

Sample Expectations For Public Governing Boards And Managers

Board Members' Expectations Of Each Other

I expect other board members to...

1. share information with other members
2. challenge and confront me when necessary
3. bring up real problems--existing or anticipated
4. be true to their basic philosophy life
5. talk openly and honestly about issues and try to reach consensus when possible; be honest, talk to me; express feelings without personal attacks on others
6. keep an open mind, be open to new ideas
7. wait for me to understand and digest new information--have patience.
8. suggest ways to solve differences of opinion
9. take responsibility for their votes and have courage to reverse decision (as a group) if it is deemed wrong at a later date
10. serve on boards and committees faithfully
11. not let outside groups (e.g., media) divide us--work on congeniality
12. share specific information that I need to know in order to make decisions
13. be genuinely concerned about each other and protect each other when possible
14. stop and look at big picture; periodically evaluate ourselves as to how we're working together
15. let me know when you're angry with me so we can resolve it and move on.
16. share the workload
17. work from a base of integrity
18. respect my right to be wrong (i.e., to make mistakes, or to be wrong in others' eyes)
19. tell me the truth as you see it at the moment--I will understand if you change your mind
20. work together as a group--be team player
21. not overreact to calls from constituents (i.e., don't assume they are representative of larger group without checking)
22. help each other think of long-term implications of current decisions

Board Members' Expectations Of The Board Chair

I expect the board chair to...

1. communicate in timely manner so the board can think about agenda in advance
2. call board members with information that may be useful in advance of agenda
3. give us time to deliberate around an issue
4. run the meeting
5. show leadership with respect to communicating with manager and appointing board; make sure issues are communicated
6. represent board in ceremonial role
7. be responsible spokesperson for board to the media
8. convey general interests of board without saying what individual members would say
9. communicate closely with manager as issues arise between meetings
10. work with manager to resolve issues at appropriate staff level--follow chain of command
11. keep surprises to a minimum--not put controversial issue on agenda without notice unless it needs to be acted on immediately

Board Members' Expectations Of Manager

Board expects manager to...

1. keep us informed about trends as well as short-term crises
2. be knowledgeable about organization and industry
3. take lead role in assuring fiscal integrity of organization
4. let us know if he thinks we're headed in wrong direction--give opinion before we vote
5. give all options on an issue
6. keep documentation of all personnel actions
7. evaluate employees
8. supply employees with a copy of their job descriptions
9. support board members in specific projects/initiatives we are involved in
10. arrange meetings, transportation (through mgr. office) for workshops, courses
11. give notice when appointments are due to committees, boards
12. let us know when we are asking too much
13. build in overhead costs when setting up committees (e.g., staff time) or bringing in new projects
14. get citizen input on perceptions of service delivery
15. keep board informed of problems and issues that are developing
16. stay abreast of legal process
17. be responsible for actions of all employees
18. develop good working relationship with employees
19. don't infer that broad statements by individual board members require action unless full board agrees
20. there should be mutual trust between the board and the manager

21. if a problem or issue is raised, the manager should present the entire picture and solution whether favorable or unfavorable to him.
22. speak up when you don't think board is giving clear instructions or when you don't understand instructions.
23. share thoughts and ideas freely even if you don't think board members will agree.

Manager Expectations Of Self

Manager's View Of His Role...

1. keep board informed (no surprises)
2. carry out desires and decisions of governing board
3. develop and prepare agenda
4. prepare recommended budget
5. manage budget throughout year
6. supervise and evaluate effectively (this includes all management responsibilities)
7. ensure acceptable level of service delivery
8. ensure ordinances, rules, policies are enforced
9. be a leader in administrative and policy issues
10. have effective relationship with other agencies
11. have effective relationship with news media
12. be responsive to customer complaints and concerns
13. be sure policies are communicated down through organization
14. manage all activities of organization on day-to-day basis
15. conduct personal and professional self in a way that's acceptable to community
16. represent organization within the community
17. always look for ways to improve organization

MANAGER EXPECTATIONS OF BOARD MEMBERS

Manager expects board to...

1. help set priorities to free up some of my time for important activities (e.g., working with store managers or employees)
2. call me with issues, problems--want to spend more time with board, not less
3. support professional development activities of manager
4. be direct with me; let me know what you need
5. evaluate me on regular basis

Leadership Roles and Responsibilities For Public Governing Boards and Managers

Roles for Board Members:

1. Serve as a model by maintaining a spirit of civility and cooperation and setting the tone for civil discourse and problem solving
2. Be a messenger to encourage citizens, businesses, the media, community organizations and other stakeholders to play an active role in community building initiatives
3. Serve as a shaper of processes that connect citizens with local government, allowing them to get involved
4. leaders to bring all stakeholders together and build trust

Excerpted from Jane Kazman, (2004). “*Working Together: A Guide for Elected and Appointed Officials*”. International City and County Management Association.

Governing Board Responsibilities:

1. Setting mission and goals for the organization
2. Establishing a strategic plan for the organization
3. Setting policy through legislation
4. Evaluating administrators who report to the governing body
5. Reviewing and approving the annual budget
6. Selecting a chief administrator and attorney
7. Appointing and evaluating advisory boards
8. Follow up on issues and activities between meetings
9. Explaining and selling programs

Excerpted from Len Wood, *Elected Official's Little Handbook*, (2000) 2nd ed.

Ten Habits of Highly Effective Boards:

1. Think and act strategically
2. Understand and demonstrate the elements of teams and teamwork
3. Master small group decision making
4. Clearly define roles and relationships
5. Establish and abide by a board-staff partnership
6. Make a systematic evaluation of policy implementation
7. Allocate board time and energy appropriately
8. Set clear rules and procedures for board meetings
9. Get a valid assessment of the public's concerns and an evaluation of the board's performance
10. Practice continuous personal learning and development as a leader

Excerpted from Carl H. Neu, Jr. *Public Management*, November 1997, pg. 4.