

## Hallmarks of Effective Governance

One of the issues identified in the assessment process in 2016 was a need to agree on the hallmarks of effective governance. A draft description was developed in accordance with the policy and purposes of the College's participatory governance and best practices in public participation. This description was refined through a consensus process involving the Senior Administrator Leadership Team (SALT) and the College Council's ad hoc committee on governance assessment.

### Governance is effective when:

- There is inclusive opportunity to share perspectives
- Senior leadership communicates how input has informed decisions
- Councils demonstrate responsiveness to constituents, but not seen as primarily a "help desk"
- Council efforts are directed at clarifying and sharing representative perspectives to inform decisions, and inspire problem solving
- Participation in governance leads to expanded understanding of and appreciation for diverse perspective
- Pathways for participation are clear for community, councils, and leadership

Governance is effective when:	How Accomplished:		
	Constituents	Councils	Decision-Makers
There is inclusive opportunity to share perspectives	Proactive awareness of what the big issues are and what perspective or expertise can be shared that would be helpful	Pre-meeting, council members talk to constituents to check in on issues. Meeting discussions focus on identifying and clarifying range of perspectives.	Honestly convey what input or feedback is desired, if any, on a particular issue.
Senior leadership communicates how input has informed decisions			Engaged approach - Communication to College community and stakeholders indicates how input was utilized in the decision-process.
Councils demonstrate responsiveness to constituents, but not seen primarily as "help desk"		Reflected in agenda and also in status update to constituent (chair, secretary, or designated council member can do this) Referring constituents to more appropriate place for issue if not governance	
Council efforts are directed at clarifying and sharing representative perspectives to understand issues to be able to inform decisions and inspire problem solving		Agendas needs to reflect appropriate balance of information and engagement opportunities Council feedback to leadership should strive to provide range of perspectives and level of support for various perspectives Recommendations focus on outcome or goal, rather than stipulating process in most cases	
Participation in governance leads to expanded understanding of and appreciation for diverse perspective	Listen to colleagues and those with differing perspectives so that you can provide more informed advice to your council representatives	Focus is on sharing representative perspectives while striving for mutual understanding and win-wins rather than entrenchment into position	Seek opportunities to listen and incorporate lessons into decisions to build trust and improve the likelihood of success of your decisions
Pathways for participation are clear for community, councils, and leadership	Be able to find whom to contact and how if you need to bring something to a council's attention		Consider distribution of issues based on information and engagement to effectively and efficiently utilize governance