

Pediatrics Supporting Parents (PSP) Governance Structure



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PSP Collaborative Governance Overview

About PSP

Social and emotional development and nurturing relationships are critical components of the healthy development needed for children's early school success and positive life outcomes. The well-child visit (from birth to age three), presents a nearly universal access point for pediatricians and parents to partner in promoting and supporting young children's social and emotional well-being and nurturing parent-child relationships.

PSP seeks to transform pediatric well-child visits to strengthen early relational health (ERH) and create lasting change that helps children (age 0-3) succeed. By setting a universal goal to support children's healthy social and emotional development (SED) and nurturing relationships, and using strategies that center on Black, Indigenous, and People of Color (BIPOC) families experiencing the impacts of systemic racism and community disinvestments, which manifest as health inequities, we will transform care for all families.

Purpose of the PSP Governing Model & Governing Body

- The PSP Governing Model aims to guide how groups within the PSP initiative work together to ensure equitable collaboration, decision-making, support, and learning across the PSP initiative. The structure of the PSP Governance Model serves as a model that can also be replicated by the local Proof Point Communities and their local partners.
- The PSP Governing Body exists to provide strategic guidance and decide how PSP funding is dispersed across the PSP initiative to supplement national and community-level work. They also make decisions about local and national-level work that will impact national systems, policies, practices, and standards for early relational health.
- The Governing Body leverages the strengths and resources from the Proof Point Communities at the local level. It connects resources from national PSP partners to promote learning and social-emotional development for children ages 0-3.

Commitment to Equitable Collaboration

The PSP initiative is committed to equitable collaboration with families and investing the time and approaches to meet families where they are and on their terms. Families are central to their children's well-being. PSP regards families as experts and is dedicated to co-creating solutions with families throughout all aspects of PSP.

Families must be involved at every decision-making level to promote health equity for young children. Partnering with parents of young children of color allows their preferences, concerns, needs, and priorities to be fairly and directly considered in developing approaches to improve their children's social and emotional health.

PSP has also embraced a wide range of partners to accomplish the aim of improved SED and ERH alongside families. The Governance Model reflects PSP's commitment to equitable collaboration through the makeup of the Governing Body and ensuring that those closest to work are making the decisions.

Terms & Definitions

- **Equity / Equitable** - every entity, person, or thing starts with a fair chance. In PSP, this term refers to the goal/vision for the project to be equitable. Equitable indicates the characteristic of a project to promote fairness or justice.
- **Collaborative Governance** - a formal or informal process in which partners representing different interests make decisions together, share resources, and strategically align to solve problems (Tamarack Institute, 2021).
- **Conflict of Interest** - having a personal or professional interest that could bias judgments, decisions, or actions.
- **Co-creation** - the use of shared power, diversity in perspectives, and shared ownership of data. Power is shared such that no one entity dominates the process or dictates the concepts. Checks, balances, and incentives are established to avoid perpetuating existing power imbalances, recognizing that these imbalances directly impact interpersonal interactions.
- **Consensus** - reaching a level of agreement where all participants feel their perspective has been heard and understood by the group, understand the proposal, and are prepared to support it.
- **Enabling Conditions** - structural barriers that make it hard for the typical visit to embrace emerging best practices that promote social and emotional development/parent-child relationships of at-risk children 0 -3. The barriers were reframed as enabling conditions to apply a more asset-based lens. For example, Financing & Reimbursement Policies, Integrated Technology and Screening, Measurement, or Training and Professional Development.

PSP Initiative Structure

Initiative Bodies Descriptions & Roles

The PSP initiative refers to all organizations and individuals involved, including the Learning Community, the Funder Team, and technical assistance organizations, like Family Voices and Health Leads. The collaborative Governing Body relates to the overall PSP initiative and names all the different parts of the responsibilities and roles of the varying PSP bodies.

Body	Role Overview
PSP Learning Community	The PSP Learning Community refers to all of the local Proof Point Communities, their partners, Family Leaders, and the Funder Team, as well as technical assistance organizations and the backbone organization. The Learning Community comes together during PSP Phase 2 on a collective learning journey.

Body	Role Overview
PSP Governing Body	The Governing Body is the primary decision-making body for the overall initiative. The Governing Body will make strategic decisions about the work of PSP within, across, and beyond each PPC, including prioritizing how the work is funded (See Responsibilities section for more details).
Family Leaders	Family Leaders are active participants in the PSP initiative, leading with their expert experience as parents and caregivers. Their role is as equal partners in the work, not merely “engaged or involved.” Family Leaders should be invited to partner on PSP by the Proof Point Community or the Proof Point Community’s FESAT Coach.
Proof Point Communities	The local collaborative networks within PSP. Proof Point Communities maintain their independent governance structures. Structures may vary by network. Proof Point Communities are also responsible for engaging Family Leaders and leveraging support provided by their respective FESAT Coaches to ensure Family Leaders are adequately prepared and onboarded to PSP.
Funder Team	<p>The PSP Funder Team should continue to meet in its current form independently of the Governing Body to engage with the initiative’s strategy and direction, discuss programming and recommendations, and process feedback related to PSP at the national and local levels. The 1-2 members of the Funder Team that are also Governing Body members can also share important updates and discussion points with the group.</p> <p>Support Financial Sustainability Efforts:</p> <ul style="list-style-type: none"> ● Connect the local work of Proof Point Communities to the broader national PSP strategy. ● Ensure collaboration with Family Leaders is a priority for funding. ● Together with partners, help seek out financial sustainability for PSP strategies. ● Provide updates on fundraising targets.
Family Voices and FESAT Coaches	<p>Family Voices provides technical assistance and capacity building to support the Proof Point Communities in achieving their Family Engagement goals. Family Voices’ role includes:</p> <ul style="list-style-type: none"> ● Provide technical assistance on family engagement to proof point communities.

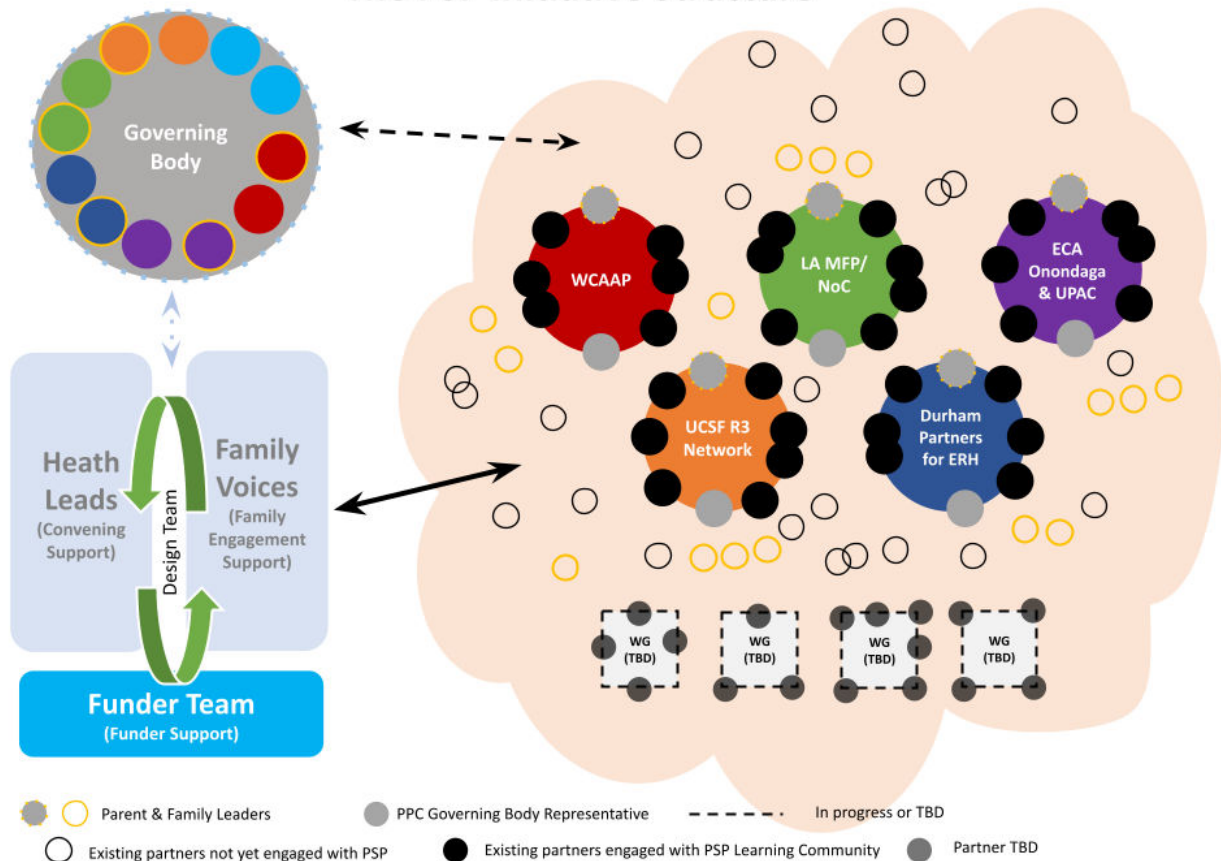
Body	Role Overview
	<ul style="list-style-type: none"> ● Assist in recruiting, training, and supporting families to engage in each of the Proof Point Communities ● Provide financial support to ensure the recognition of the expertise of Family Leaders. ● Provide financial support to community-based organizations, focused on referral and support for families, to partner with each Proof Point Community. ● Support Proof Point Community to ensure Family Leaders are onboarded and adequately prepared to participate as a Governing Body member and the broader PSP initiative. ● Develop a learning community for Family Leaders engaged in the PSP project to provide space for shared learning, collaboration, and support among Family Leaders across the project. <p>FESAT Coaches provide support and training to ensure Proof Point Communities and Family Leaders have the tools to ensure meaningful family engagement in PSP.</p>
<p>Backbone Organization*</p>	<p>The Backbone Organization, Health Leads, provides technical assistance to PSP, the Governing Body, and Proof Point Communities, during the planning year, and will staff the PSP Governing Body.</p> <p>The role of the backbone organization with the Governing Body includes:</p> <ul style="list-style-type: none"> ● Support communication flows to keep the Governing Body up to date about new priorities and opportunities. ● Staff the Governing Body <ul style="list-style-type: none"> ○ Send pre-work 1-2 weeks in advance and follow up as soon as possible with meeting minutes. ○ Facilitate equitable and flexible meeting spaces for the Governing Body, including methods to enable parents of young children to participate fully in Governance (provision of meals, transportation, childcare, interpretation services, etc.) ○ Support and facilitate decision-making, feedback, and governance review processes. ○ Communicate transparently about the processes, decision-making power, and next steps

Body	Role Overview
	<ul style="list-style-type: none"> o Work with Governing Body members to design meetings that foster collaborative work and intentionally avoid perpetuating structural harms. • Offer multiple ways for people to make their voices heard (sharing anonymously, in small groups, etc.) <p><i>*The role of the Backbone Organization is contingent on continued funding, determined by the Governing Body</i></p>
Design Team	<p>The Design Team is a body composed of representatives from Family Voices, Health Leads, and the PSP Funder Team. The Design Team’s role is to support and drive the co-creation process of what is needed to support the collaborative body of PSP. The Governing Body has decision-making rights on the composition and focus of this body and the Design Team works alongside the Governing Body.</p>
Working Groups	<p>Broad issues will emerge across the PSP initiative where a sub-team approach is the best way to advance the work. Working Groups related to Enabling Conditions will be created in the implementation years of PSP Phase 2 based on Governing Body decisions. Enabling conditions are the issues that when addressed, could catalyze or accelerate progress overall for PSP.</p> <p>Prior examples from PSP work:</p> <ul style="list-style-type: none"> • Financing & Reimbursement Policies • Integrated Technology and Screening • Measurement • Training and Professional Development <p>PSP Working Groups bridge local and national work focused on the selected enabling condition. They will allow for information and learning to be shared and advance change at the local and national levels.</p> <p>Working Groups will likely be composed of local Proof Point Community members and PSP partners engaged for their expertise and work in a given area. The 2022/2023 Governing Body will determine the design and general composition of the Working Group membership and their role and relationship to the Governing Body.</p>

Visit the [PSP Phase 2 Directory](#) to learn more about the individuals involved in the PSP Learning Community.

The PSP Initiative structure demonstrated in the figure below is proposed to establish equitable decision-making, design, and implementation processes.

The PSP Initiative Structure



[\[View Full Size Visual\]](#)

- The PSP Initiative (pink cloud) includes the five Proof Point Communities, with partners at the table (solid black circles) who may be representing more than one org (overlapping solid black circles).
- Each Proof Point Community has two Governing Body representatives (solid gray circles), one of which is solely a parent or family leader (indicated by a gold outline).
- Each Proof Point Community has existing local and national early relational health partners (hollow black circles) and parent and family leaders (hollow gold circles) who are not yet engaged in PSP.
- The bidirectional arrows represent the continuous flow of information to and from each body, the Learning Community, the Governing Body, and the technical assistance support provided by the Design Team.
- Dotted lines indicate that the communication process or group is still forming.

Overall Collaborative Governing Body Structure

Governing Body Membership

The Governing Body comprises 12 PSP stakeholders and intentionally seeks to prioritize the perspectives and experiences of parents belonging to communities historically and structurally marginalized in society. The decisions made by the Governing Body aim to build on the existing power, resources, and expertise of the whole PSP initiative, including lessons from PSP Phase 1.

Each Proof Point Community and the Funder Team will vote or assign two members from their respective teams to join the Governing Body. *The 12-member Governing Body should include:*

- [5 members] A parent of a young child(ren), ages 0-5, [preferably a parent with a BIPOC or otherwise historical marginalized identity] representing each of the 5 Proof Point Communities
- [5 members] A Pediatrician, a staff member working in a pediatric practice, or an early childhood frontline provider (i.e., a staff member of a nonprofit org that serves families with young children, such as Head Start, HealthySteps, HelpMeGrow, etc.).
- [2 members] Two representatives from the PSP Funder Team

Family Voices and the FESAT Coach will work with a Proof Point Community without a Family Leader to engage one from the Family Voices’ network to represent them. A FESAT Coach may fill in for a Family Leader, including participating in decision-making processes.

Membership Representation Table

The PSP Governing Body representation should include two representative members of the following PSP bodies: each Proof Point Community and the PSP Funder Team. The two members from each Proof Point Community represent a Family Leader and a frontline early childhood provider.

Primary Representation for PSP	Governing Body Member
Family Leader <i>Individuals representing the Family Leader role should be parents of young children. For the PSP Governing Body, Family Leaders are individuals who do not also hold an early childhood provider role in the PSP project.</i>	[Durham rep]
	[LA rep]
	[R3 Network rep]
	[WCAAP rep]

Primary Representation for PSP	Governing Body Member
	[Onondaga rep]
Frontline Early Childhood Provider <i>A Pediatrician, a staff member working in a pediatric practice, or an early childhood frontline provider (i.e., a staff member of a nonprofit organization that serves families with young children such as Head Start, HealthySteps, HelpMeGrow, etc.)</i>	[Durham rep]
	[LA rep]
	[R3 Network rep]
	[WCAAP rep]
	[Onondaga rep]
Funder Team Individuals <i>Pediatrics Supporting Parents' team of philanthropic partners</i>	[Funder Team rep]
	[Funder Team rep]

The role of organizations supporting the PSP Learning Community with technical assistance, such as the backbone support provided by Health Leads and family engagement support from Family Voices during the Planning Year (as well as potential future supports related to practice change, payment reform, technology integration, and provider training), are provided based on need.

Responsibilities of the Governing Body

The Governing Body will make strategic decisions about the implementation years of PSP Phase 2, including prioritizing how the work is funded.

Responsibilities of the Governing Body include:

- Make budgetary decisions for PSP, including:
 - The allocation of funding each Proof Point Community will receive during an implementation year, including what is needed for Learning Community participation and for the implementation of local plans (technical assistance for individual communities, resourcing for Family Leaders)
 - Funding for backbone and other support organizations
 - Funding to advance the enabling conditions, locally and nationally

- The allocation of funds towards technical assistance for the entire Learning Community, Learning Community meetings, and resources to advance the learning agenda
- Make significant programmatic decisions for PSP, including:
 - How the Learning Community functions (meeting cadence, how teams are engaged, objectives, and overall experience)
 - Evaluation and measurement approaches for the Learning Community
 - The enabling conditions and national-level plays to pursue
 - Prioritization of the shared technical assistance across the Learning Community
 - Technical assistance providers
- Ensure alignment with the local level and national level PSP work
- Develop a shared learning agenda for PSP
- Maintain communication regarding Governance across PSP:
 - Ensure all Proof Point Communities and the Funder Team are informed of decisions made by the Governing Body and have an opportunity for input.
 - Keep respective Proof Point Community members informed and up to date on new priorities and opportunities emerging in the community.
- Hold the broader PSP system accountable.

Governing Body Commitments

- Championing the work of Pediatrics Supporting Parents
- Serving on the Governing Body for at least 12 months with the option to extend the commitment each year
- Hosting (virtually) governance meetings on a rotating basis, supported by the backbone organization
- Providing feedback in post-meeting evaluations to discuss how to improve the quality of the collaborative Governing Body as needed.
- Being attentive to the fact that this is a multi-lingual, multi-generational group, and folks may face barriers to participation due to familial responsibilities, personal commitments, and internet connectivity

Principles for How We Work Together

The following principles guide how the Governing Body members should work together as they serve on behalf of and as representatives of a broader constituency or community. The principles should be revisited annually and used as a guide when the collaboration goes off track.

- | | |
|--|--|
| <ul style="list-style-type: none"> ● Acknowledge historical and persistent harms done as a result of systemic racism ● Acknowledge power dynamics ● Incentivize adequately and fairly | <ul style="list-style-type: none"> ● Be flexible and adaptable ● Center on family and community priorities ● Have a clear and shared vision and goals |
|--|--|

- Communicate transparently and ensure information is accessible to everyone
- Build trusting relationships
- Mediate and bridge across difference
- Use and assign resources with intentional fairness for everyone in the Learning Community
- Emphasize sustainable funding to promote practice transformation
- Understand that everyone has a role to play in championing the work of PSP
- Foster shared learning
- Ground in truth
- Make space to reflect and ensure adequate and inclusive representation
- Use plain language that avoids acronyms and jargon
- Welcome and respect diverse perspective

Practice Agreements

Practice Agreements - *How We Want To Work Together*

ADDRESS RACIALLY BIASED SYSTEMS & NORMS

- Recognize power dynamics in the room and be intentional of how you use your privilege.
- Remember, we all have bias. Biases are learned and can be unlearned.
- Practice the ability to recognize personal biases, emotions, and triggers, considering how they might impact actions.

BE BRAVE, BE INCLUSIVE

- Acknowledge the risk speakers take, and value the privilege to learn from one another.
- Our values, cultures, identities, religious beliefs, sexual orientation, and personal experiences matter.
- Conflict is always possible and conflict is OK.

BE OPEN TO ANTI-RACIST DIALOGUE

- Remember Black, Brown, Asian American, Pacific Islander, and Indigenous people's experiences with racism are vast and vary.
- Avoid becoming defensive when Black, Brown, Asian American, Pacific Islander, or Indigenous people speak from lived experiences with racism.

BE PRESENT, BE ACCOUNTABLE

- Listen - feel no pressure to speak yet resist the temptation to only witness the dialogue.

TAKE SPACE, MAKE SPACE

- Call attention to the unheard voices of people, ensuring that all individuals have space to participate fully.

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[View the Practice Agreements](#)

Time Commitment

Each Governing Body member should intend to serve on the Governing Body for 12 months, beginning October-December 2022. Meeting time and frequency for the Governing Body is tentatively monthly two-hour meetings with the flexibility to decrease to bimonthly or increase to biweekly based on the work to be done. The Governing Body will set a regular meeting time.

The meeting can be rescheduled or canceled when the majority of the Governing Body or a particular stakeholder group cannot attend.

If a member plans to be absent, they may designate someone from their Proof Point Community (or from the Funder Team for funder representatives) to attend and participate in the missing individual's place. Parent availability will be prioritized to honor and respect parents' times. Governing Body members should expect to spend up to two hours a month in meetings and 2-4 hours doing individual work. The activities conducted with the time commitment may include:

- Complete all prep work in advance of meetings and action steps that result from meetings.
- Attend Governing Body, Proof Point Community, and Learning Community meetings.
- Share an update with your Proof Point Community after each meeting.

Nominating Governing Body Members

- At the end of the 12 months, members may be reassigned by their Proof Point Community (or from the Funder Team for funder representatives), or a new member may be voted in.
- The Governing Body is responsible for approving nominated members to join the Governing Body after the 2022 Governing Body orientation and onboarding.
- In cases where a Governing Body member cannot complete the 12-month term, the outgoing Governing Body member can nominate someone to replace them.
- Members vacating a nonprofit or institution seat should consult with their Proof Point Community team (or from the Funder Team for funder representatives) to nominate someone.

The backbone organization is responsible for notifying all PSP stakeholders about updates and changes in the composition of the PSP Governing Body.

Meeting Leadership and Agenda Development

In pairs, Governing Body members will rotate the responsibility to act as "hosts" for the Governing Body meeting. As hosts, they are responsible for creating the Governing Body agenda and leading the meeting with support from the backbone organization. The backbone organization oversees the hosting schedule; however, Governing Body members are responsible for negotiating any changes with each other.

- Agenda items may be generated from ongoing activities of PSP or the prior governance meeting.
- Any Governing Body member may raise an agenda item for an upcoming meeting within three weeks of the meeting for consideration.
- Meeting hosts review and prioritize the agenda items.
- Meeting hosts may invite groups or individuals outside the Governing Body to help inform decision-making, such as technical assistance providers or subject matter experts partnered with PSP.

- The backbone organization will facilitate any process where full participation from the Governing Body is required so that hosts may fully engage (decision-making, feedback, etc.)

Meeting Accessibility

Meetings will:

- Be held virtually (the Governing Body may decide and budget for meeting in person periodically)
- Use consensus scheduling
- Include closed captioning
- Include simultaneous interpretation

Compensation

Family Leaders engaged in Governance will be reimbursed for the time they contribute to the PSP Governing Body. Family Leaders will be compensated \$125/hour for Governing Body meetings and work time. The PSP support organizations will work with Family Leaders to determine the details of their payment process preference and administer payments during the planning year. The 2022/2023 Governing Body will determine the payment structure and resourcing moving forward.

Collaborative Governance Decision-making Process

Decision Making Roles



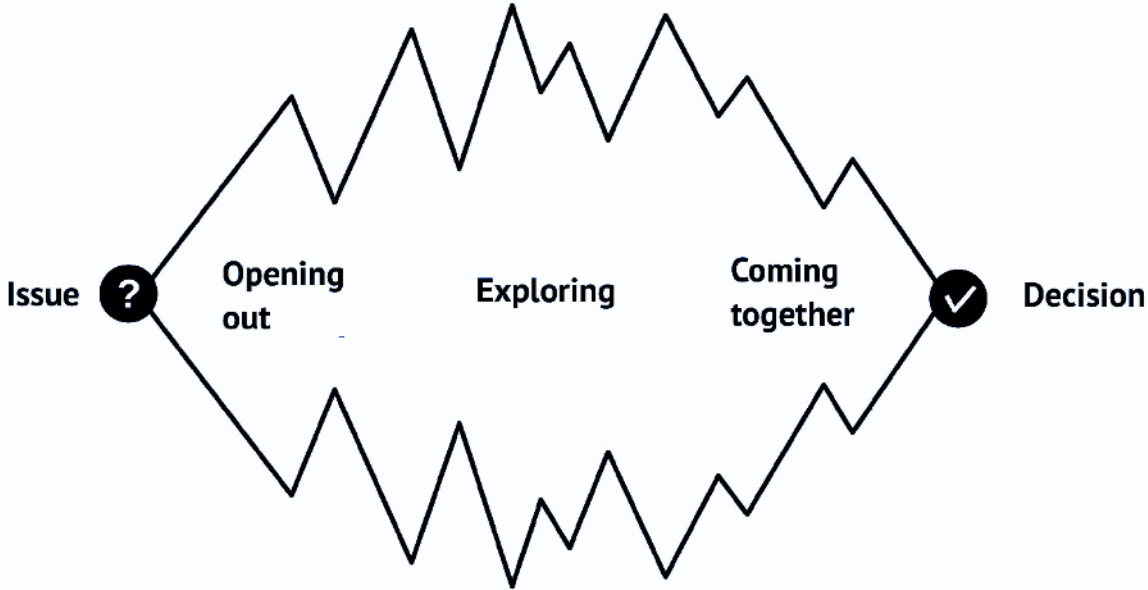
Source: RAPID® is a registered trademark of Bain & Company, Inc. The Bridgespan Group has adapted it with Bain's permission.

The following roles are outlined for the Governing Body and the broader PSP initiative using the RAPID decision-making framework.

Types of Decisions	RAPID Roles				
	Recommend (crafts the recommendation)	Approve (must agree with the final decision)	Perform (execute the decision)	Input (provide information or feedback)	Decide (has final decision)
Learning Community Programming during the implementation years	Governing Body	<i>Not applicable</i>	Backbone organization	Proof Point Community members, PSP Partners (Family Voices), PSP Funders, Backbone Organization	Governing Body*
Overall PSP Budget allocations, including both local and national level work	Governing Body	<i>Not applicable</i>	Silicon Valley Community Foundation (SVCF)	Proof Point Community members, PSP funders, Technical Assistance or Support organizations	Governing Body*

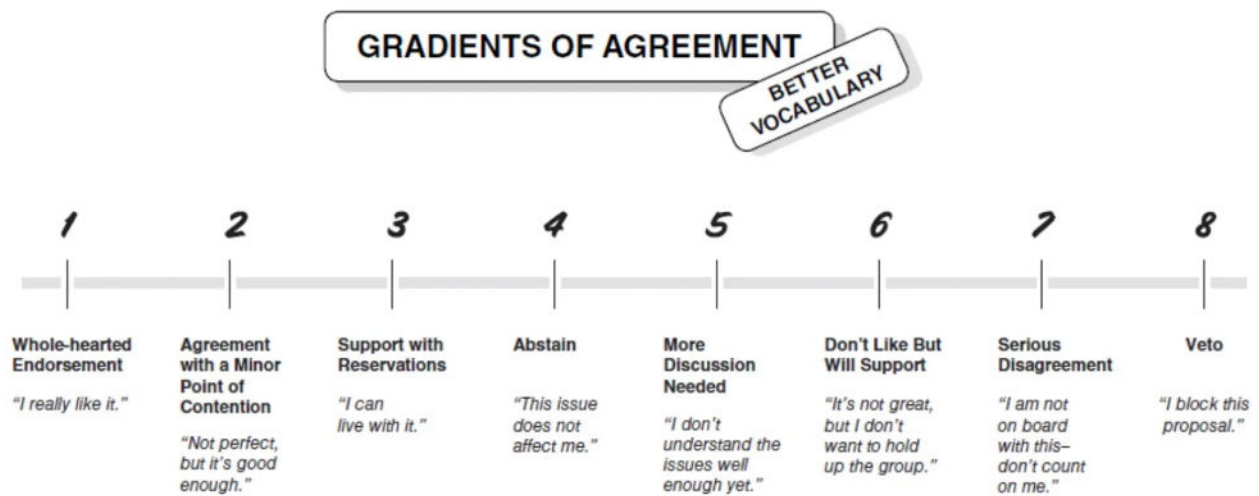
*via consensus decision-making process

Decision Making Strategy



The Governing Body will use a consensus-driven decision-making process, employing the Gradients of Agreement. We define **consensus** as reaching a level of agreement where even those who disagree with the proposal feel that they have had the time for their perspective

to be heard and understood by the group, understand the proposal, and are prepared to support it.



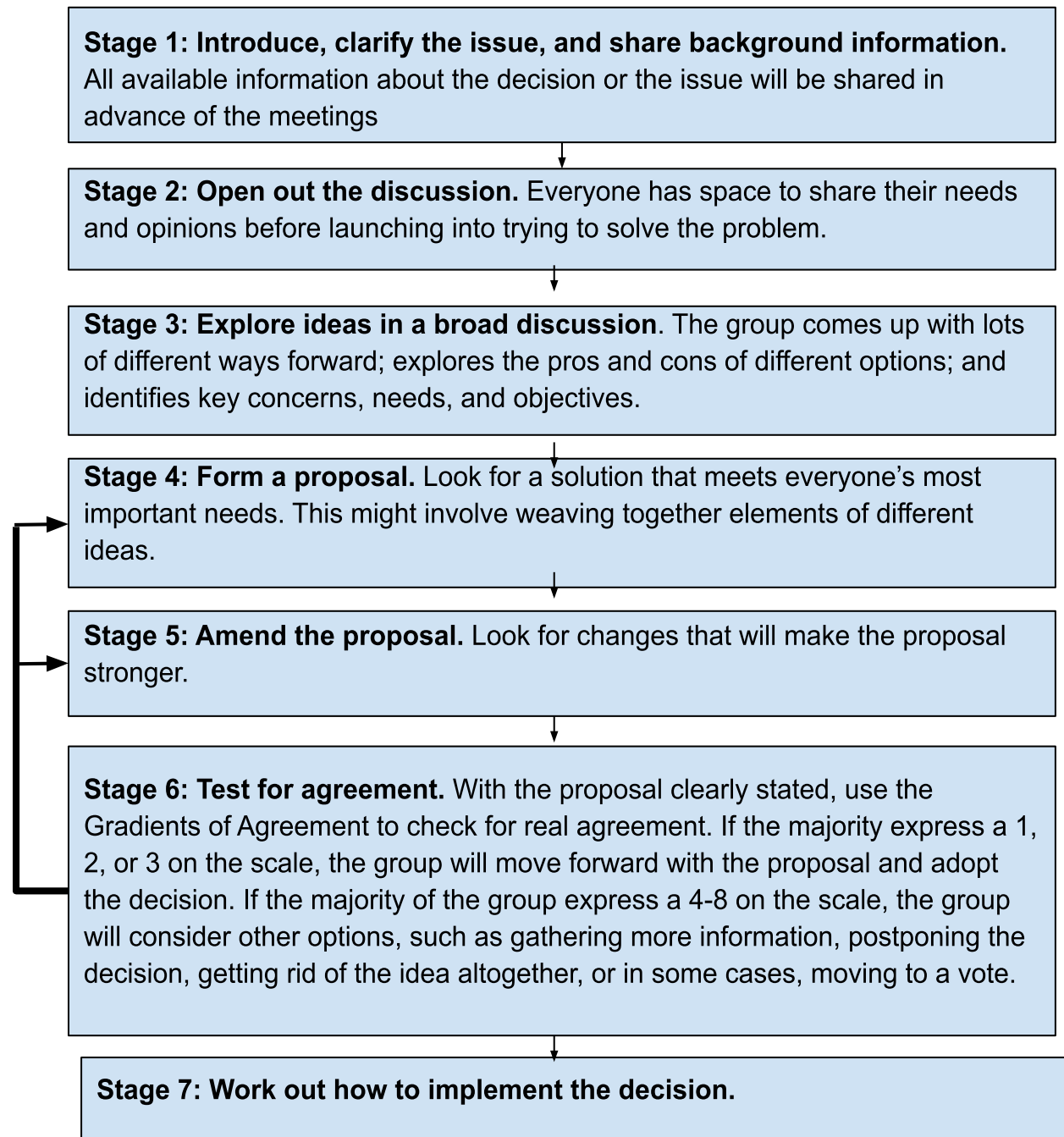
The gradients of agreement scale (Kaner 2014, p. 278)

- Governing Body members should have access to materials relevant to the decision or be informed of decisions to be made at least two weeks before the meeting.
 - If information is not available, the Governing Body cannot move forward with a decision.
 - The advance notice also allows the Governing Body members to engage with their constituent group (Proof Point Community or PSP funders) about their ideas and clarify questions regarding the decision, to gather their perspectives and non-negotiables.
 - Proposals for a decision will be documented visually to make the process accessible to all Governing Body members.

For a consensus decision, there must be 75% of Governing Body members present at the meeting (9 of 12), including 80% of Family Leaders (4 of 5), and at least one representative of each Proof Point Community (including the Family Leader), and at least one Funder Team member. Consensus decisions are facilitated during a meeting and can be facilitated via online form by the backbone organization if time runs out.

- Technical support organization staff do not have the decision-making rights designated to the Governing Body members.
 - The backbone organization facilitates the decision-making process. It may support Governing Body members in synthesizing recommendations in a facilitation capacity.

Consensus Decision-Making Process



From Introduction to consensus decision making – short guide by Seeds for Change

When reaching a consensus is not possible, the Governing Body will decide by majority rule after the meeting.

- Voting will occur via an online form and after the meeting to include members who could not attend the meeting.
- Members who did not participate in the meeting will be briefed before their vote.
- Members will have three business days to submit their vote.
- Votes will be confidential and counted by the backbone organization.

For the proposal to pass via a majority rule vote, it must have support from 66% (8 of 12 members) of the votes and at least 60% (3 of 5 members) of the votes by parent/family leaders. The Governing Body will debrief major decisions to provide feedback and learn what went well and what could improve.

Communication & Feedback about Decisions

- Proof Point Community and PSP Funder Team representatives are responsible for sharing Governing Body decisions that affect or impact their respective groups.
- The backbone group, Proof Point Community, and Funder Team representatives will communicate decisions that affect the initiative and Learning Community.
- While the Governing Body and its decision-making process build in time to surface potential unintended consequences, disparate impact on different communities is possible.
 - Proof Point Communities and the Funder Team may provide feedback regarding the impact of decisions to their representatives. The Governing Body will address situations as they arise.

Approach to Acknowledging Power Dynamics

- PSP aims to ground in truth and acknowledge historical and current power imbalances where family voices, CBOs voices, and other frontline early childhood providers are excluded from the decision-making process.
- With an equitable governance structure and a commitment to a collaborative approach, we aim to develop trusting relationships and fair decisions.

Approach to Achieving Action through Conflict

As stated in the Practice Agreements, “conflict is okay.” The Governing Body should expect conflict to arise and believe we work through conflict positively. Conflict should be seen as an opportunity for growth, learning, and deepening connections within the Governing Body.

We hope that we can share an understanding that conflict is a natural and expected part of social change. As such, we hope that all Governing Body members will seek to:

- Center on shared goals
- Stay focused on the issue
- Speak from their personal experiences
- Practice active listening, keep an open mind and stay curious

- When conflict arises, the PSP Governing Body and facilitators may use one of the following tools and techniques to hold space for conflict:
 - Group discussion, including conflict mapping and conflict triangles
 - Small-Group Discussion
 - Storytelling

Preparing for and addressing conflict will be a part of the onboarding for all Governing Body members to equip them with the skills and shared language needed.

Updating the Governance Model

The Governing Body will hold a mid-year debrief to reflect on and discuss how the Governing Body structure supports the initiative's goals and how the Governing Body is working at a relational level.

The Governing Body may also revise the governance structure as the PSP initiative evolves to include other bodies such as working groups, additional proof point communities, and technical assistance support.

Annual Review Process

The governance model should be revisited, updated, and approved by the Governing Body annually to determine how the Governing Body will continue to work together and acknowledge the power dynamics.

Recommended Steps for the Annual review include:

1. Schedule a meeting to review the model.
2. Allow the entire Learning Community to comment on proposed changes and updates to the model.
3. Review the comments and propose final changes for decision-making.
4. Create an End of Year Report to reflect annual changes and updates to the governance model.