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Subject: Director Orientation and Education

Is it time to revisit the board's *education initiatives?*

With the increased focus on director skills and qualifications, this might be a good time to reconsider the board's orientation program for new directors and its ongoing board education efforts.

Six Questions To Ask Now

1. When your board discusses the company's strategic plans and "where it is going in the next 3-5 years," does it also look inward and ask, "do we have the skills to help the company get there?"
2. What does your board do "outside the boardroom" to better know the company? (Are dinners held prior to the board meeting? Are executives, other than those who typically attend the board meetings, invited? Are meetings occasionally held away from the corporate headquarters?)
3. What does your board do to stay current on new regulatory issues and matters facing boards in your industry?
4. Does the board have a good process for new director orientation? When was the last time the full board considered this process? Does it include one-on-one time with executives that lead major departments and operating segments?
5. Is there a budget for director education?
6. Have "outside" speakers ever been included on a board agenda?

The role of the board of directors has morphed from "decorative" to "watch-dog/overseer" and "sounding board for the CEO." In recognition of this evolution, and the heightened public interest in good corporate governance, ***boards are asking more meaningful questions.*** Pose these questions at your next board meeting – the list is intended to stimulate discussion. Check www.governancesolutionsgroup.com for a new list each month.

Some of the questions are easy to answer and will allow you to validate your belief that your board is operating within the scope of "governance best practices." However, good governance is more than checking a "good governance box" so that the board keeps out of trouble and out of the spotlight. Good governance is about examining how the board is actually functioning and about making meaningful changes to improve your board's effectiveness, engagement, efficiency and accountability. If your board could benefit from a dose of independent advice concerning how to establish or modify your board's governance practices, structure your board or revitalize your board, call Denise Kuprionis at The Governance Solutions Group.



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"Good governance is part of every good business solution." Mary Denise Kuprionis