

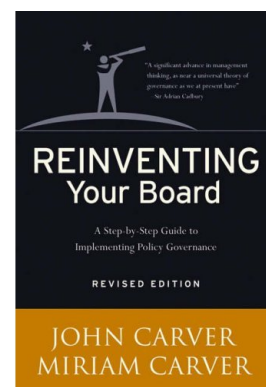
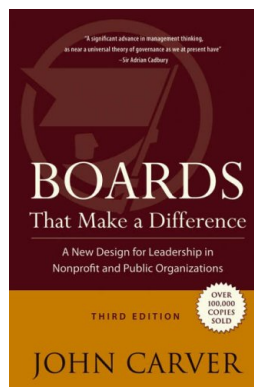
The Policy Governance® AcademySM

Advanced Training Programme: United Kingdom, 20-24 April 2009

You Can Take Boards to the Forefront of Excellence

The promise of Policy Governance® as a complete and coherent operating system for governance is being realised by boards in the public, voluntary and private sectors across the world. The Policy Governance AcademySM is the most advanced training currently available to experienced consultants and organisational leaders seeking to train others in Policy Governance theory and practical implementation.

Having experienced the Policy Governance AcademySM, which is led throughout by John & Miriam Carver, you can be at the forefront of leading boards committed to making a difference.



What is The Academy?

This five-day intensive programme led by John and Miriam Carver will equip you to take boards through the whole process of Policy Governance learning and implementation. Only around 300 persons worldwide have attended the Policy Governance AcademySM.

Acceptance into the Policy Governance AcademySM requires proof of sufficient Policy Governance® understanding for participation and material experience of working with boards. Eligibility for acceptance is judged by John and Miriam Carver based on a written application. The programme for the Academy will be similar to that shown overleaf.

Qualifying for the Academy

The UK Policy Governance® Association (UKPGA) runs introductory courses and offers workshops and personal consultations for intermediate level students. Key background reading includes the books *Boards That Make a Difference* and *Reinventing your Board* (See above, and find the books at www.amazon.co.uk).

For further details of courses and self-study options, please contact Stuart Emslie. See rear page for contact details.

Programme Details

Dates	20-24 April 2009
Time	Monday: 1300 – day end Tuesday - Thursday: 0830 - day end Friday: 0830 -1200
Location	Birkbeck, London University
Pre-requisites	Board experience; Written application accepted by John and Miriam Carver; Reading List – please contact us for information on recommended/ required reading
Registration Fee	£2500 (tuition only – 50% advance deposit required)
Lead Contact	Stuart Emslie – see rear page for contact details

About the UKPGA

The UK Policy Governance® Association is a non-profit company limited by guarantee and governed by a Trustee board comprising graduates of the Policy Governance AcademySM. The Association is dedicated to advancing owner-accountable, ethical and effective governance using the Carver Policy Governance® model.

Programme Leaders – John and Miriam Carver

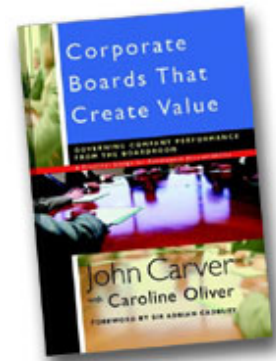
John Carver is the creator of the Policy Governance model and is an author and international consultant, as well as adjunct professor at York University, Toronto and the University of Georgia. He has authored over 180 articles and authored or co-authored 5 books and 13 monographs on management and governance. His seminal book, *Boards That Make a Difference*, has sold over 100,000 copies worldwide. John Carver is, without doubt, the most published governance thinker and practitioner in the world today.

Miriam Carver, author and consultant, is an internationally recognised authority on the theory and implementation of the Policy Governance® model and, other than John Carver, the point of authority on the Policy Governance model. Miriam has been involved in the development of the governance capacity of boards in education, health, social service, professional associations, city councils, and charitable organisations, and has written or co-authored, three books, four monographs, and numerous articles. Miriam has worked in management positions in health and social service organisations and has been a board member of voluntary organisations. She is a citizen of both the UK and Canada.

"For the first time, we are offered a fully integrated and coherent system of governance, a significant advance in management thinking, as near a universal theory of governance as we at present have."

Sir Adrian Cadbury

*Excerpted from the Foreword to
'Corporate Boards That Create Value'
by John Carver with Caroline Oliver, Jossey Bass 2002*



Programme Outline

The Learning Environment

The Academy employs a variety of teaching styles and engages participants in a high degree of **action-based learning**. Much of the work of the Academy is done through practical teamwork applying Policy Governance to examples of organisations and issues drawn from the **everyday experiences of boards in different sectors**. You will also have the opportunity to practice your presentation skills and apply them to working with Policy Governance.

In the interests of ongoing improvement, the following programme is subject to change:

Day One

At the outset of Day One, you will be introduced to your colleagues for the forthcoming week and have a chance to clarify your particular interests and concerns relating to board governance and the Academy.

The majority of the day will then be spent on **defining the essentials of the Policy Governance system** and getting to grips with the integrity of each of its design components and the system as a whole.

The session will conclude with participants being assigned to their teams and given their initial projects.

Day Two

The day will commence with team presentations, followed by expert

critique and group discussion on key aspects of Policy Governance such as **Executive Limitations, the use of officers and committees, policy architecture and board information needs**.

The rest of the day will consist of an in-depth look at the **policy development process, policy interpretation and monitoring, Board-Management relations, dealing with public, customer and staff complaints and financial and budgeting issues**.

The day will conclude with an interim evaluation of the Academy in terms of content and process.

Day Three

As with Day Two, a substantial part of the day will consist of team presentations, followed by expert critique and group discussion – this time on **Ends policy development for a variety of organisations in different sectors**.

You will be given a summary of the common pitfalls associated with Ends policy development and a thorough and practical understanding of the power of **Ends monitoring**.

The rest of the day will consist of a detailed review of the **Chief Executive's role**, including recruitment, evaluation, discipline, authority/responsibility; and compensation and of the **role of the Chair**, including selection, conduct, and evaluation.

Day Four

Day Four focuses on **special applications**, for example in: hospitals, city government, boards with no staff and publicly visible/elected boards.

This will be followed by a thorough examination of **board orientation, recruitment, agendas and required approvals agendas, rehearsals and the issues associated with owners/customers and ownership linkage**.

The last session will look at governance in **federations and parent-subsidiary systems**.

Day Five

Your last day, but by no means the least important. Today you will examine **bylaws, missions and strategic plans** through a Policy Governance lens.

There will also be the opportunity to review **criticisms** of Policy Governance and consider their merits and an open session for any of your outstanding issues.

Finally you will be introduced to various **resources**, including web-based tools, available to support your continuing work.

Let's Make It Happen!

Complete the accompanying form to express your interest in attending this Academy without obligation. See next page for more details.

For more information, please contact Stuart Emslie, Chief Executive, UKPGA, at:

UK Policy Governance® Association

Email: ukpolicygovernance@gmail.com

Phone: +44 (0)7932 376562

Web: www.ukpga.org.uk

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I WANT TO ATTEND A UK POLICY GOVERNANCE ACADEMYSM

Add my name to the database of people interested in attending a Policy Governance Academy in the United Kingdom. This is a no obligation registration of interest:

Name: _____

Organisation: _____

Address: _____

Phone: _____ **Mobile:** _____

Email: _____ **Fax:** _____

Mail To: UK Policy Governance Association
Suite 233, 266 Banbury Road
Oxford, OX2 7DL, United Kingdom

OR

Email the above information to: ukpolicygovernance@gmail.com

Upon receipt of this form, your name will be added to our database of people interested in attending a Policy Governance AcademyTM in the United Kingdom. You will be contacted by Stuart Emslie who will confirm your interest, and answer questions that you may have. Once the threshold of possible attendees has been reached, you will be contacted and invited to register for the Academy should you wish to take it to the next step.