**SWAN Board Development Retreat**  
SWAN Headquarters, March 14, 2017

AGENDA

*Intended Outcomes of the Session*  
After this session, board members will individually and collectively:

* Have had the opportunity to revisit and change, if necessary, agreed upon norms
* Understand inferential thinking and have discussed how to better communicate as a board
* Have learned and discussed organizational stewardship and board and management roles
* Have discussed and agreed upon ways of assessing Board performance

9:30 a.m. *Opening remarks* – Rich Wolff, SWAN Board President and Aaron Skog, SWAN Executive Director

*Overview of session and introductions* – Kathryn Deiss

* *Defining SWAN*How do we, as SWAN Board Members, see the organization? What kind of organization does it need to be now?
* *Foundation for effective communication  
  Inferential thinking* – Where do assumptions come from and how we can help one another understand what individual and collective assumptions our comments, discussion points, and decisions are based on?

*Break*

* *Board roles –* Chait, Ryan, and Taylor content
  + - Fiduciary– Focus on stewardship and governance, including legal and financial accountabilities. Important aspects of fiduciary thinking are stewardship and representation on behalf of members who elected the board members.
    - Strategic – Focus on performance and direction setting. Policy setting and strategic decision making are part of the strategic thinking practice.
    - Generative – Generative thinking on the part of each board member leads to a more robust organization. Generative thinking helps the board look at patterns and environmental signals.

Guided Discussion

*12:00 p.m.-12:45 p.m. Lunch*

* *Knowledge-based decision making*
* What guiding questions do you need to consider in order to make knowledge-based decisions?

*Break*

* *Board self-evaluation*
  + How will Board members reflect on and assess its effectiveness as a Board?

*Next Steps*

3:00 p.m. *Adjournment*