

SUMMARY OF HIGH PERFORMING GOVERNING BODY

Characteristic	Obstacles	Steps to Take
Willingness to deal with difficult problems	Value conflicts	<ul style="list-style-type: none"> • Identify values and understand council's role as community building • Identify community dreams/fears • Build council's capacity to deal effectively with big issues
Ability or capacity to deal with difficult problems	Unproductive working conditions	<ul style="list-style-type: none"> • Depersonalize issues • Establish vision and set goals • Build team expectations and teamwork • Schedule regularly retreats to assess effectiveness • Develop effective relationship with staff
Effective relationship with staff	<ul style="list-style-type: none"> • Council that does not work as a team • Unprofessional staff • Diverse perspectives of council and staff 	<ul style="list-style-type: none"> • Provide direction for staff • Team building • Invest in professionalism • Become aware of differences between council and staff perspectives

John Nalbandian, University of Kansas, nalband@ku.edu