing circumstances.
- Learn from the experiences and best practices discovered during the pandemic and incorporate them into ongoing operations.
- Encourage in-person school visits by board members to gain insights, observe classrooms, and connect with stakeholders.

\*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/>