



Partners in Policy Governance

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Proposal for Policy Governance®  
Consultation Bid

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Prepared For:

*Manhattan Beach City Council*

*RFP #975-14*

*Policy Governance Consulting Services*

Presented by:

Susan Radwan and Eric Craymer

Partners in Policy Governance®

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## **Summary Understanding**

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The Manhattan Beach Council desires to implement a governance system that achieves the results of the Policy Governance® system: accountability, measurement, transparency and results. In order to develop the system and learn how to use it, the Council seeks the help of a qualified, trained and experienced consulting organization to assist them. The end goal is to achieve not only the above mentioned impacts but also to embed the system in the culture of the organization so that the good results will be sustainable.

Partners in Policy Governance is a collaboration between two independent, single person consulting practices; Growth Management Consulting and Leading Edge Mentors. It was formed specifically to serve and provide assistance to organizations learning about, implementing and using Policy Governance. Two consultants provides you with more flexibility in scheduling and with a deeper and broader perspective. We would both be involved, likely taking charge of different aspects of the work plan but also both being available for coaching assistance.

## **Context for Proposed Approach**

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In order to develop a work process, we had to estimate the situation in order to derive an approach to achieve the Council's desires. Anyone can help you develop a set of policies, but we want to help you design, implement and integrate an approach that reflects your values and culture and succeeds in meeting your objectives. We also took the RFP to ask for a "define the dream process for sustainable success" so if your intention is less we can discuss how to adjust the approach.

### **Background on the Benefits of the System and Keys to Its Success**

Policy Governance® is a systems approach to governing. It offers a great system but it is a tool to enhance governance and organizational accomplishment. You can build your governance system true to Policy Governance principles, but there are many options in applying those principles to your work. The system alone, without appropriate design or understanding, is like any other tool not understood or used properly, marginally helpful at best. We find that more than half of our work in helping clients successfully and sustainably implement is helping them understand how to actually use the tool and make it work for them.

### **Designing the System to Fit the Organization**

Based on our initial understanding of your situation, we believe that there are several considerations that should be incorporated into the design of your governance system. Of course, these considerations align with the precepts of the Policy Governance system but will be developed and practiced in a way particular to your organizational dynamics.

### ***Relationship Development***

It is our guess, based on the last two turnovers in City Managers and in the recent changes in Council meeting procedures, that attention should be given to forming stronger relationships between the Council and the citizens and between the Council and the City Manager.

While the system clearly puts the Council in a position of authority above the City Manager, there remains a need to work out the human aspects of how they interact, how they exchange information in a way that is conducive to both meeting their respective needs for accountability as well as to creating a process for mutual learning. This means that, after both fulfill their official roles, they can still sit down and debrief to determine how the process itself might improve and how their mutual understanding of the organization is evolving.

Policy Governance is a great tool, but the system only operates because of the work of the human beings inside. Using the system without recognizing the need to maintain human relationships and constructive exchanges can lead to a number of frictions. If the relationship becomes little more than mechanical processes, it can lead to an unproductive atmosphere. The system sets up distinct roles and unique focus for each player. However, the Council and the City Manager compromise a leadership team with both working in their respective roles, but partnered together for a common good. There are ways to establish protocols for interactions within the system that can help. That is why we feel that the Council should incorporate this into its development of the governing system.

As a result of this perspective, we propose the following elements in the plan of creating your sustainable governance system:

- Meaningful conversations between the Council and the City Manager about how best to exchange information and how best to learn from actions after they have been officially completed.
- Building a “post-operation debriefing” into the monitoring process.
- Use the debrief both to consider the just past monitoring as well as to continuously enhance the interpersonal process during the monitoring.

### ***System Development***

The RFP clearly asks for development of a governing system that achieves the accountability, transparency and seamless strategic alignment that the Council seeks. We believe that Policy Governance is the best option and would address these expectations perfectly. We propose to help Manhattan Beach design their system beginning with a set of template policies which are consistent with Policy Governance but which will also need to be edited to reflect Manhattan Beach citizen values, priorities and concerns as interpreted and represented by the Council.

- After becoming versed in the system, a Rapid Policy Development Session would be held in order to incorporate your values into the sample policies. This session requires approximately 10-12 hours of time that could be configured in different ways.
- Values or concerns that were not addressed in the sample set would be produced and those in the set that were not values of, or appropriate for, Manhattan Beach would be removed.
- Prior to starting each of four sections of policy, the Council would first make a list of the values it believes the community holds in each area. At the end of drafting each section the actual policies will be compared against that list to ensure that everything was included.
- The result would be a full policy manual, possibly with the exception of the Ends, addressing the values of prudence and ethics by which organizational decisions would be made; in terms of outcomes and priorities, in terms of operational means (methods and actions) and in term of Council means (how it does its work and how it delegates to and holds the City Manager accountable).

### ***Highly Visible to the Public***

Being highly visible and accessible can add some challenging dynamics to governing. Governing in a fishbowl and facing regular re-elections can make it difficult to ignore how the public perceives any action. The Council can take steps to address this and appears to already be doing so with its desire for accountable governance.

There are a few things however that we recommend you consider. First, there are often negative beliefs about any system of governance and this one in particular has its detractors, due to misperceptions about what it is, how it works and what value it adds to the community. We recommend that the process includes a strong and early public communication and education plan to get the issues out in the open and to dispel any misperceptions. We are also incorporating an early “ownership linkage” effort to show that citizens will have a strong voice.

The challenge with owner linkages in a situation like yours where the owners are also the primary consumers is that most of the input you get from them will be about what they individually want as a consumer, not what they see as best for the citizenry at large. How you ask your questions will be very important.

We can help.

This leads us to propose the following elements in the plan of creating your sustainable governance system:

- Pave the path by implementing a public education and communication plan to ensure understanding of what the Council is really doing and why.
- Begin holding owner linkage type dialogs with the community immediately rather than after the training to show a commitment to transparency and keeping the citizens’ voice as a guide.
- Invite the public to attend your policy development session under a structured system by which they could ask questions and receive answers at scheduled intervals of the process. This creates transparency, allows public input and still provides a setting in which the Council can get the work before them done. We did this last year with a large retirement community in Nevada and it worked well.
- Develop a regular schedule for listening and reporting out:
  - Listening for citizen perspectives and values that drive Ends development and review and thus strategic direction and
  - Reporting out, sharing information about how that direction and the Ends are causing great things to happen in Manhattan Beach.
- Design a protocol for public input at Council meetings designed to separate individual transactional issues from broader input concerning the success and future of the entire community.

### ***Strategic Alignment***

The RFP suggests a strong interest in seeing the Council’s governance system as part of a larger strategic process. We could not agree more. While the system is about governance and does not address strategic planning (leaving that to the City Manager to decide, we see a natural fit. In its direction to the City Manager, the Council provides the first step, at a broader level than strategic planning normally begins, through its defining of desired impacts (Ends) and defining the operating parameters (Constraints).

We see the City Manager’s interpretation of Council Policy, particularly the Ends, as building the bridge between that policy and the strategic planning. It is wise for the Council to assure training for the City Manager in how to use interpretation as the first step in strategic planning and in aligning desires for the community’s future.

This leads us to propose the following elements in the plan of creating your sustainable governance system:

- Make sure that the Ends the Council develops are truly strategic visions of a desired future; specifically as it concerns outcomes, targeted recipients and cost/benefit of priority.
- Train the City Manager and the Management Leadership about the system and particularly about how it can and should tie directly to strategic planning.
- Assist the City Manager in developing interpretations of the Ends which are one step above the strategic plan and one step below the Council's policies.

### ***Strong Accountability***

We read the Council's desire for an accountable system to go beyond the minimum standards of this system. We interpret it to mean that they will actively connect with those they are accountable to (Citizens) and to hold the City Manager accountable for showing the appropriate use of authority and results. It also includes pushing the Council to be its best through a thorough and ongoing process of self-assessment and improvement to ensure that the Manhattan Beach governance is everything it can be today and is more tomorrow than it is now. We find that a thorough assessment tool, based on a specific set of behaviors and conditions that exist when the system works well, could do this. We have such a tool and can help adapt it to your municipality.

This leads us to propose the following elements in the plan of creating your sustainable governance system:

- A culture of ongoing continuous improvement of the Council's governance, aided by ongoing training, orientation and other education
- A measure of Council's growth in the system using an annual online survey that assesses the Council's behaviors over the year against the criteria set in its own policy as well as that expectations of the principles of the system (we have just completed and used one for another client) to determine areas of growth and to identify opportunities to improve
- A monitoring system that is well understood and that allows the Council to be accountable to the citizens by fairly but purposefully holding the City Manager accountable and by holding the Council itself accountable to do its job

### ***Measuring Success***

There are a number of different types of success which can be measured.

- Implementation success can be tracked against the checklist we have developed and attached at the end of this proposal.
- Incorporating the system into the culture of Manhattan Beach City Council can be measured by the annual self-assessment mentioned in the section above on accountability.
- Operational success will be measured during the ongoing monitoring process when the City Manager provides an operational definition, including data, on the schedule set by the Council. These reports will include the City Manager's interpretation of Council Policy, a defined process for measuring its accomplishment and Data showing whether it was or was not achieved. The Council will then assess the report to ensure that the interpretation is indeed reasonable and whether the data shows accomplishment.
- Ultimate success of the system should be evident when the City Manager's interpretation and data show that the impact in the community is seamlessly aligned with the Council's policy which is informed by citizen priorities and values.

### ***Cultural Shift to the System***

In our experience, this sort of cultural shift usually takes three years to master. (That is not to say that you couldn't do it in two!) Our proposed process incorporates regular annual activities to both cement aligned governance practice into the culture and to make it sustainable. We propose:

- An annual session during which:
  - The Council assesses the results of ownership input and considers whether it may have implications for the Ends.
  - The Council sets its strategic agenda and plan of work for the upcoming year, identifying what it needs to learn, who it needs to connect with, what its plan for ownership linkage is and more.
  - The annual self-assessment survey is reviewed in the interest of targeting areas for enhancing governance in the upcoming year, setting specific objectives and targets against which the Council can measure its progress.
- The full Council goes through an annual re-orientation so that it does not forget the values which lie behind its policies; they are not just words or directives but rather capture a set of values by which to govern and operate the City.
- While not part of our proposal, we also highly recommend that new Council Members attend the introductory training provided by the Carvers in Atlanta to create champions of the model and that the Council strongly consider sending representatives to the IPGA annual conference so they can learn new things and connect with others who are using the system to learn from their experiences.

### **Project Approach and Recommendations**

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Partners in Policy Governance propose the following work process to achieve the Manhattan Beach City Council's objectives. It incorporates the special dynamics above with the usual set of activities involved in successfully implementing the system. This plan is based on our initial understanding and we are open to modifying our recommendations as we learn more or to incorporate other desires of the City.

If the process is well developed and the principles are intentionally practiced, it takes about three (3) years to achieve the cultural change the Council desires. Generally, the first year is all about learning what the model is and how it works. The second year is coming to understand why it needs to work in a particular way and how to fine tune its use. The third year is the year of mastery. Having completed two yearly cycles of monitoring and Council meetings, the model as "something to do" begins to recede into the background and becomes "the way we do it" The model is not "the model", it is the way that Manhattan Beach governance works.

We also recognize that to achieve a sustainable governing model, it is key for the internal organization to develop a culture driven by the Council's policies and accountable for results.

The RFP calls for an initial two year contract, so we are offering an approach for the first two years of that three year solution. Each year should require less involvement of the consultants, moving from an active role to an as-needed role.

Each year represents one stage of the process, though they contain many of the same elements. The Two Phases are broadly outlined below and then detailed on the following pages.

### **Year 1 – Phase 1: Beginning and Building**

This year has three major components and the consultants are very actively involved.

- The first is getting the Council and City Manager well versed in the theory and conceptual pieces of the system and helping the public avoid any misperceptions.
- The second is developing a set of policies developed by the Council but informed by its understanding and interpretation of citizen values and priorities.
- The third is the ongoing coaching and support that will allow the Council and City Manager to extend both their understanding and use of the model in ways which will make it eventually sustainable.

### **Year 2 – Phase 2: Refining Process and Practice**

This year extends the Council and City Manager's ability to use the model well with a higher emphasis on coaching and problem solving as opposed to training and auditing. The consultants are occasionally actively involved but becoming more and more involved in resolving specific issues and gaps of understanding (and institutionalizing the factors for long term sustainability).

### **Public Participation**

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Public participation is interwoven throughout the Project Approach. You will find it explained in the "Context for Proposed Approach", "Proposed Approach" and "Project Schedule". Generally we are suggesting a continuous effort, in a number of ways. This includes engaging them in learning about and questioning the model, being present (in a managed process) during policy development, being engaged early on in terms of their priorities and values and through your ongoing Ownership Linkage plan and activities.

### **Project Schedule (below)**

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| Phase I – Year I: May – April (roughly in order of occurrence) |                                                                                                                                                                                                                                                                            |                                                                                                                                                                      |                                       |                  |                             |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------------|-----------------------------|
| Dates                                                          | Action                                                                                                                                                                                                                                                                     | Purpose                                                                                                                                                              | Frequency/<br>Timing                  | Days<br>Required | Delivery<br>Mode            |
| May                                                            | Conduct phone interviews with each Council Member and the City Manager                                                                                                                                                                                                     | Understand individual aspirations for the system and the City                                                                                                        | Once                                  | 1                | Distance                    |
| May-June                                                       | Work with the Council and City Manager to design and establish a public education and communication plan                                                                                                                                                                   | Begin to build support and avoid misperceptions.                                                                                                                     | Once                                  | 2                | Distance                    |
| May-June                                                       | Conduct individual study and online assessment to help the Council and City Manager begin their learning.                                                                                                                                                                  | Begin building the theoretical and conceptual foundation for the system.                                                                                             | Once                                  | 1                | Distance                    |
| May - July                                                     | Assist as needed in an open, facilitated session with citizens and to gather initial input regarding values and priorities.                                                                                                                                                | Demonstrate to the citizenry how they will have active input into the policy process                                                                                 | Once                                  | 1.5              | Onsite as needed            |
| June                                                           | Conduct a one day training session with the Council and City Manager and a half day training session with the City Manager's Team.                                                                                                                                         | To build on the foundation, deepen their understanding and to give the City Manager's Team an understanding of the model and the monitoring it requires.             | Once                                  | 1.5              | Onsite                      |
| July                                                           | Conduct a .5 day application training and a 1.5 day rapid policy development process that allows the Council to build a Draft Policy Set consistent with the system.                                                                                                       | Create the potentially new method of direction from the Council, allowing them to assure that it will fit.                                                           | Once                                  | 3                | Onsite                      |
| July                                                           | Assist the Council in developing its annual ownership linkage plan to gain insight into citizen values and priorities for outcomes.                                                                                                                                        | Provide the Council with a map for linkage activities and knowledge gathering.                                                                                       | Q1-4                                  | 2                | Distance                    |
| July - April                                                   | Assist the Council and the City Manager in developing the tools and processes for the system as they go forward.                                                                                                                                                           | Build the mechanisms to do the work (like the meeting agendas, monitoring report format and assessment tools, measurements, agendas, etc.)                           | Q2-4                                  | 2                | Distance                    |
| July - April                                                   | Coach the City Manager through the first phase of monitoring, helping to develop interpretations of Council Policy that form the bridge between that policy and the strategic plan. Establish protocols for successful interactions and conclusion through 1 onsite visit. | Arm the City Manager with a method of meeting Council reporting requirements in a way that also adds value to Management planning and performance.                   | Q2-4                                  | 3                | Distance and 1 onsite visit |
| May - April                                                    | Observe streaming video of 12 Council Meetings to develop strategies to enhance application of the new Policies and the Council's ability to use them. Provide feedback and any follow up conversations.                                                                   | Look for observable behaviors which indicate a possible misunderstanding or suggest a need for additional education and process improvement.                         | Q1-4                                  | 6                | Distance                    |
| July – April                                                   | Provide email and phone support for questions and solution coaching (total block)                                                                                                                                                                                          | To be a ready resource for questions about system or application process which arise to deepen understanding.                                                        | Q2-4 Block of 24 hours used as needed | 3                | Distance                    |
| May - April                                                    | Review minutes of meetings not observed (12 meetings)                                                                                                                                                                                                                      | Look for possible areas for clarification or enhancements.                                                                                                           | Q1-4                                  | 3                | Distance                    |
| April                                                          | Facilitate a one day retreat with Council and City Manager to debrief on Self-Assessment, set a plan for the upcoming year, assimilate the information gathered in ownership linkage, and reconsider Ends outcomes and priorities.                                         | To ensure that the Council practices continuous improvement, manages to a plan and creates usable information to make citizen value-driven decisions about outcomes. | Q4                                    | 2                | Onsite                      |
| April                                                          | Facilitate a one day Reorientation session for the full Council.                                                                                                                                                                                                           | To keep the values captured in the policies alive and to renew a commitment to them.                                                                                 | Q4                                    | 2                | Onsite                      |

| Phase 2 – Year 2: May – April (roughly in order of occurrence) |                                                                                                                                                                                                                                    |                                                                                                                                                                      |                                       |                  |                              |
|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------------|------------------------------|
| Dates                                                          | Action                                                                                                                                                                                                                             | Purpose                                                                                                                                                              | Frequency/<br>Timing                  | Days<br>Required | Investment                   |
| May - April                                                    | Observe Streaming video of 4 Council meetings to develop strategies to enhance application of the new Policies and the Council's ability to use them. Provide feedback and any follow up conversations.                            | Look for observable behaviors which indicate a possible misunderstanding or suggest a need for additional education and process improvement.                         | Once per Quarter                      | 2                | Distance                     |
| May - April                                                    | Provide email and phone support for questions and solution coaching (total block)                                                                                                                                                  | To be a ready resource for questions about system or application process which arise to deepen understanding.                                                        | Q1-4 Block of 16 hours used as needed | 2                | Distance                     |
| May - April                                                    | Review minutes of meetings not observed (20 meetings)                                                                                                                                                                              | Look for possible areas for clarification or enhancements.                                                                                                           | Q1-4                                  | 5                | Distance                     |
| May - April                                                    | Assist Council and City Manager if further development and refinement of tools and processes.                                                                                                                                      | Continuously advance practice by incorporating regular reviews of what works and doesn't and how it might improve.                                                   | Q1-4                                  | 2                | Distance                     |
| October - November                                             | Conduct a half day check-in with Council to facilitate issues and understanding.                                                                                                                                                   | Continuously improve performance, addressing issues better done in a live group rather than from a distance.                                                         | Q2-3                                  | 1                | Onsite                       |
| October - November                                             | Conduct a half day check-in with City Manager and Team to facilitate issues and understanding.                                                                                                                                     | Continuously improve performance, addressing issues better done in a live group rather than from a distance.                                                         | Q2-3                                  | 1                | Onsite (same visit as above) |
| April                                                          | Facilitate a one day retreat with Council and City Manager to debrief on Self-Assessment, set a plan for the upcoming year, assimilate the information gathered in ownership linkage, and reconsider Ends outcomes and priorities. | To ensure that the Council practices continuous improvement, manages to a plan and creates usable information to make citizen value driven decisions about outcomes. | Q4                                    | 2                | Onsite                       |
| April                                                          | Facilitate a one day Reorientation session for the full Council.                                                                                                                                                                   | To keep the values captured in the policies alive and to renew a commitment to them.                                                                                 | Q4                                    | 2                | Onsite                       |

**Phase 3? – Year 3: May – April**

As mentioned we believe that making this system a part of your culture may require 3 years. While not providing a specific quote we would estimate that, as with Years 1 and 2, that each year should require significantly less assistance and coaching time.

## **Compensation**

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We offer a rate of \$1,800 per day to (regularly \$2,400 per day). The investment is calculated by multiplying the estimated days involved times the day rate. The total costs are broken into the two Phases.

| <b>Phase</b>            | <b>Estimated Days</b> | <b>Investment</b> |
|-------------------------|-----------------------|-------------------|
| 1                       | 33                    | 59,400            |
| 2                       | 17                    | 30,600            |
|                         |                       |                   |
| <b>TOTAL INVESTMENT</b> |                       | <b>90,000</b>     |

In addition, Manhattan Beach will be responsible for producing photocopies and for providing accommodations for scheduled sessions as well as reimbursement for reasonable travel costs. Travel costs include airfare, rental car and fuel, mileage to/from home airport, airport parking, meals enroute. A per diem expense fee will be established, informed by the City's current policy.

## **Requested Exceptions**

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We would like to request the following requirements in the RFP either because they would be extremely costly and we would have to increase our cost to Manhattan Beach or because we do not believe they are likely possible given our group's structure. to

- Errors and Omissions Insurance would be extremely costly and provide limited value given the nature of the work.
- Workers Compensation Insurance is not available to us from any of several sources we have checked in Michigan because we are each a single person firm whose only employee is also the sole owner/shareholder.

## **Qualifications and Associated Experiences - Eric Craymer and Sue Radwan**

Both Eric Craymer and Sue Radwan, the senior partners in Partners in Policy Governance, are Policy Governance Academy Graduates and have worked with many clients both in the initial implementation and ongoing practice of Policy Governance®. In addition, both have authored articles, presented workshops, and continued to extend understanding of the model through formal training with the Carver's and through various venues of professional development.

**Policy Governance® Education and experience for both Craymer and Radwan include:**

- Policy Governance Academy; Atlanta (Radwan in 1999; Craymer in 2002 & 2013.)
- OnTarget Policy Governance Symposiums (2 day consultant practitioner seminar); Toronto 2004, 2006, 2007, 2008, 2009
- IPGA Consultant Forums; 2010, 2011, 2012 (Radwan), 2013 (Craymer), 2014
- International Policy Governance® Association Annual Conference; have attended various workshops and conducted 3 or 4 workshops on various topics each year from its inception in 2004 (including one day introduction for two years)
- John and Miriam Carver Advanced Seminar for Academy Graduates (in depth look at model advancements and evolution focusing primarily on CEO monitoring and Ends); Washington D.C., 2007

Craymer has done additional training in Ends with the Carvers in 2003.

Both have served on the Board of the International Policy Governance Association and Radwan served as CEO from 2010-2012. Craymer has played a lead role in development of the tool *A Framework for Model Consistency* designed as a guide for both consultants and practitioners.

## RESUME for ERIC CRAYMER

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**Consulting  
Experience**  
7/97 – Present

**GROWTH MANAGEMENT CONSULTING, INC.**

President and Senior Consultant

- Enhanced the effectiveness of multiple boards in the non-profit and community sectors through implementing, practicing, and improving their governance through Policy Governance®.
- Developed a successful and growing management consulting company specializing in helping organizations see where they are going and implementing the changes needed to get there.
- Designed and facilitated interactive planning and decision-making group learning experiences.
- Worked at all levels of the organization: Board, Chief Executives, Middle Management, Staff and member/owners.
- Guided numerous organizations through difficult decisions and challenging change.
- Stimulated behavioral changes through team and individual training and coaching.

**Consulting  
Skills**

- Carver Policy® Governance Installation and Coaching
- Change Management
- Leadership Development
- Organizational Development
- Group Process & Decision Making
- Executive Education & Coaching
- Board/Staff Relations
- Scenario Development and Analysis
- Organizational Assessment & Alignment
- Strategic Thinking, Planning & Retreats
- Strategic Performance and Measurement Systems

**Teaching  
Experience**  
7/02 – 12/03

**MICHIGAN STATE UNIVERSITY HUMAN RESOURCE TRAINING AND  
EDUCATION CENTER**

Instructor

- Developed curriculum, text, and exercises for two-day course on Finance for the Human Resources Professional. Taught the course at sites across the U.S.

9/96 – Present

**NUMEROUS CONFERENCE PRESENTATIONS AND WORKSHOPS**

**Education**

**CARVER POLICY GOVERNANCE® ACADEMY**, Atlanta, GA  
Graduate, April 2002, one of less than 200 graduates worldwide

**MICHIGAN STATE UNIVERSITY**

**THE ELI BROAD SCHOOL OF BUSINESS MANAGEMENT** E. Lansing, MI  
MBA Marketing, secondary emphasis in Finance, May 1995, GPA 3.9

**MICHIGAN STATE UNIVERSITY**, E. Lansing, MI

BA, Dual Major: Business and Psychology, March 1986, GPA 3.4

**Publications  
and Research**

Omura, G.S. and Craymer, E.R., August 1995, *The Liability of Growth; A Second Critical Period of Liability*, presented at the American Marketing Association's Marketing and Entrepreneurship Conference, New York.

Omura, G.S. and Craymer, E.R., June 1996, *A Portfolio Approach To Modeling Firm Growth Patterns*, presented at the 41<sup>st</sup> International Small Business Conference World Conference, Stockholm, Sweden.

Craymer, E.R. and Stratton-Radwan, S., 2008, *Board Governance: An Overview; Selecting a Board Model and Governance System; Recruitment, Election and Orientation of New Directors (Online Education Modules)* – Credit Union Executives Society (CUES), Director Education Center

Craymer, E.R., and Stratton Radwan, S., July-August 2008, *Overcoming a Challenge in Using a New Technology*, Board Leadership Number 98, John Wiley and Sons

Craymer, E.R. and Stratton-Radwan, S. 2007, “*Policy Governance®: A Powerful Response to Challenges that Transform Board Work and Succession Planning*,” Chapter 3 in *Succession Planning Essentials; Helping Credit Unions Prepare for Tomorrow*, CUES

Craymer, E.R. "Beyond Legal Duty", September 2009, CUES' Credit Union Management.

Craymer, E.R. *Maximizing Board Effectiveness*, March 2003, MNA Link, Michigan Non-Profit Association

Goree, M.S. and Craymer, E.R. *Strategic Thinking; A Strategy Making Process for Today's Uncertain and Turbulent World*, Association Impact, MSAE

Goree, M.S. and Craymer, E.R. *Scenario Analysis: A Decision Making Tool for Uncertain Times*, Association Impact, MSAE

#### **Sample Client Engagements**

##### Education

- Michigan State University: Department of Human Environmental Design – Scenario Planning, Departmental Planning and Development
- East Carolina University: School of Human Environmental Sciences – Strategic Thinking, School and Departmental Development
- Grand Rapids Community College – board development and governance

##### For-Profit

- Ciesa & Associates – Strategic Development, Financial Development, Staff Education, CEO Coaching
- Great Lakes Hybrids – Strategic Analysis and Development, Strategic Decision Making
- Berner Cheese Company – Simulation Modeling, Strategic Decision Making

##### Cooperatives and Credit Union

- Cherryland Electric Cooperative – Strategic Decision Making, Board Development, CEO Coaching, Management Team Development, Future-based Planning
- Muskegon Governmental Employees Federal Credit Union – Future-based Planning, Strategic Development, Board Education
- Kinecta Federal Credit Union – Board Development, Board/Management Relations

##### Non-Profit

- Michigan Library Consortium – Scenario Planning, Strategic Thinking/Planning, Staff Development, Installation of Policy Governance®
- North American Quitline Consortium – Governance System Development
- State of Michigan, Department of Natural Resources – Strategically Aligned Organizational and Information Exchange Structures and Processes

**Other Experience**  
3/88 – 7/97

**SUMMIT HOSPITALITY, INC. d.b.a. EVERGREEN GRILL**

Owner, CEO, COO

- Started and successfully built profitable and popular restaurant business.
- Increased company's market value 400%.
- Formed and executed corporate mission, goals, strategies and tactics.
- Made all major financial decisions including capital investment, capital structure and lease versus buy.
- Formalized management information gathering and dissemination systems.
- Revamped internal cost structure, reducing COGS and labor cost to below industry averages.
- Led a staff of 50 from multiple functional areas, directly and through middle management.

**Honors and Affiliations**

- Certified Management Accountant (CMA), member in good standing, International Management Accountants
- Sigma Iota Epsilon, honorary fraternity for academic excellence in management
- Completion of Carver Policy Governance® Academy Twice
- Full Member of the International Policy Governance Association

**Areas of Interest**

- Organizational Change
- Organizational Growth
- Leadership
- Group Processes
- Strategic Decision Making
- Governance

**Volunteer Work**

Advent House Ministries

Provided pro bono strategic planning facilitation for organization supporting the homeless.

Board Chair International Policy Governance® Association

Recently completed service as Board Chair of an Association serving the worldwide community of Policy Governance practitioners.

**Steering Committee Member CUES Center for Credit Union Board Excellence**

Guiding the development of curricula and materials for an industry education program.

Chair Downtown Management Board

Led this downtown Board, a part of the Downtown Development Authority, responsible for overseeing a marketing budget provided by tax capture.

Co-chair downtown marketing association

Initiated and managed the reorganization of merchants group from political bureaucracy to well-functioning democracy by changing the organization's mission, culture and processes in order to better meet members' needs.

**Gift of Life Michigan**

Pro bono assistance (in addition to work for fee) in strategic marketing, planning and measurement.

**West Greenville, NC Intergenerational Center**

Pro bono assistance (in addition to work for fee) in organizing, planning, forming and building a multi-disciplinary community revitalization program centered on lifting the community on all fronts.

## **Selected Policy Governance® Clients – Eric Craymer, Consultant**

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- Michigan Library Consortium, library network
- Rudolf Steiner Foundation, San Francisco
- Highland Hall Waldorf School, Los Angeles
- Industrial Fabrics Association International
- Michigan Association of Planning
- Buena Vista Regional Medical Center
- Health Systems Change Collaborative
- North American Quitline Consortium
- Highland Hall Waldorf School, Los Angeles
- Grand Rapids Community College, Michigan
- Paw Paw Public Schools, Paw Paw, Michigan
- Lake Trust Credit Union
- Quill Learning Network, Ontario
- American Cancer Society
- Santa Clara Valley Water District, San Jose
- NuUnion Credit Union, Michigan
- Matanuska Valley Federal Credit Union, Alaska
- Perfect Circle Credit Union, Indiana
- PALINET library network, Philadelphia
- Four County ADAMhs, Ohio
- Meridian Township, Michigan
- Goodwill Industries of Conemaugh Valley
- Northview Public Schools, Grand Rapids, Michigan
- Portage Public Schools
- Lakeside Academy, school for youth in the juvenile justice system
- Community Financial Credit Union
- Canadian Curling Association
- Greater Lansing Area Homebuilders and Remodelers
- Waterloo Catholic District School Board, Ontario



# RESUME for Susan Siers Radwan, MEd, CAE, SMP, ARM

Visit [www.leadingedgementoring.com](http://www.leadingedgementoring.com) for more information

## Work Experience

- 2010-2012 Principal, Haines Centre for Strategic Management, a collaborative of global partners based in San Diego, CA, dedicated to change management using the Systems Thinking Approach®
- 2003-Current Sr. Consultant, Partners in Policy Governance®, a collaboration to support practitioners of Policy Governance®
- 1996-Current Owner, Leading Edge Mentoring, governance and leadership consulting firm
- 1996-Current Partner, Managing Education Resource Group, distance learning consortium
- 1997-1998 SIAA-Midwest Regional President, Satellite Insurance Agency Alliance, developing an alternative distribution system for insurance in the region.
- 1987-1996 Professional Insurance Agents of Michigan/Michigan Association of Insurance Agents (a consolidated organization), representing independent property & casualty insurance agents. Position: Education Director/#2 Executive from 1987-1991, Sr. Vice President for Professional Development from 1991-1996 for merged organization.
- 1986-1987 Michigan Association of Insurance Companies, Communications Director
- 1985-1986 The Bishop Company, Technical Writing Support & Marketing Specialist
- 1984-1985 Maternity Leave
- 1980-1984 Stratton-Cheeseman Management Company, Medical Malpractice/General Insurance Field Sales
- 1974-1980 Teacher, Jr. High level. Focus: English Literature, Grammar & Composition

## Academic Education

- 1977 Masters in Education in Individualized Instruction, College of St. Scholastica, Duluth, Minnesota
- 1974 Bachelor of Arts, Aquinas College, Grand Rapids, Michigan  
Major: Communication Arts, Minor: English and Education

## Professional Education

- 2011 Certified as a Strategic Management Professional, awarded by the Association for Strategic Planning
- 2011 Systems Thinking Gold Mastery Certification, awarded by Haines Centre for Strategic Management in conjunction with San Diego State University
- 2010 Strategic Management Gold Mastery Certification, awarded by Haines Centre for Strategic Management in conjunction with San Diego State University
- 2007 Advanced Workshop in Policy Governance®
- 2006 Spiral Dynamics Certification, Levels I & II
- 1999 Policy Governance® Academy
- 1994, 1997, 2000, 2003, 2006, 2009, 2012 Re-certified CAE
- 1991 Certified Association Executive (CAE), American Society of Association Executives (mastery of knowledge in 13 areas of association management)
- 1991 Associate in Risk Management, Insurance Institute of America

## Current Memberships

- Michigan Society of Association Executives, *Member and Contracted Trainer*
- American Society of Association Executives, *Member and Contractor*
- International Policy Governance Association, *Member, former Board Member (2005-2010), former CEO (2010-2012)*
- Association for Strategic Planning, *Member and Board Member, Conference Co-Chair*

## Other Pursuits

- Integrity: MyHolisticApproach.com, Board member and Secretary

## Awards

- 2003 MSAE Supplier Partner Diamond Award for exemplary service and support to the not-for-profit profession and to MSAE.

# Selected Consulting Activity – Sue Radwan

## **Policy Governance® Consulting, in addition to Public Seminars:**

- American School Counselors Association, Washington DC
  - Association of College Honor Societies, East Lansing, MI
  - Charter Township of Meridian , Okemos, MI
  - Charter Township of Union, Mt. Pleasant, MI
  - Charter Township of Grand Blanc, MI
  - Electric Drive Transportation Association, Washington DC
  - Engineering Society of Detroit
  - General Board of Pensions and Health Benefits of the United Methodist Church, Evanston, IL
  - Girl Scouts of Western Ohio, Cincinnati, OH
  - Kappa Omicron Nu Honor Society, East Lansing, MI
  - Kitchener-Waterloo Community Foundation, Ontario, CA
  - Kwantlen University College, Vancouver, BC, CA
- 
- Michigan Library Consortium
  - National Council on Family Relations
  - North Central State Technical College, Mansfield OH
  - North Central CMH Authority, Cadillac, MI
  - NuUnion Credit Union, Lansing, MI
  - NuVision Federal Credit Union, Huntington Beach, CA
  - Painting & Decorating Contractors of America
  - Railroad & Industrial Fed Credit Union, Tampa, FL
  - Santa Clara Valley Water System, San Jose, CA
  - Santa Maria Community Services, Cincinnati, OH
  - Unitarian Universalist Association, Boston, MA
  - Waterloo Catholic District School Board, Ontario, CA
  - Women’s Fund for Fox Valley Region, Appleton, WI

## **General Governance Consulting**

- American Association of Nurse Anesthetists
    - Organizational Assessment & Strategic Planning for 12 of their state affiliate organizations and accrediting body.
  - Michigan townships: strategic planning, board coaching and general governance consulting with at least 8 different townships
  - Michigan counties: consulting with two Michigan county commissions
- 

## **Strategic Planning and Visioning**

- International Association of Fire Chiefs
  - Michigan Department of Education – Comprehensive School Health Programs-Center for Disease Control
  - Michigan State University, Human Environment and Design , College of Human Ecology
  - Partnership for Global Justice
  - County Road Association of Michigan
-

### **Published Work (2004-current)**

- 2014 (in progress) Co-Executive Editor for *Professional Practices in Association Management*, to be published by the American Society of Association Executives in conjunction with Wiley & Sons in December 2014
- © 2013, *Executive Sessions, Association Impact*, July 2013
- ©2011, *Effective Governance*, article and assessment tool, co-authored with Karl Sommers, published by Haines Centre for Strategic Management
- ©2011, *Taking a Whole System Approach to Adopting Policy Governance, Board Leadership*, ©Wiley Periodicals, Inc., Number 108, Mar-Apr 2010
- ©2010 *The Bellman Handbook*, Leading Edge Mentoring (US Publication)
- 2010 *The Concierge Handbook for Jordan Hoteliers* (funded by USAID, published in Jordan)
- © 2008 *Business Association Guides* (funded by USAID, published in Jordan)
  - *Financial Management Handbook*
  - *Fundraising Handbook*
- © 2008, *Overcoming a Challenge in Using a New Technology*, co-authored with Eric Craymer, *Board Leadership*, ©Wiley Periodicals, Inc., Number 98, July-Aug, 2008
- Jan 2008 *Associations Now Ensuring Accountability in the Board-CEO Relationship*
- © 2007 *Succession Planning from CEO to Board Chair*, Chapter 6, *Policy Governance®: A Powerful Response to Challenges that Transform Board Work and Succession Planning*, co-authored with Eric Craymer, published by Credit Union Executive Services (CUES).
- © 2007 *Creative Marketing and Communication The Business Association Guide*, published by AMIR 2.0, a development project of USAID;
- Jan 2007 *Associations Now Getting the Relationship Right* (reprinted in 2008)
- Jan 2006 *Associations Now Do's and Don'ts of Board Staff Relationships*
- Sept/Oct 2005, *The Corporate Board Board Orientation and Board Culture*

## Specific References

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(323) 828-4539

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Chair, Ownership Linkage Committee  
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Beach CA  
(714) 280-1970

## Policy Governance Start Up Checklist; Typical Components for Sustainability

◆ : All items are recommended but those with this mark are in my experience critical pieces in the successful implementation of the Policy Governance® model

|                           |                                                                        |                                                                                                                          | Status |
|---------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------|
| Exploration and Education |                                                                        | Comments                                                                                                                 |        |
| ◆                         | Recognition of need.                                                   | <ul style="list-style-type: none"> <li>▪ A need or desire to govern better.</li> </ul>                                   |        |
|                           | Due diligence.                                                         | <ul style="list-style-type: none"> <li>▪ What makes governance good? What is out there? Education on options.</li> </ul> |        |
| ◆                         | Education on the principles, concepts, and model consistent practices. | <ul style="list-style-type: none"> <li>▪ How does this thing work? What makes it tick?</li> </ul>                        |        |
| ◆                         | Choice to move forward.                                                | <ul style="list-style-type: none"> <li>▪ Based on what we now know, it is looking good.</li> </ul>                       |        |

| Installation |                                         |                                                                                                                  |  |
|--------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------|--|
| ◆            | New Policies developed – (Policy Blitz) | <ul style="list-style-type: none"> <li>▪ Developed using a starter set, which the board makes its own</li> </ul> |  |
| ◆            | Initial Ends Policy in place            | <ul style="list-style-type: none"> <li>▪ Ends may take time but there are temporary fill ins</li> </ul>          |  |
| ◆            | By-laws revisions                       | <ul style="list-style-type: none"> <li>▪ By-laws and policies should align.</li> </ul>                           |  |
|              | Conduct legal check                     | <ul style="list-style-type: none"> <li>▪ Attorney input for suggestions</li> </ul>                               |  |
| ◆            | Adopt the New Policies, rescind old     | <ul style="list-style-type: none"> <li>▪ The board makes the formal decision.</li> </ul>                         |  |

| Initial Implementation (Roughing it in) |                                                       |                                                                                                                                                |  |
|-----------------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                         | Communication about the change to Policy Governance®  | <ul style="list-style-type: none"> <li>▪ Owner education: What PG is, why we are using it, what will change</li> </ul>                         |  |
|                                         |                                                       | <ul style="list-style-type: none"> <li>▪ Stakeholder education: What PG is, why we are using it, what will change</li> </ul>                   |  |
| ◆                                       | Further Ends development                              | <ul style="list-style-type: none"> <li>▪ Board begins to define all three aspects; what good, for whom, at what cost.</li> </ul>               |  |
| ◆                                       | Monitoring System is in place                         | <ul style="list-style-type: none"> <li>▪ The monitoring schedule is in place.</li> </ul>                                                       |  |
|                                         |                                                       | <ul style="list-style-type: none"> <li>▪ CEO Monitoring is taking place.</li> </ul>                                                            |  |
|                                         |                                                       | <ul style="list-style-type: none"> <li>▪ Board monitoring is taking place.</li> </ul>                                                          |  |
|                                         |                                                       | <ul style="list-style-type: none"> <li>▪ CEO/Board Linkage Policies</li> </ul>                                                                 |  |
| ◆                                       | Agenda planning is in place.                          | <ul style="list-style-type: none"> <li>▪ Annual agenda planning.</li> </ul>                                                                    |  |
|                                         |                                                       | <ul style="list-style-type: none"> <li>▪ Meeting agenda reflects the board's work and its work plan.</li> </ul>                                |  |
|                                         |                                                       | <ul style="list-style-type: none"> <li>▪ Consent agenda is in use.</li> </ul>                                                                  |  |
|                                         | Initial plans for ownership linkage                   | <ul style="list-style-type: none"> <li>▪ Define what we need to know. Determine the process for finding out. Put it on the calendar</li> </ul> |  |
| ◆                                       | Policy Manual is up-to-date and used for deliberation | <ul style="list-style-type: none"> <li>▪ Each board member has a manual which includes the most current policy versions.</li> </ul>            |  |

|  |  |                                                                                                                                                                     |  |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  |  | <ul style="list-style-type: none"> <li>▪ The manual is referred to during dialogue and meeting progress.</li> <li>▪ Non-complying behavior is addressed.</li> </ul> |  |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

| Further Implementation (Finishing off the rough edges) |                        |                                                                                                                                                                                                                                                                                                                                                                                                   | Status |
|--------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| ◆                                                      | Board Orientation plan | <ul style="list-style-type: none"> <li>▪ Orienting new members and re-orienting existing members.</li> <li>▪ Preparing them to be an active and valuable participant.</li> <li>▪ Renewed understanding of the principles, concepts, and constructs.</li> <li>▪ Practice and practical applications.</li> <li>▪ Revisiting the purpose and value of Policy Governance. How we got here.</li> </ul> |        |
|                                                        | Board recruitment plan | <ul style="list-style-type: none"> <li>▪ Seeking candidates with skills for this style of governance</li> <li>▪ Candidate education.</li> </ul>                                                                                                                                                                                                                                                   |        |
| ◆                                                      | Board education plan   | <ul style="list-style-type: none"> <li>▪ Continuing education and learning to enhance ability and knowledge.</li> <li>▪ Internal as a group (annual calendar).</li> <li>▪ External (workshops, work sessions, training, etc.)</li> </ul>                                                                                                                                                          |        |

| Ongoing – Board's Job Description |                                       |                                                                                                                                                                                                                                                                                                                                     |  |
|-----------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| ◆                                 | Continue to develop written policies. | <ul style="list-style-type: none"> <li>▪ Review and reconsider all policies on a regular basis.</li> <li>▪ Review and reconsider policies to address specific issues and concerns as they arise.</li> <li>▪ Do we have new worries?</li> <li>▪ Further refinement and/or redefinition of Ends based on further learning.</li> </ul> |  |
| ◆                                 | Ownership linkage                     | <ul style="list-style-type: none"> <li>▪ Board to owner</li> <li>▪ Board to board</li> <li>▪ Board to stakeholder</li> </ul>                                                                                                                                                                                                        |  |
| ◆                                 | CEO success assurance.                | <ul style="list-style-type: none"> <li>▪ Monitoring process becomes routine and complete.</li> <li>▪ CEO Evaluation is tied to monitoring.</li> </ul>                                                                                                                                                                               |  |