

# *Strengthening Governance and Management/Leader Partnerships*

*Trust. Transparency. Teamwork*

MCCSA Webinar Series  
April 2026

## **Presented by:**

Angela L. Irwin, Owner  
AirWin Educational Services, LLC





# Why this Topic Matters

- *Strong partnerships drive student success*
- *Weak alignment creates confusion and inefficiency*
- *Alignment improves outcomes across all domains*

**“Schools with strong principal-board relationships are **2.5** times more likely to be in the top quartile of student achievement outcomes.”**

-Wallace Foundation, “The School Principal as Leader: Guiding Schools to Better Teaching and Learning”

# Governance and Management

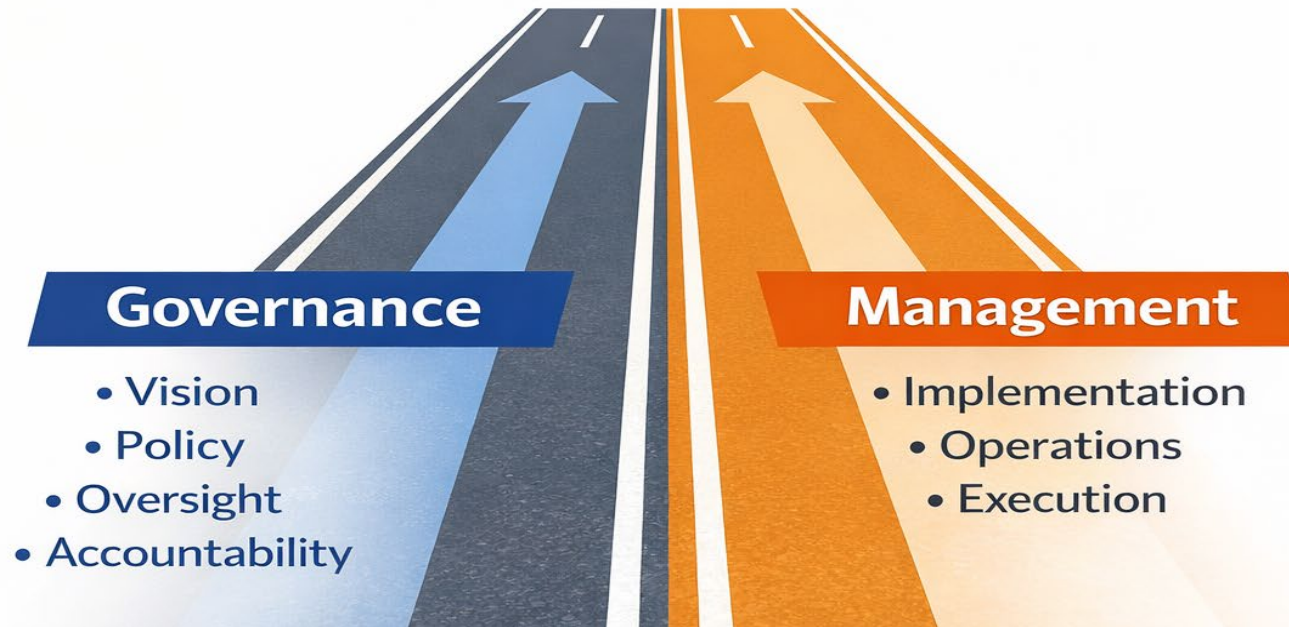
## *Aligned Roles*

Governance and management are not overlapping roles — they are aligned roles.



**Shared Goal:**

Student Success, Communication, Advocacy



# The Three Pillars

*Building Alignment for Stronger Schools*



# The Three Pillars: Trust

## *The Foundation for Effective Governance*



With Trust	Without Trust
Dialogue is open and honest	Conversations become guarded
Decisions are stronger and faster	Decision-making slows
Accountability is embraced, not resisted	Accountability feels adversarial

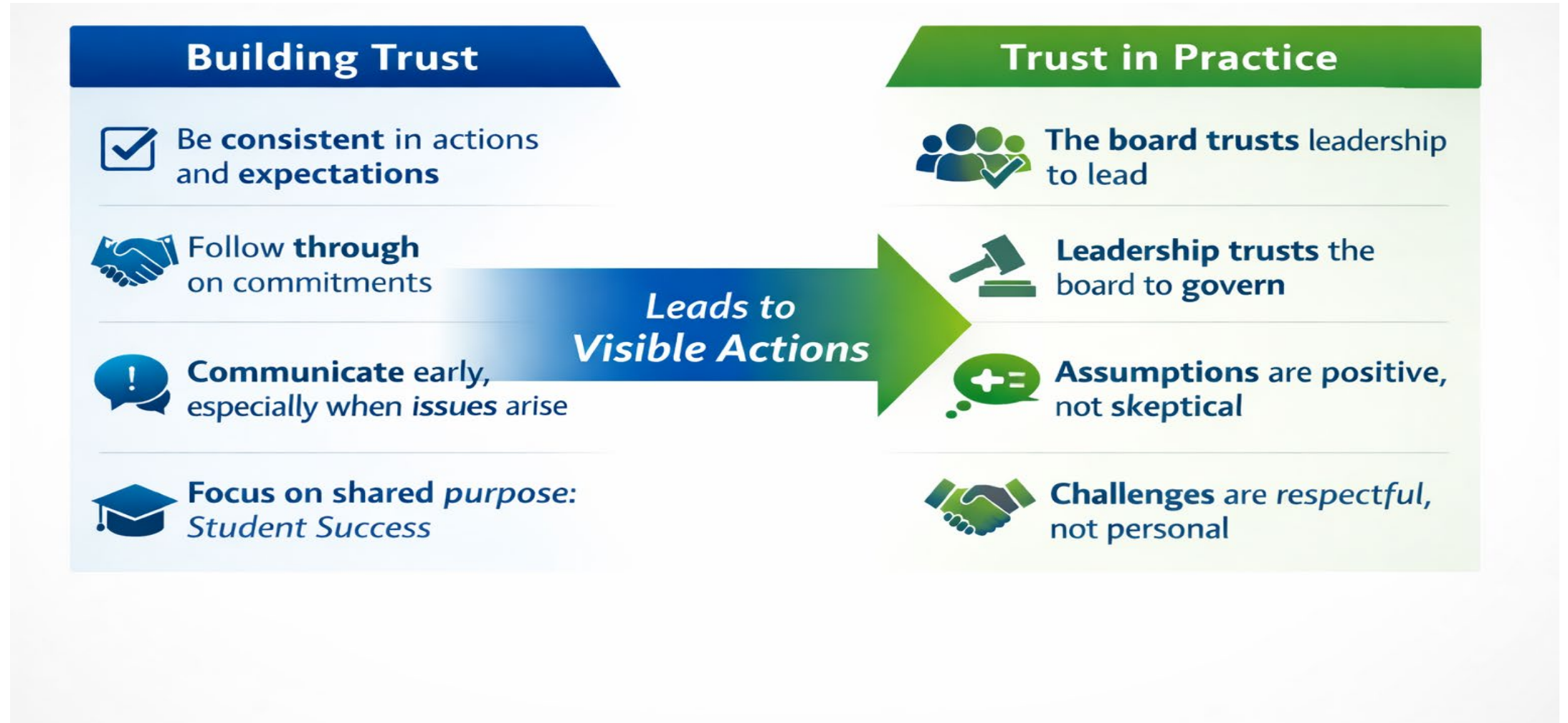
Trust does NOT mean:

- Blind agreement
- Avoiding hard questions
- Lack of accountability

*Respect, Honesty and Shared Purpose*

# The Three Pillars: Trust

*From Intention to Actions*



# The Three Pillars: Trust Health Check

Rate each statement on a scale of:

1 = Needs Significant Improvement

3 = Developing / Inconsistent

5 = Highly Effective / Consistent Practice

- *Where is trust strongest?*
- *Where does it need strengthening?*

## Pillar 1: TRUST – The Foundation for Effective Governance

Reflection Statement	Rating (1–5)	Notes / Evidence
Communication between the board and leadership is open, honest, and timely		
We assume positive intent during conversations		
Commitments are followed through consistently		
Accountability is embraced as part of improvement		
Difficult questions are asked respectfully and received constructively		

# The Three Pillars: Transparency

## *Why Transparency Matters*



With Transparency	Without Transparency
Boards have all they need to govern effectively	An overload of details
Leadership is not operating in isolation	Sharing without context
Surprises are minimized	Confusing information with insight

*Transparency builds confidence and is ALWAYS about clarity, NOT volume*

# The Three Pillars: Transparency

## *Creation and Effectiveness*

### Creating Effective Transparency



Providing relevant, strategic-level information



Using dashboards and summaries



Connecting data to outcomes



Framing challenges with solutions or next steps

### What Transparency Looks Like



Clear, timely reporting



Data that tell the full story— not just good news



Visibility into challenges and risks



Alignment between what is said and what is happening

# The Three Pillars: Transparency Health Check

Rate each statement on a scale of:

1 = Needs Significant Improvement

3 = Developing / Inconsistent

5 = Highly Effective / Consistent Practice

- *Are we receiving clarity or overload?*
- *What would improve clarity?*

## Pillar 2: TRANSPARENCY – Clarity Over Volume

Reflection Statement	Rating (1–5)	Notes / Evidence
The board receives the right information, not just more information		
Reporting includes context (meaning, implications, next steps)		
Dashboards and summaries support decision-making		
Surprises are minimized through proactive communication		
Information aligns with strategic priorities		

# The Three Pillars: Teamwork

*Governance and Management are Separate Roles but One Team*



With Teamwork	Without Teamwork
Efforts are coordinated	Roles are blurred
Messaging is consistent	Inconsistency in messaging and roles
All move forward with purpose	Single agenda being advanced

*Strong teamwork respects clear roles.*

# The Three Pillars: Teamwork

## *Defining to Strengthening*

### What Teamwork Looks Like



Clear understanding of roles and boundaries



Mutual respect for expertise



Shared commitment to outcomes



Open, solution-focused communication

### Strengthening Teamwork



Clarify expectations regularly



Stay focused on the mission and goals



Address tensions early and constructively



Celebrate progress together

# The Three Pillars: Teamwork Health Check

Rate each statement on a scale of:

1 = Needs Significant Improvement

3 = Developing / Inconsistent

5 = Highly Effective / Consistent Practice

- *Are we operating as true partners?*
- *Where can alignment improve?*

## Pillar 3: TEAMWORK: Separate Roles, One Team

Reflection Statement	Rating (1–5)	Notes / Evidence
Roles between governance and management are clearly understood		
There is a shared focus on student success		
Messaging is consistent		
Challenges are addressed collaboratively		
Successes are celebrated together		

# Alignment in Action

*Focus, Clarity and Success*



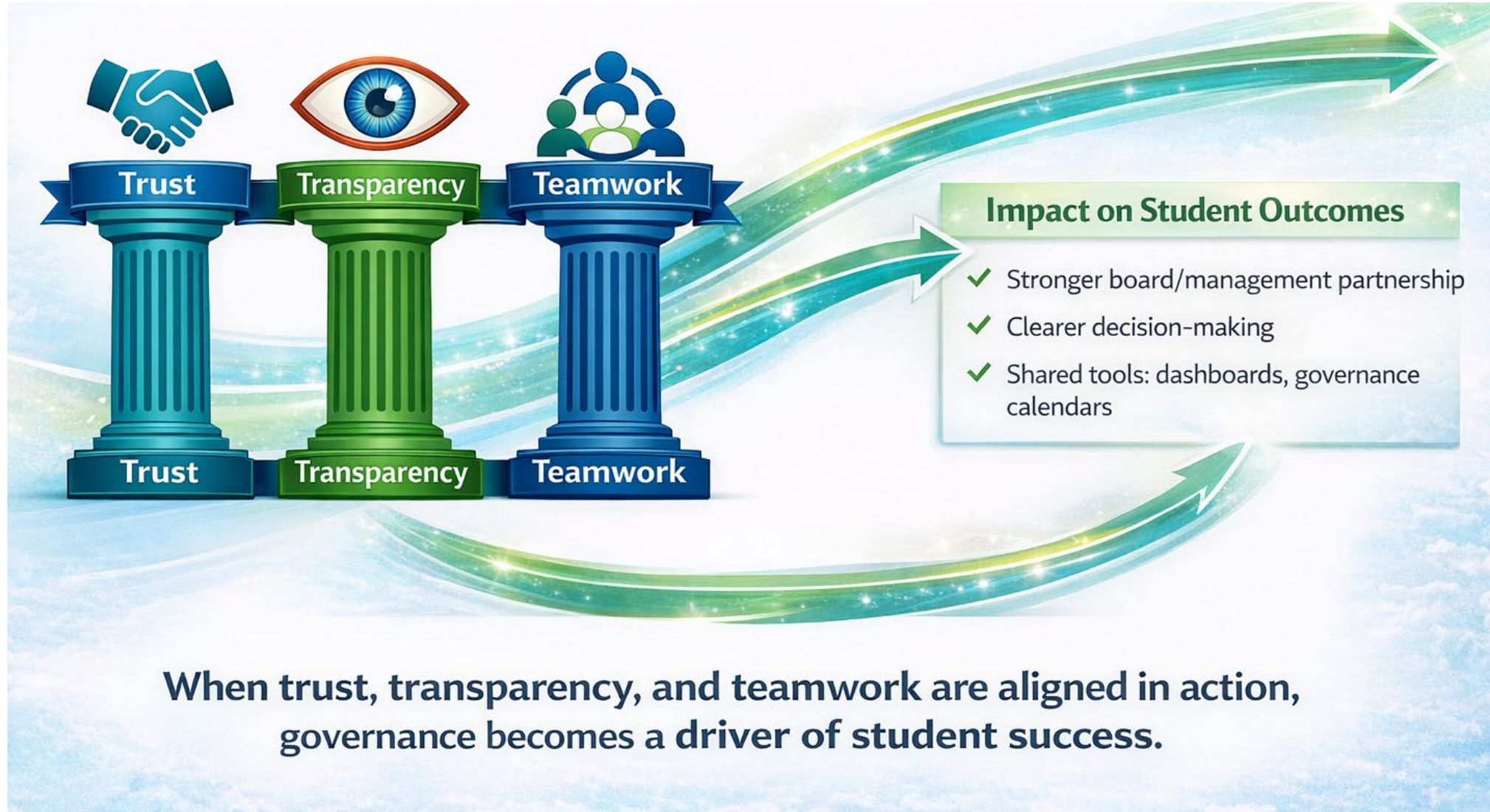


# FINAL REFLECTIVE QUESTION AND INVITATION

*What is one shift we can make IMMEDIATELY to impact our relationship and positive student outcomes?*

# Closing

## *From Foundation to Impact*



# THANK YOU!



AirWin Educational Services LLC

4521 Henry Drive  
Beaverton, MI 48612

989.239.7555

**ANGELA@AIRWINLLC.COM**

