

## Capital Workforce Partners Governance Committee Work Plan June 2008 through June 2009

**Goal:** Strengthen the board's ability to lead Capital Workforce Partners (CWP) through improvements in board structure, development, and the governance practices that guide its work

Strategy	Objectives	Responsible	Timeline	Outcome
1.1 Revise the governance structure of the board	1.1.1 Revise the by-laws to strengthen governance practices including but not limited to: board membership, meeting quorum, committee structure, term limits, etc.	Governance Committee/legal counsel	06/08	By-laws that reflect the change in responsibility of board members, staff, etc.
	1.1.2 Present by-laws to the board of directors for approval	Governance Committee	07/08	Approved by-law changes
	1.1.3 Revise board committee responsibilities, create new committee descriptions, secure board approval of structural changes	Governance Committee/S. Phillips	11/08	Committee descriptions, roles, responsibilities, structure and qualifications
	1.1.4 Reduce size of the board to "up to" 45 people to maintain compliance with Consortium agreement and develop a board to support the CWP strategic objectives	Governance Committee/board approval	06/09	By-laws reflect change in board size
	1.1.5 Develop a board member agreement to be signed annually; present for board approval in December 2008	Governance Committee/S. Phillips	12/08	Clear identification of board responsibilities, expectations, etc.
	1.1.6 Update CWP Code of Ethics and present for board approval in December 2008	S. Phillips /S. Dutilly	12/08	Revised Code of Ethics to guide the board's work
	1.1.7 Revise board manual	S. Dutilly	12/08	New board manual in written form as well as on-line to enhance board deliberations and decision-making

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2.1 Streamline and strengthen board communication practices	2.1.1 Survey board of directors to determine the level of information they need to make informed decisions	S. Rodriguez	12/08	Clarity around the information board members need to make effective decisions/ Streamlined distribution of critical written material to support board decision-making
	2.1.2 Upgrade the CWP website to include a board governance section and use as a communication tool for existing as well as potential board members	S. Rodriguez/S. Dutilly	11/08 with updates monthly	Board members will begin to use the website to secure all the information needed in support of their role including but not limited to: a) meeting materials, board and committee minutes, trends in workforce development, board, and committee meeting schedule, etc.
	2.1.3 Update board newsletter for quarterly distribution to the full board	S. Rodriguez	12/08 – updates quarterly	Newsletter to keep board members informed of trends in the field, key legislative issues, etc.
	2.1.4 Create an “elevator” speech for the board	S. Rodriguez	12/08	Provide board members with a messaging strategy in support of their role as ambassadors for CWP.  Be certain there is a clear and consistent external message about the strategic goals of CWP
	2.1.5 Update the CWP acronym “cheat sheet” for board members	S. Rodriguez	12/08	Clarity and a full understanding of the terminology in the workforce development field to assist the board in its governance practices

	2.1.6. Update background information on board members and place on website	S. Rodriguez	12/08	Brief biographical background on all board members to assist directors to know each other and to support board recruitment
	2.1.7 Determine the type of information the Consortium needs in its oversight role of CWP and provide it in an effective manner	Governance Committee	02/09	Clear and consistent communication between CWP and the Consortium  Identification of opportunities to leverage CWP's relationship with the Chief-elected officials/Consortium

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3.1 Strength board practices to increase effectiveness and enable the board to focus its work on the strategic objectives of CWP	3.1.1 Review all board and committee minutes for content, style, etc. and develop protocols for all minutes to facilitate effective decision-making	S. Rodriguez	01/09	A consistent and informative process to better inform and communicate board decision-making
	3.1.2. Fully implement a consent agenda format at the board meetings	R. Cohen with assistance from S. Phillips and T. Phillips	03/09	Consent agenda will reflect a vetting process that allows committee-level decisions to be made by the committees, with board oversight. Consent agenda to allow for the full board to spend its time on strategy, board education , and the key issues impacting CWP /consent agenda policy complete
	3.1.3 Revise board recruitment practices to build the board in support of the key strategic objectives of CWP	S. Phillips/T. Phillips/Governance Committee/R. Cohen	02/09 and then ongoing	Board recruitment plan to be implemented in support of the June 2009 election of officers and new board members  Recruitment to be an ongoing process throughout the calendar year

				<p>Focused recruitment to fill “gaps” needed to support CWP’s work, being cognizant of WIA regulations</p> <p>Board to become engaged in board recruitment</p>
	3.1.4. Review and enhance the board orientation process	S. Phillips/T. Phillips/Governance Committee	03/09 and then annually	<p>Orientation to include board and staff to be certain new board members are equipped to participate fully in board dialogue and decision-making</p> <p>Creation of a new board members mentoring program for the first 3-6 months of a new board members term</p> <p>Full engagement of board leadership and executive staff in new board orientation</p>
	3.1.5 Develop a board education/training schedule focused on governance practices, legislative advocacy, CWP’s operations, and trends in workforce development	Governance Committee/S. Phillips/T. Phillips	01/09 and then annually	<p>Senior staff to present for 15-minutes each quarter on a component of CWP’s work as well as trends in the workforce development field</p>
			03/09	<p>For 2008-09 a board training to be delivered on the new 990 and SAS regulations</p>
			10/08	<p>2008-09 board education on the Federal requirements for board oversight in support of the implementation of the One Stop Services system</p>
			2009/10	<p>2009-2010 board training on their role in strategic planning</p>

	3.1.6. Create a board leadership development and succession plan to support short-term as well as long-term leadership needs of the CWP board of directors	Governance Committee/S. Phillips/T. Phillips	2009  03/09— update annually	2008-09 board training on legislative advocacy  A succession plan for board leadership  Board leadership development plan that includes training and other strategies to support emerging leaders on the CWP board of directors
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4.1 Assess the board’s performance to enhance operations and the board’s ability to support the strategic objectives of CWP	4.1.1 Create a dashboard for the Governance Committee and the Board to provide a clear definition of organizational metrics	Governance Committee/Strategic Management Committee/Executive staff	03/09 and updated annually	Creation of a dashboard to communicate board goals, objectives and accomplishments
	4.1.2 Develop committee work-plans with outcomes and timelines for annual review	Board-level committees	03/09 then annually	Consistent board committee work plans
	4.1.3 Assess the board’s performance in support of the strategic objectives of CWP	S. Phillips/CWP executive staff/Governance Committee	06/09 and implemented annually	Annual board assessment tool to monitor performance  Annual board assessment process that links performance objectives with the implementation of CWP’s strategic plan  Create an annual board action plan to guide its work  Annual individual assessment of board member performance