



*A Tamarack Workshop Series
for Communities Ending Poverty and Communities Building Youth Futures*

Collaborative Governance and Leadership

Gratitude & Acknowledgement

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet, and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.



We invite you to share your location

The Tamarack Team



Liz Weaver



Natasha Pei



Trisha Islam

Our Commitment To Learners

1. To bring **new** and **relevant thinking & approaches** to community changemakers
2. To **co-generate knowledge** – creating opportunities for you to engage with peers and share your amazing work
3. To **share tools** and **frameworks** to move you from ideas to impact using fun, interactive exercises

In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.



REDUCING POVERTY
DEEPENING COMMUNITY
BUILDING YOUTH FUTURES
CLIMATE TRANSITIONS

Vibrant Communities
TAMARACK INSTITUTE

In **Vibrant Communities**, we support cities and local leaders to implement large-scale change initiatives to reduce poverty, deepen community, build youth futures and address climate transitions.

Navigating Workshop Technology

- This session will not be recorded
- Keep your webcams on if you are comfortable
- Keep your microphones muted unless you have a question or comment – questions and comments are welcome throughout the workshop
- We encourage you to use the chat box feature throughout the workshop to also share your thoughts, questions and comments
- We will be sending you into small breakout rooms (zoom rooms) at different times during the workshop – these breakout rooms will be self-facilitated
- We will be using MURAL, an online whiteboard software, at different times during the workshop, we will orient you to the software prior to an exercise
- Reach out to Natasha or Trisha at any time during the workshop for technical assistance or support
- If you must leave the session or get bumped out for any reason, Natasha will let you back in from the waiting room

Small Group Facilitation Tips

- Identify someone who is willing to facilitate
- Identify someone who is willing to report out
- Create a welcoming environment, listen intently and avoid negative comments
- Make sure that everyone in the group is clear about the task
- Welcome participation from everyone - Engage in supportive behaviours
- Have fun and learn from different perspectives
- Thank everyone for their participation

Collaborative Governance and Leadership Workshop Series

Session 1: Investing in
Leadership that Makes a
Difference

September 22, 2021

2:00 – 4:00 pm ET

Session 2: Governance Roles
and Structures

September 29, 2021

2:00 – 4:00 pm ET

Session 3: Navigating
Collaborative Governance from
Start Up to Sustainability

October 6, 2021

2:00 – 4:00 pm ET

Session 4: Evaluating
Collaborative Leadership
Experiences

October 13, 2021

2:00 – 4:00 pm ET

Session 5: Building a
Collaborative Governance
Action Plan

October 27, 2021

2:00 – 4:00 pm

Coaching and Technical
Support available throughout
and one month post workshop

November 10, 2021

Time to be arranged

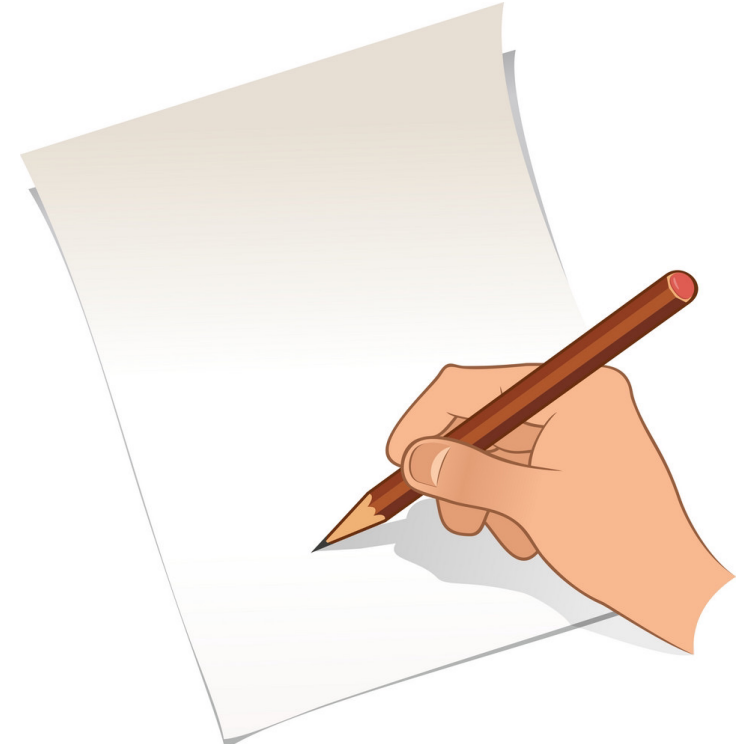
Today's Agenda

Pre-Workshop	Workshop Session 2 Governance Roles and Structures – Creating the Right Balance
<ul style="list-style-type: none">• Access and review the Collaborative Governance web page of resources	<ul style="list-style-type: none">• Welcome to the Workshop• Making Connections and Homework• Governance Structures• Discussing our Model• Collaborative Roles and Accountability• Open Forum• Your next steps



Making Connections Exercise

Draw Your Definition: Collaborative Leadership





Reflection and Homework

Cynefin Framework - Defining the Problem Exercise

Member Engagement or Recruitment Strategy

Develop a member engagement or recruitment strategy for your collaborative using one of the tools identified during this workshop. Be prepared to share your strategy with the workshop participants during the September 29th Session.

Consider:

- What are the challenges currently facing your collaborative?
- How does this tool or approach deepen your thinking about collaborative leadership?

Navigating Leadership Dynamics



Collaborative Leadership Mindsets

- A focus on “we” rather than “me”
- Looking at what is best for the group, team or project
- Great interactions between team members
- Alignment of purpose or goal
- Willingness to continually learn
- Having an open mind, and willingness to hear from other team members, or experts
- Willingness to entertain multiple strategies at the same time
- Willingness to learn from past relevant experiences
- Not afraid of technology, and willing to use new ones to support interactions
- Understanding the proper collaborative tool for different types of interactions
- A willingness to enter and work through conflicts

Source: [Getting to the Collaborative Mindset](#)



Building Trust and Sharing Power

Without trust, collaboration is merely cooperation, which is simply not capable of achieving the benefits and possibilities available to true collaborators.

Stephen Covey, The Speed of Trust



Building Trust and Sharing Power

- **Self-Trust:** deals with the confidence we have in ourselves – in our ability to set and achieve goals, to keep commitments, to walk our talk – and also with our ability to trust others
- **Relationship Trust:** is about how to establish and increase trust with others
- **Organizational Trust:** deals with how leaders can generate trust in different organizations
- **Market Trust:** reflects the trust customers, investors and others in the marketplace have in our organization
- **Societal Trust:** is about creating value for others and for society at large



13 Ways to Build Trust

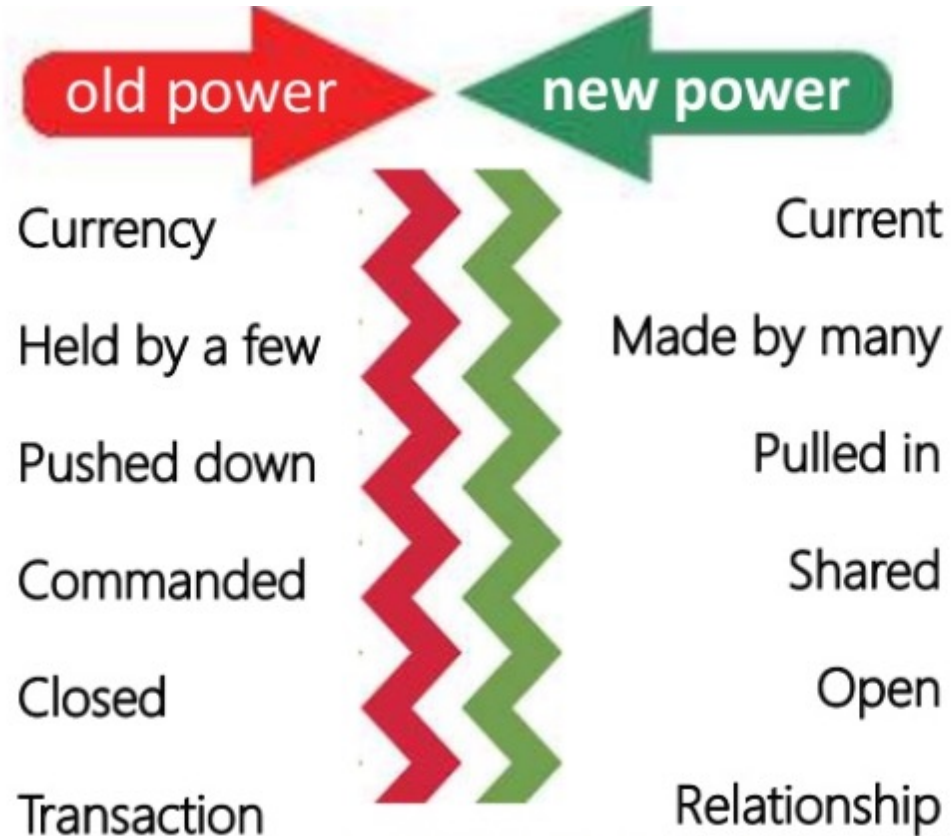
1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty
6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability
11. Listen first
12. Keep commitments
13. Extend trust

Do you have other ideas on how to build trust? Please share any thoughts or comments in the chat box.

#TurfTrust



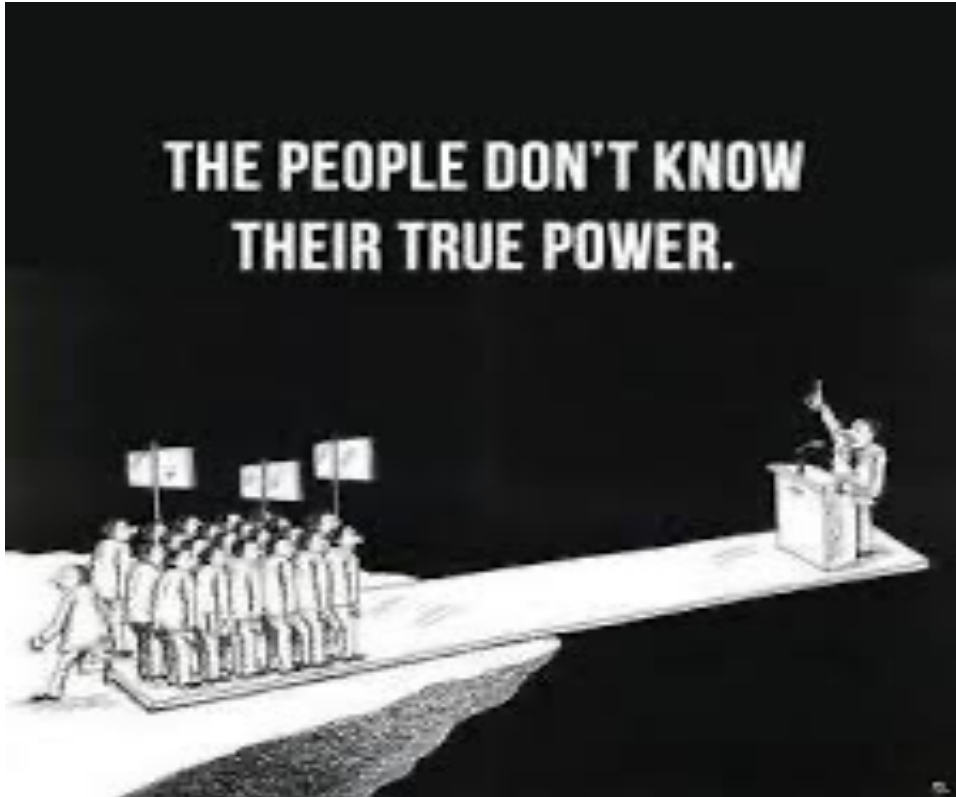
Addressing Power Dynamics



Jeremy Heimens, Henry Timms [New Power: How it's changing the 21st Century and why you need to know](#) (2018)



Working with Power

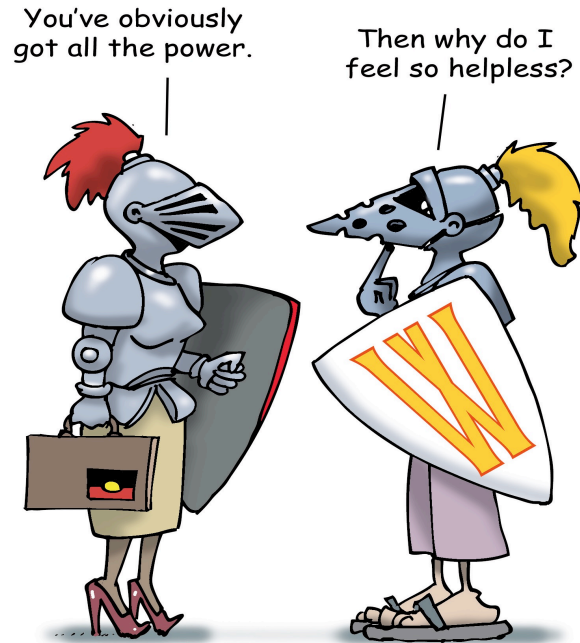


- **POSITIONAL POWER - Formal**

- **PERSONAL POWER - Informal**



Working with Power



Positional Power - Formal

Power that comes from a position within a specific system

Social (or unearned)

Power that we are born with or into.

Personal Power - Informal

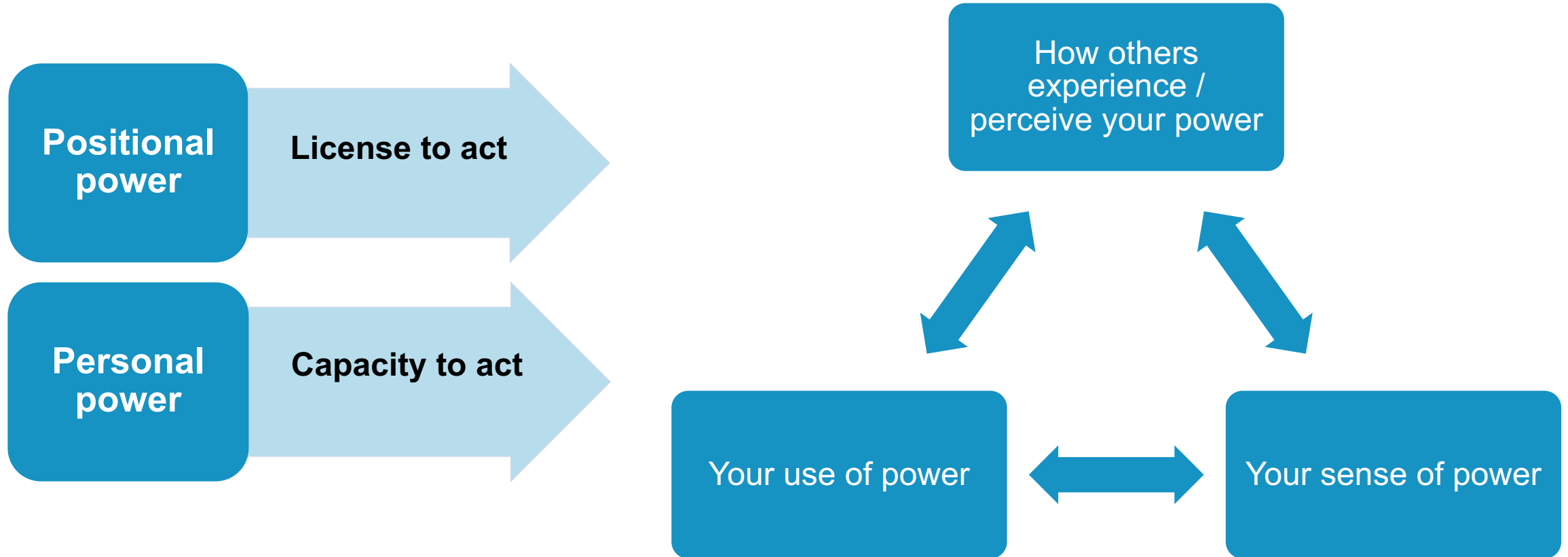
Power that comes from life experience.

Spiritual

Power that comes from being connected to something greater.



The Power Play





The Power Audit

10 Minute Discussion

In your collaborative teams discuss:

- Where, and what kind of power do you have?
- What resources or privileges does it bring?
- How could you use it differently to progress the goals of your organisation or community?



Dealing with Conflict

- Focus on the larger goal
- Do your research
- Problem-solve with your counterparts
- Negotiate the process
- Control your emotions
- Decide if it's worth it

Principles to Remember

- Ask for clarity about the task
- Invite your teammates to contribute or lead
- Don't assume negative intentions – there might be a lack of clarity about roles
- Negotiate the process first
- Determine how hard to push
- Don't persist in fighting the battle if it's not good for the organization or collaborative

Source: <https://hbr.org/2017/09/how-to-navigate-a-turf-war-at-work>



Dealing with Conflict

- Not fulfilling your commitments
- Others not fulfilling their commitments
- Blaming others for the wrong
- An inability to constructively confront issues
- Others?



Dealing with Conflict



Discuss the betrayal



Clarify the facts



Make / accept sincere apologies



Explain the reason for the betrayal



Create a plan



Stick to your plan



Assess your progress



Be patient

Governance Structures – Getting the Right Balance



Collaborative Governance Keys

- The **working relationship** amongst partners is vital
- Understanding and working within the limits of **accountability and structures**
- Focus on both on **the process and the product** of governance in collaborative initiatives
- Be deliberate and intentional when **adapting** traditional organization governance elements to a collaborative effort



Core Governance Documents



Working together to create a safe, healthy and thriving community for children (birth to age 24) and families.

Our Vision: We see a safe, healthy and thriving community for children and families.

Collective impact brings people together in a structured way, to achieve social change.

Leading with Purpose

Grand Island began in 2006 as a Collaborative Learning Community focusing on the development of collaborative leadership skills and community context barriers to collaborations and systems.

Between 2006 and 2014, the Hall County Community Collaborative (H3C) joined together with Juvenile Justice and Violence Prevention groups to reduce meetings and increase collaborative opportunities. This move embedded the Collective Impact philosophy into the work of the H3C. The H3C incorporated as a not-for-profit 501(c)(3) in 2014 to create a structure that would lead to sustainability.

The H3C does not provide direct programming but is a broad-based collaboration comprised of a wide cross-section of community and county agencies, organizations, business, public entities, and individuals working together to improve the continuum of services for children/youth and families. The H3C provides opportunities for local agencies, representatives, and individuals to meet together to learn leadership skills, support System of Care development serving children and families, develop and sustain supportive services, build personal and professional relationships, create partnerships, network, and collect/report local data. In addition to membership meetings, the collaborative also has 4 subcommittees: 11-24, Behavioral Health, Birth-11, and Community Response.

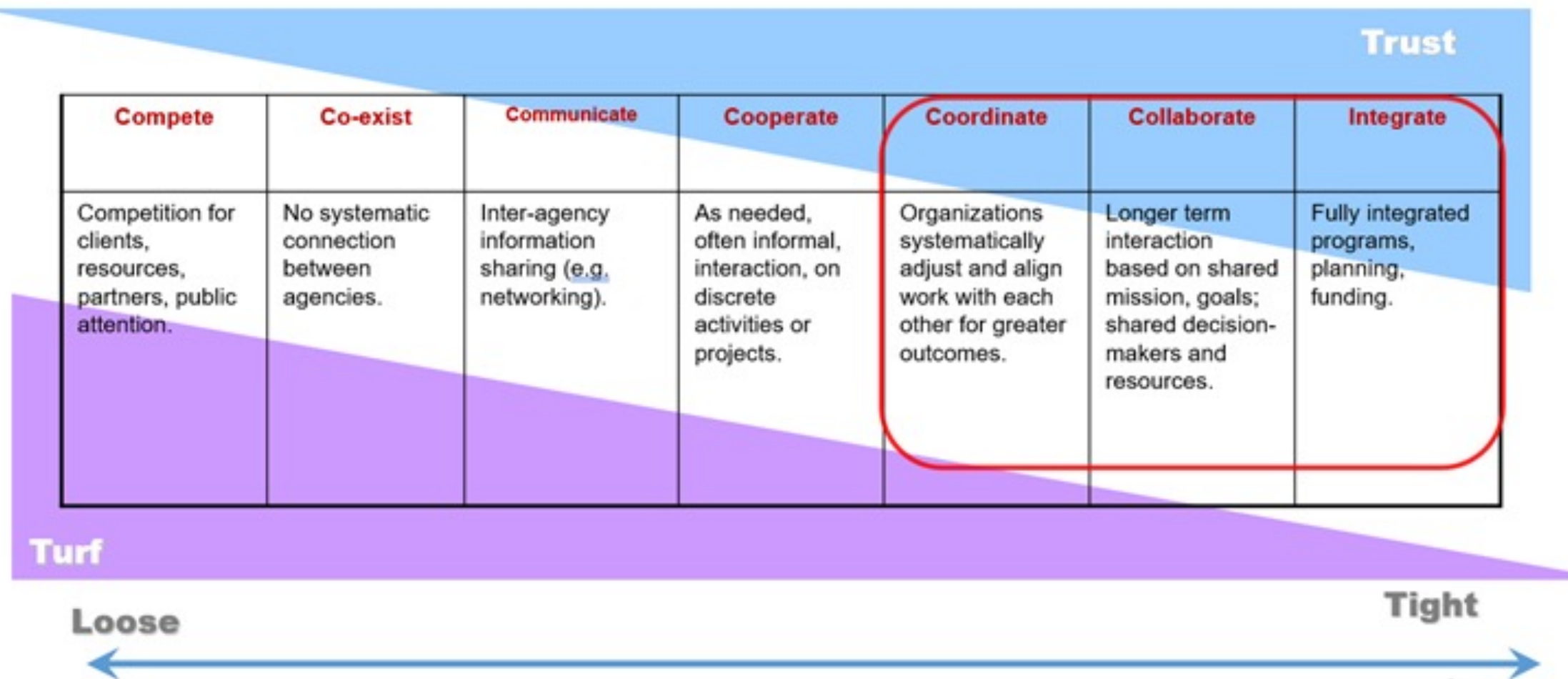
<http://www.h3cne.org/about/>

Six Key Collaborative Governance Documents

1. [Governance Structure](#) – Describes the governance structure, roles and accountabilities.
2. [Principles for Working Together](#) – Defines the core principles guiding the collaborative.
3. [Decision Making Strategy](#) – Defines how decisions will be made at different levels.
4. [Plan on a Page](#) – A synthesis of the core aspiration / common vision of the collaborative and details about the approach.
5. [Key Milestone Report](#) – A living document reflecting the purpose and key decisions taken by the collaborative.
6. [Regular or Annual Progress Update](#) – An annual progress report which includes reflection, sense-making and learning.







Setting the Context: The Collaboration Spectrum





Setting the Context: The Collaboration Spectrum

The Collaboration Spectrum – Tool

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies. 	Inter-agency information sharing (e.g. networking). 	As needed, often informal, interaction, on discrete activities or projects. 	Organizations systematically adjust and align work with each other for greater outcomes. 	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

- Have collaborative members individually assess where they think the collaborative is on the spectrum
- Are you all in the same place or in different places? Do you want to move to a new place?
- Have a discussion about this.

On the **Mural**, think about a collaborative table, post on the collaboration spectrum where that table is currently using a dot.

[The Collaboration Spectrum Tool](#) – Tamarack Institute



Collaborative Governance Structure



Language Matters!

What you name the different parts of your collaborative governance structure should be relevant to your context and community.



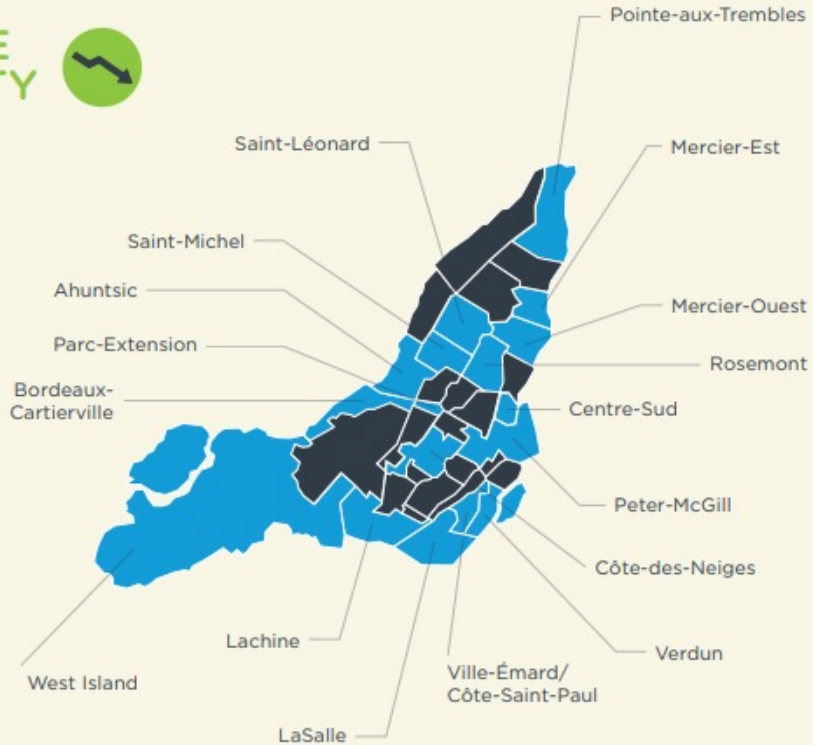
No single organization can solve complex problems like poverty or generate substantial social change **BY ITSELF**.

Collective Impact Project

UNITED FOR INCLUSIVE NEIGHBOURHOODS

1 COMMON GOAL **x17** NEIGHBOURHOODS APPLYING COLLECTIVE IMPACT

↓
REDUCE POVERTY



LASTING IMPACTS



+ young people on the road to success



+ collective infrastructure and equipment



+ inclusion of vulnerable people



+ adequate housing



+ healthy and affordable food

Citizens: a driving force behind every collective action



9 FOUNDATIONS

Foundation of Greater Montreal, J.W. McConnell Family Foundation, Lucie and André Chagnon Foundation, Marcelle and Jean Coutu Foundation, Mirella & Lino Saputo Foundation, Molson Foundation, Pathy Family Foundation, Silver Dollar Foundation and Trotter Family Foundation

3 STRATEGIC PARTNERS

Coalition montréalaise des Tables de quartier, Direction régionale de santé publique de Montréal and the Ville de Montréal

1 PROJECT OPERATOR

Centraide of Greater Montreal

A major investment

\$23M over six years | **\$2.8M** invested in 2018-2019



A catalyst for change and sustainable development

The CIP contributes directly or indirectly to 10 of the United Nations' 17 sustainable development goals.

COLLECTIVE IMPACT PROJECT
MADE POSSIBLE BY
Centraide
of Greater Montreal

FUTURE NORTH



a network for youth

Our Commitment:

To work side by side with young people in the community to understand their experiences, and to work to influence change, so together we can improve available resources and create opportunities in our community.

Partner with us!

- Contribute to our working groups
- Take on students and interns
- Become a "youth ally"
- Commit to diversity + equity
- Co-develop pilot projects
- Provide feedback and help us learn
- Contribute resources
- Create youth positions on your Board
- Share our work on social media
- Publish youth-created work



OUR STRATEGIC FRAMEWORK 2017-2020

Our vision for Georgia: By 2020, all Georgia students will enter kindergarten prepared to succeed and on a path to read to learn by third grade.

Our mission: To support high-quality early learning and healthy development for Georgia's youngest children, from birth to five, by championing policies, promoting innovative and evidence-based practices, and building public will.

What it takes

- All of Georgia's children birth to five are in high-quality environments that support learning and development.
- Families have the information, skills and supports needed to create safe, nurturing and language-rich environments that support children's early learning and healthy development.
- Business and community leaders champion and public officials implement equitable public policies and practices that support families with the greatest needs.
- The research community works together to identify and share innovative practices related to early brain development.
- Data systems are accessible and used to inform policies and practices as well as measure progress.
- Public systems are interconnected and aligned to provide effective support for families and children.

What we know

Brain Development

The first three years of life represent the most rapid period of brain development, and experiences during these years critically shape future development.

Effects of High-Quality Early Learning

Children who attend high-quality early learning programs are:

- More likely to graduate high school, have a job and earn higher wages.
- Less likely to drop out of school, depend on social services or be arrested.

Economic Impact of Early Education

- Every \$1 invested in high-quality early learning yields \$13 in savings.
- In Georgia, the early care and education industry generates \$4.7 billion in economic activity each year.
- A conservative estimate of the level of parents' annual earnings supported by the availability of child care in Georgia is \$24 billion.

DRIVE CHANGE » CREATE IMPACT

We are focused on driving positive change through the following three methods.

Communicate, Convene, and Collaborate

We educate, inform and mobilize stakeholders for collective action and impact to ensure all Georgia families achieve the economic, community and health benefits of setting a strong foundation prenatally and in the first five (5) years of a child's life.

Advocate

We advocate for effective policies that support access to high-quality early learning and encourage healthy development.

Research and Innovate

We are a trusted source who brings the most promising innovation and evidence-based practices and research to the state on behalf of Georgia's youngest children.

Our 2017-2019 goals

Identify and communicate gaps in early learning quality and access.

Ensure policy makers and partners have the data and resources needed to improve policy and practice.

Identify and develop a diverse group of business and community leaders across the state to champion early learning.

Increase funding for high-quality and accessible early learning.

In anticipation of upcoming elections, cultivate relationships with emerging state and local leaders.

Our strategies

CONVENE

Be a catalyst to ensure stakeholders work together to improve early childhood policy, practice, and research.

EDUCATE

Provide opportunities for business and philanthropic leaders, policy makers, and parents to deepen their understanding of current issues.

ADVOCATE

Advocate for child care quality, accessibility, and affordability.

ANALYZE

Analyze data, conduct research, and champion policies designed to close the opportunity gap and eliminate the disparities in educational outcomes among Georgia's children.

COLLABORATE

Foster collaboration, joint planning, and alignment between early education providers and public schools.

FACILITATE

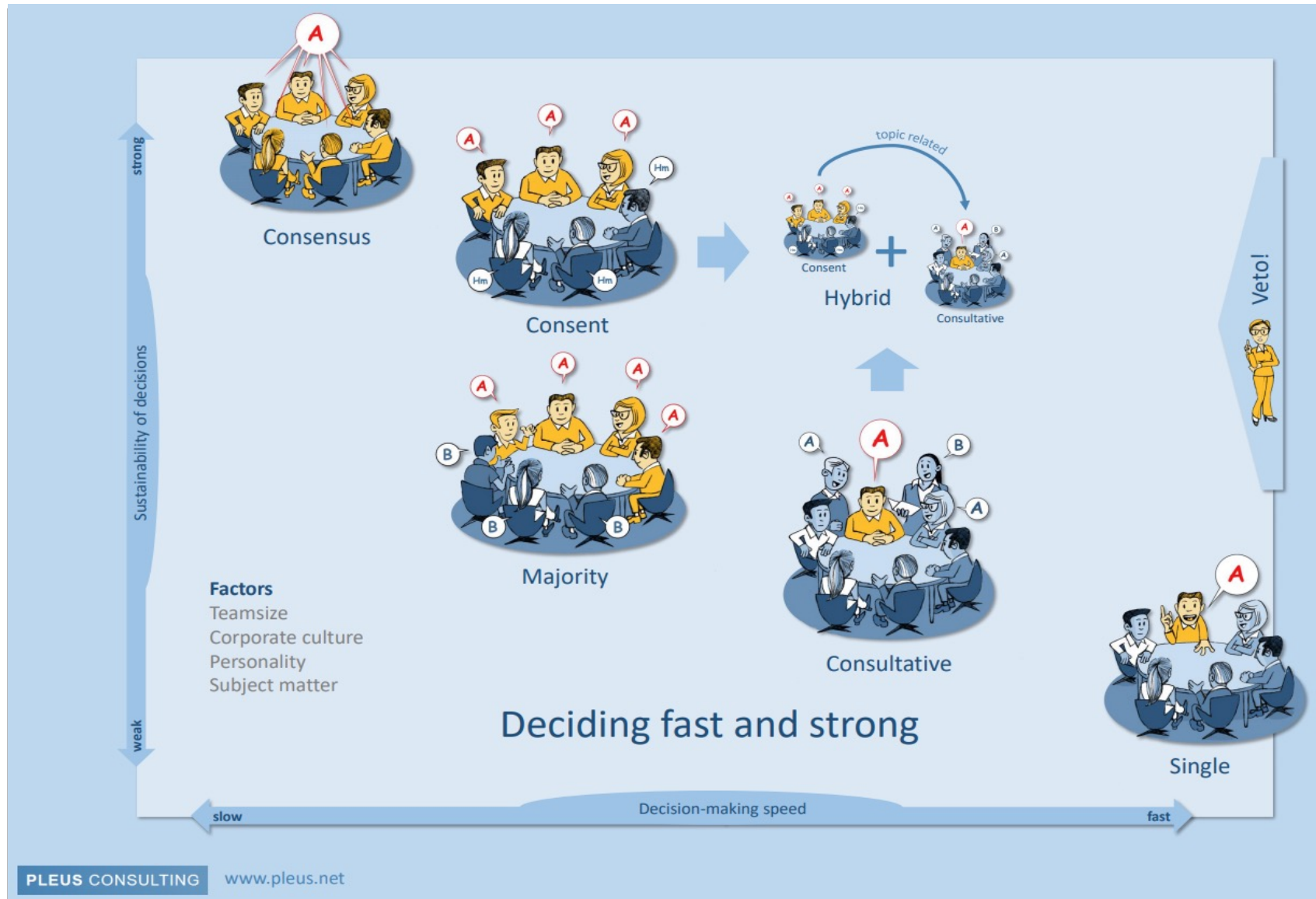
Facilitate the development and adoption of a statewide definition of success benchmarks for "kindergarten readiness."

SUPPORT

Support Georgia-specific research projects to improve social-emotional health for children and influence public policy development.



Define your Decision-Making Approach



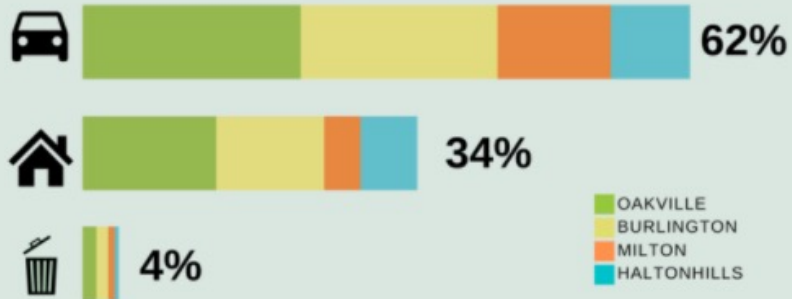
EVERY ACTION COUNTS

You asked. We measured.

We determined the amount of greenhouse gases emitted from Halton residents' homes and personal vehicles.

The Largest Sources of GHG Emissions in 2017 in Halton were:

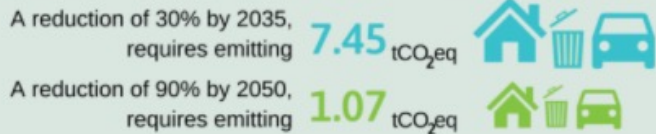
GHGs include carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O), among others



In 2017, households in Halton emitted...



A path to net-zero emissions by 2050 requires substantial reductions.



*tCO₂eq = tonnes of CO₂ equivalents



EVERY ACTION COUNTS

You spoke. We listened.

Here is what we've learned from over 2400 Halton residents.*

*Please note survey data was collected pre-COVID-19

The Halton Community...



We can all act on climate change.



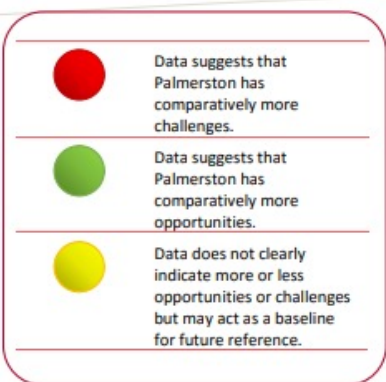
GROW WELL LIVE WELL

PALMERSTON WORKING TOGETHER FOR THE WELLBEING OF CHILDREN AND YOUNG PEOPLE

PALMERSTON STATE OF THE CHILDREN REPORT CARD

This report card uses information from community members and publicly available data to understand how children and young people in Palmerston are faring. This information will help Grow Well Live Well and the Palmerston community make changes so help children, young people and their families who are experiencing challenges.

We've organised the data according to these 'domains'



Indicators that show what's working well and what's not

Domain	Report Card Measure	Indicator
Loved and safe	AEDC Social Competence vulnerability	●
	Family Violence police reports / 100 000 population	●
	Property offences police reports/100 000 population	●
Material basics	Per cent of young people employed (20-24yo)	●
	Per cent of children in low income, welfare dependant families	●
	Public transport services within Palmerston (weekdays)	●
Healthy	AEDC Physical health and wellbeing vulnerability	●
	Teenage fertility rate (Per cent with one or more children)	●
	Per cent of low birth-weight babies	●
Learning	NAPLAN Year 3 Reading Year 3 Numeracy average scores	●
	NAPLAN Year 7 Reading Year 7 Numeracy average scores	●
	AEDC Vulnerable on one or more domain	●
Participating	Per cent of people aged 20-24 participating in voluntary work	●
	Per cent of 15-19 year olds not earning or learning	●
	Cultural diversity: Per cent of Aboriginal and Torres Strait Islanders students in schools	●

Some of the things you told us

5 GREAT THINGS IN PALMERSTON

- Range of services and programs ■
- Friendly and multicultural ■
- Sport and recreation facilities ■
- Parks and open spaces ■
- Easy access to facilities and services ■

5 WORRIES ABOUT PALMERSTON

- Crime, break-ins ■
- Drug and alcohol abuse ■
- Planning and the city environment ■
- Domestic violence and violence more generally ■
- Antisocial behaviour ■

5 IMPROVEMENTS

- Cultural, family, adult education supports and services ■
- Additional education/school supports ■
- Youth activities and facilities ■
- Sport and recreation facilities ■
- More up to date information and better communication ■

Email: grow_well_live_well@outlook.com



Download the Palmerston State of the Children Report from <http://www.palmerston.nt.gov.au/community-services/children-and-families/grow-well-live-well> or just google GWLW Palmerston and click on the link to the report
Stay tuned for community action planning

Source:

<https://www.palmerston.nt.gov.au/sites/default/files/uploads/files/2018/Palmerston%20State%20of%20the%20Children%20Report%20Cards.pdf>



Roadblocks and Resistance in Collaborative Governance

- Power dynamics
- Process-product tension
- Too big to fail
- Too many opportunities /lack of focus
- Lack of a road maps
- Keeping up with the pace of change
- Others you have encountered?



Collaborative Governance Progress Measures

- The group is making satisfactory progress
- The effort and conflict required to make progress is reasonable
- Members are achieving some personal/organizational objectives
- Everyone involved is learning much more about the complex issue
- The overall process is self-refueling, leading to greater ambition and capacity

Collaborative Governance – Roles, Responsibilities and Accountabilities



Collaborative Governance – Considering a Model / Framework

Models tend to reflect some of the following:

- **Local Context:** public interest, investment, civic culture
- **Member Attributes:** diversity, commitment, influence, authority, insight
- **Magnitude and Pace:** of change desired by members
- **Authority:** Bottom-up, Top Down, In the Middle
- **Leadership:** style & spirit, charismatic, servant leadership, etc.
- **Framework for Change:** working definition of approach and strategies
- **Preferences:** conveners and fiscal agents (credibility and orientation)
- **Flexibility & adaptability**
- **Communication:** informal, formal
- **Group culture:** risk oriented, process light/heavy, etc.
- **Collaborative Arrangements:** number, roles, structure



Collaborative Governance Structure



Language Matters!

What you name the different parts of your collaborative governance structure should be relevant to your context and community.



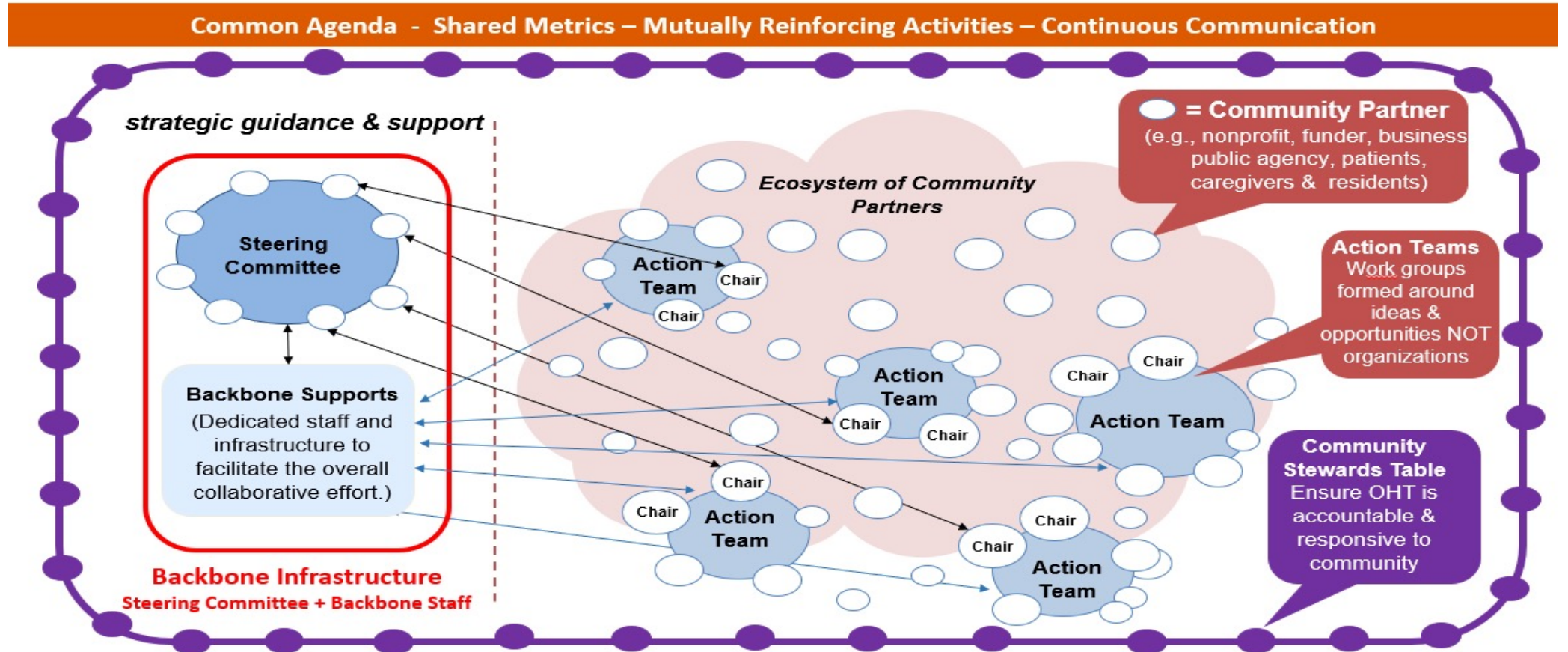
Collaborative Governance Structure



What are your collaborative pieces?
On a piece of paper – write the names of all the pieces you have in your collaborative structure.



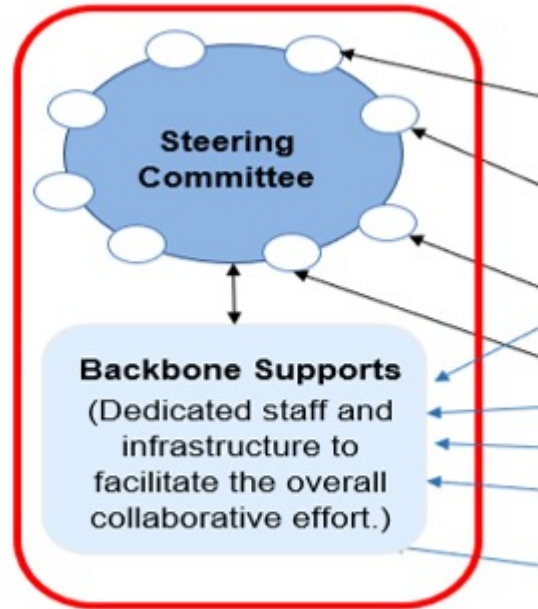
Example: Collective Impact Governance Structure





Constellation Governance Model

strategic guidance & support



Backbone Infrastructure

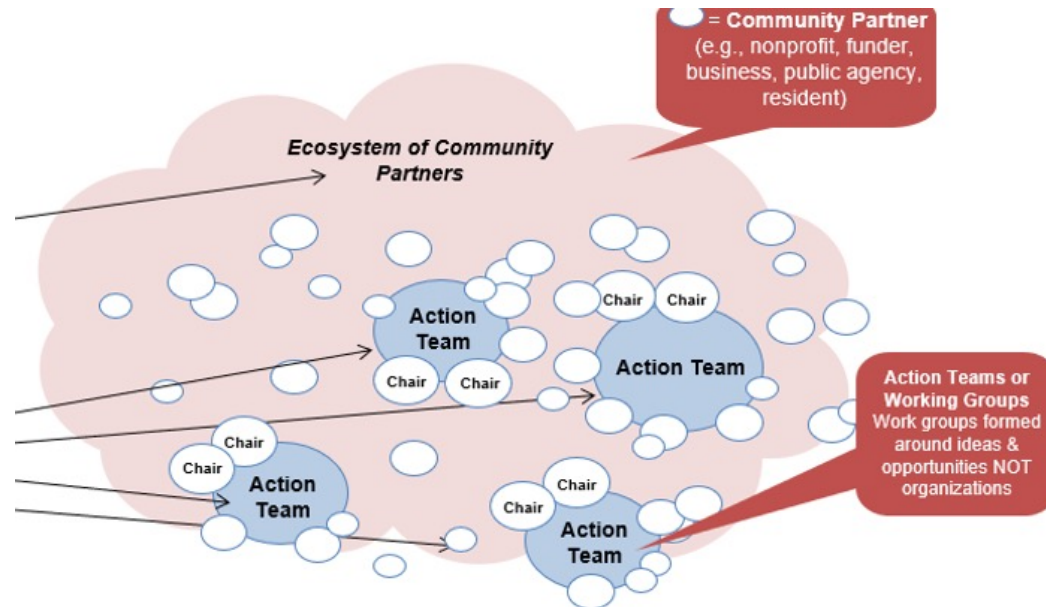
Steering Committee + Backbone Staff

Backbone Infrastructure

- Includes the Leadership Table, Convener/Fiscal Sponsor and Staff Team
- Guides the broader collective vision and strategic directions of the network
- Monitors overall partnership health
- Aligns working groups, constellations with partnership purpose
- Determines and provides support to constellations



Constellation Governance Model



Community Eco-System

- Includes working groups or actions teams and other organizations which are serving and supporting health
- Working groups or action teams for specific activities
- Used for formal projects or opportunistic initiatives
- Must be consistent with partnerships vision
- Conditions for a constellation
 - Overall need or opportunity
 - Energetic leadership by one or more partner
 - Can phase out when energy no longer exists, or issue is addressed

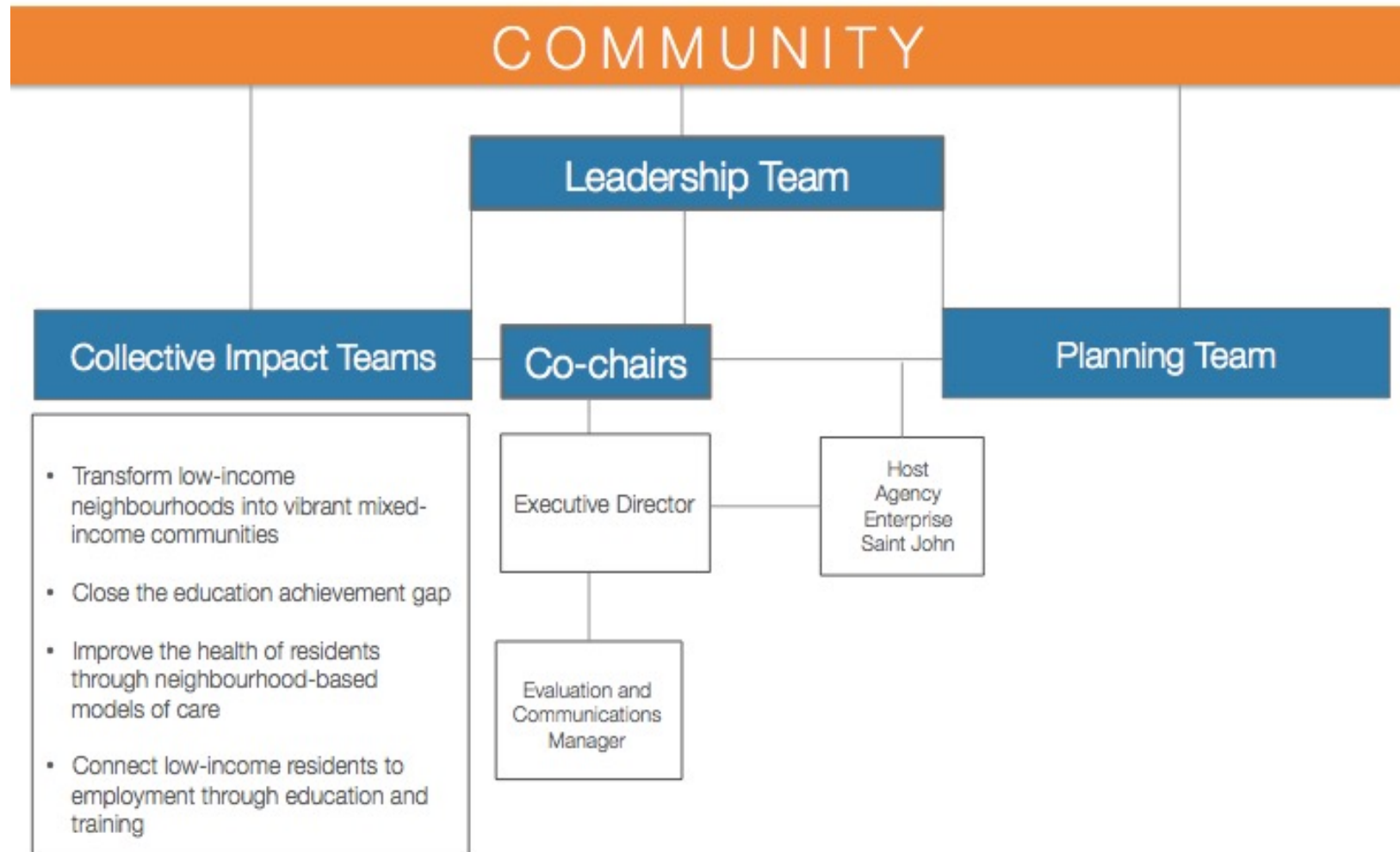
Kahnawá:ke, Quebec



Saint John, New Brunswick



Governance Structure 2016





Collaborative Governance – Clarity of Role

How do we come to the table together?

- *Who is at the table?*
- *Cadence of meetings*
- *Agenda Setting (remember: strategic gaps in agenda as a way to build trust)*
- *Who serves as chair*
- *Substitute representatives*
- *Common key messages back to participant organizations*

How are decisions made at the table?

- *Unanimity (veto rights) versus Majority (minority) versus Consensus (we can all live with the outcome)*

What decisions can the table make?

- *Developing form of full application and roles of participants*
- *Developing legal documents to support formation of OHT*
- *Directing due diligence review of participants and joint reporting of findings (participants to ensure individual performance /compliance issues addressed)*
- *Not final approvals (Boards of each participant reserve approval rights)*



Collaborative Governance – Clarity of Role

Ongoing Education: a solid (and common) understanding of the changing system will lead to clarity of every participant's role in coming together

Use of an MOU

- Helpful to codify common understanding of process (but non-binding):
 - *Joint steering committee role, process (i.e. consensus decision making) and limits (i.e. the “table”)*
 - *Timing, milestones*
 - *Acknowledgement re reserved rights re approvals (Board / Members (possible))*
 - *Transparency / commitment to full disclosure / information sharing*
- Binding elements:
 - *Confidentiality*
 - *Costs*
 - *Joint Approaches*
 - *Protocol for Participating in other Collaborative Planning Tables (if needed)*
 - *Conflict Resolution Process*
 - *Termination*



Collaborative Governance – Clarity of Roles

Some things to Consider:

Governance

- Shared decision-making process
- Financial oversight and resource allocation
- Process to deal with Performance Management
- Processes related to governance and membership engagement
- Process about evolving the governance structure over time
- Strategic and other Planning processes

Operational

- Processes about use of shared and individual organization brands
- Processes regarding digital data and information sharing
- Process regarding shared services and programming

Building your Collaborative Structure



Collaborative Governance Structure



What are your collaborative pieces?
On Mural – write the names of all the pieces you have in your collaborative structure.

Collaborative Governance – Defining Responsibilities and Accountabilities



Accountability

- Accountability is the reporting relationship between one part of the governance structure to another part of the governance structure
- Defining accountability identifies who is accountable to who for what



A Collective Impact Structure – Accountability Approach

	Primary Focus & Contributions	Accountability
Convener/ Fiscal Sponsor	<ul style="list-style-type: none"> Local charitable organization that receives the funding to convene the collaborative Is a member of an accountable to the Leadership Table(s) May be the location for the backbone staff team 	<ul style="list-style-type: none"> Accountable for funding and reporting Accountable to the Partners or Leadership Table for how funding is spent Accountable to the community for results
Leadership Table	<ul style="list-style-type: none"> 10 – 15 local leaders Shapes and leads the strategy overall Aligns work of various action teams Hold commitment to common agenda & Theory of Change Engage other stakeholders Mobilize resources & knowledge 	<ul style="list-style-type: none"> Accountable for setting the common agenda and core strategies Accountable for progress Accountable to the community for results
Staff Team	<ul style="list-style-type: none"> Includes the Leadership & core staff of the backbone infrastructure Support the work of the Steering Committee & Initiative overall – Design & facilitate engagement across the initiative and meetings of various groups Ensures progress is being made 	<ul style="list-style-type: none"> Accountable to the Fiscal Sponsor for funding allocations and following the Fiscal Sponsor policies Accountable and working with the Leadership Table Accountable for reporting Accountable to the community for results
Working Groups or Action Teams	<ul style="list-style-type: none"> Scale-up on-the-ground solutions around key areas of focus/priorities Co-design & refine solutions around key shifts/strategic priorities Number of size of work groups to be determined Each work group includes youth leadership 	<ul style="list-style-type: none"> Accountable to the Leadership Table and Backbone team for progress on common agenda Accountable to the community for results
Community Network or Community Eco-System	<ul style="list-style-type: none"> Provides insights and ideas on key shifts & ideas Offers feedback on priorities to maximize impact of the initiative Contributes knowledge, resources & connections 	<ul style="list-style-type: none"> Accountable to the collaborative effort for direction, engagement and support



Accountability Approach - What would you include? (Mural)

	Primary Focus & Contributions	Accountability
Convener/ Fiscal Sponsor		
Leadership Table		
Staff Resources		
Working Groups or Action Teams		
Community Network or Community Eco-System		



The Unique Role of the Board of Directors

- Alignment with the Vision, Mission, Values and Strategic Directions of Board
- Identifying reporting and accountability guidelines for the Executive Director, CEO or staff member assigned to the collaborative
- Complying with communication strategies for the Board of Directors and the organization
- Addressing issues of conflict of interest and conflict in a timely way
- Other items to consider?

Check-Out

Getting Ready for Session 2

Collaborative Governance and Leadership Workshop Series

Session 1: Investing in
Leadership that Makes a
Difference

September 22, 2021

2:00 – 4:00 pm ET

Session 2: Governance Roles
and Structures

September 29, 2021

2:00 – 4:00 pm ET

Session 3: Navigating
Collaborative Governance from
Start Up to Sustainability

October 6, 2021

2:00 – 4:00 pm ET

Session 4: Evaluating
Collaborative Leadership
Experiences

October 13, 2021

2:00 – 4:00 pm ET

Session 5: Building a
Collaborative Governance
Action Plan

October 27, 2021

2:00 – 4:00 pm

Coaching and Technical
Support available throughout
and one month post workshop

November 10, 2021

Time to be arranged



Reflection and Homework

Build your Accountability Framework

Include the elements of your structure and who might be accountable to whom for what?

	Primary Focus & Contributions	Accountability
Convener/ Fiscal Sponsor		
Leadership Table		
Staff Resources		
Working Groups or Action Teams		
Community Network or Community Eco-System		

THANK YOU