Start with Broad Perspective

- What's most important?
  - Make or break issues
  - Major obstacles
  - Weaknesses
  - Opportunities
  - Recurring problems

What do all KPIs require?

Analysis!

Which KPIs to emphasize?

- Trends
- Anomalies
- Surprises
- Major shifts
- Sound, select data
  - Supports sound decisions

A Common Issue:
Too many eggs in one basket

What KPIs do you use?

- Year over year performance
- Status vs. annual budget
- Multi-year trends
- Labor costs vs revenue production
- Number of projects started or ended YTD/YOY
- New investigator progress
- Struggling projects
  - Poor recruitment

Delivering Quality Data

- Beware routine/repetition
- Ruts are common
  - Easy to fall into
- Data repetition yields:
  - Boredom
  - Complacency
  - Disconnection
- Omit non-actionable data
- Avoid data dumps

Board Time is Precious

➡ Boards can *only* act legally by consensus of a quorum

  ➡ *Only* in a duly constituted meeting

  ➡ Must be documented with minutes

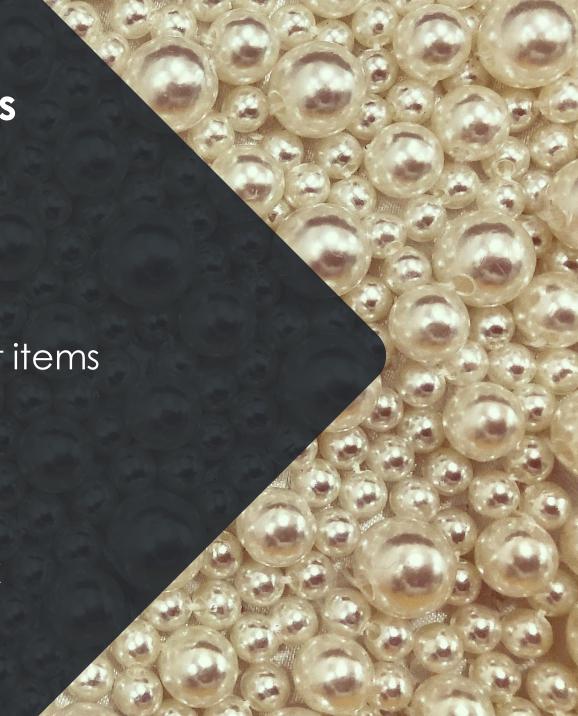# Creating Productive, Lively Meetings

- Spend Board time *USING* information, not *GETTING* information
- Safe environment – confidentiality is key
- Disagree constructively
- Shoot for:
  - Interesting, strategic topics
  - Stimulating, long-range questions
  - Fast-paced agenda
- Chair speaks *last*
  - Votes *only* to make or break a tie

Treat Agenda Items as Precious Pearls

- Protect your agendas
- Start with strategic priorities
- Focus more time on highest impact items
- Allot time based on priority
- Stick to the agenda
  - Avoid rabbit holes
- Require proposers to do homework

The 4 Qs of Agenda Readiness

Do the stakeholders need it or want it?

Does it fit with our strategic plan?

Do we have the capacity to handle it?

What potential problems may occur?

Begin With the End in Mind

Define strategic value

Allot time accordingly

Determine desired outcome

Vote
Direction
Discussion
Preparation for future vote

In a Knowledge-Based Organization:

70%

of agenda items should be about strategic direction or policy…

…NOT administration

Become An *Advanced* Knowledge-Based Organization

➡ Proposing parties do **discovery**…
in advance!

➡ **Reports** are delivered…
in advance!

➡ Board **reads** and develops **questions**…
in advance!

Changing Board Protocols

"Yesterday, civility was the norm;
today, **accountability** is,
but both depend on a **shared vision**
and a **clear definition of success**."

-- *Sam Pettway in*
"How Governance will be Different"

Thank you

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