

Techniques for Ends Development

The Policy Governance FieldBook

Stage of Ends of Development	Techniques Use	Description
Exploration	Roundtable	A discussion among invited informants or experts is facilitated. The board might only observe the initial discussion, asking questions and making comments later.
	Joint meeting with other organizations	Organizations with common interests are invited to discuss Ends issues.
	Challenging speakers	A speaker is invited to stimulate board discussions and deliberations.
	Expert information	Input is sought from experts in the field.
Data Collection	Open forums or meetings	At large-group meetings, owners and customers may provide information to the board. Staff members may be needed to handle means questions.
	Needs assessment	A survey is conducted to determine customers' most pressing needs.
	Impact study	Statistical study is conducted to determine the effects of the service or program on consumers.
Consultation	Focus groups	Meetings are held with selected informants to ask specific questions.
	Brown-bag lunches	Informal lunchtime meetings are held with the public to discuss important issues.
Discussion	Brainstorming	The board uses the creative-thinking technique to generate ideas.
	Retreat	The board usually meets off-site for one to two days to have a focused, intensive discussion.
	Rainbow sheets	Major issues or concerns are summarized on notepaper of different colors and presented for consideration.
Decision-making process	Polling	Boards often use this informal

		voting technique in a policy blitz to help define policy statements.
Public education	Newsletter	This owner-member communication tool is distributed on a regular basis.
	Media releases and press conferences	Boards formally announce news items and policy changes via e-mail, radio, television, or speeches at a specialized meeting.
Preparation for ends meetings	Informal executive committee	The board committee is headed by the chair, whose purpose it is to prepare for board meetings.
	Designated board member	This board member is designated to prepare for meetings and to develop information required for board Ends deliberations.
	Homework assignments	Specific tasks are delegated to board members between scheduled meetings.
Documentation of meetings	Videotaped meetings	Ends meetings are videotaped.
Establishment of priorities	Policy on decision-making framework	A policy is outlined for the board's decision-making process in terms of Ends.
	Policy on criteria for setting priorities	A policy identifies the criteria the board will use in choosing priorities for Ends.