

## Knowledge-Based Strategic Governance (KBSG)-What is it?

KBSG is the process adopted by the Academy in 2000 and is defined as consultative leadership, where strategy serves as the necessary and appropriate link between the

- Board's role for governance of the organization,
- House's role for governance of the profession, and
- Staff's role for management and implementation.

Successful governing bodies define and delegate rather than react and ratify. Effective leadership focuses on the outcomes desired rather than on the activity required. Strategic leadership means focusing on what needs to happen next, rather than on what has already been done. Good leaders spend their valuable and limited time together using information not collecting it. Issues of capacity, core capability, and strategic position should be routinely considered in deciding what to do. Fiduciary responsibility can be exercised by defining desired outcomes consistent with strategic intent and core values, rather than detailing how an outcome is to be achieved or re-managing work after its been accomplished.

### The following four key questions are used for knowledge-based decision-making

- Question 1* What do we know about our stakeholders' needs, wants and preferences that is relevant to this decision?
- Question 2* What do we know about the current realities and evolving dynamics of our organization's environment that is relevant to this decision?
- Question 3* What do we know about the "capacity" and "strategic position" of our organization that is relevant to this decision?
- Question 4* What are the ethical/legal implications?

### Past Mega Issue discussions conducted by the House of Delegates

<i>Fall 2005 HOD Meeting</i> <ul style="list-style-type: none"><li>– Industry Relationships</li><li>– Sustainable Food Supply</li></ul>	<i>Spring 2006 HOD Meeting</i> <ul style="list-style-type: none"><li>– Safety of the Food and Water Supply in the Event of a Disaster</li><li>– Strategic Direction for the Profession of Dietetics</li></ul>
<i>Fall 2006 HOD Meeting</i> <ul style="list-style-type: none"><li>– Nutrition Care Process and Model Implementation</li><li>– HOD Governance Structure to Move the Profession Forward</li><li>– Student Dues</li></ul>	<i>Spring 2007 HOD Meeting</i> <ul style="list-style-type: none"><li>– Future Vision of Dietetics Practice</li><li>– Image of Dietetics</li><li>– Public Policy and Advocacy</li></ul>

<p><i>Fall 2007 HOD Meeting</i></p> <ul style="list-style-type: none"> <li>– Membership Dues Process</li> <li>– Health Disparities</li> </ul>	<p><i>Spring 2008 HOD Meeting</i></p> <ul style="list-style-type: none"> <li>– Phase 2 Future Practice &amp; Education Task Force Final Report and Recommendations</li> <li>– The Changing US Family and the Practice of Dietetics</li> </ul>
<p><i>Fall 2008 HOD Meeting</i></p> <ul style="list-style-type: none"> <li>– Nutritional Genomics</li> <li>– Nutrition Informatics</li> <li>– Draft Code of Ethics for the Profession</li> </ul>	<p><i>Spring 2009 Electronic Meeting</i></p> <ul style="list-style-type: none"> <li>– Prevention of Childhood Obesity</li> <li>– HLT Proposal: Incorporating an Inclusive Practice Perspective in HOD</li> </ul>
<p><i>Fall 2009 HOD Meeting</i></p> <ul style="list-style-type: none"> <li>– Health Reform</li> <li>– Evidence-based Practice</li> </ul>	<p><i>Spring 2010 Electronic Meeting</i></p> <ul style="list-style-type: none"> <li>– Health and Nutrition Literacy</li> <li>– Management and Leadership Across Practice</li> </ul>
<p><i>Fall 2010 HOD Meeting</i></p> <ul style="list-style-type: none"> <li>– Health Reform – Next Step</li> <li>– Multidisciplinary Membership Category (not a mega issue, but rather a discussion topic related to the Core Functions of HOD)</li> </ul>	<p><i>Spring 2011 Virtual Meeting</i></p> <ul style="list-style-type: none"> <li>– Identification of Mega Issues (not a mega issue, but rather a discussion topic related to the Core Functions of HOD)</li> <li>– Market Place Relevance</li> </ul>
<p><i>Fall 2011 HOD Meeting</i></p> <ul style="list-style-type: none"> <li>– Licensure</li> <li>– Future Connections Summit Final Report</li> <li>– Nutritional Genomics Update</li> </ul>	<p><i>Spring 2012 Virtual Meeting</i></p> <ul style="list-style-type: none"> <li>– Continuum of Professional Preparation and Growth (Parts 1 and 2)</li> </ul>
<p><i>Fall 2012 HOD Meeting</i></p> <ul style="list-style-type: none"> <li>– Public Health and Community Nutrition</li> <li>– Council on Future Practice’s Visioning Report</li> </ul>	<p><i>Spring 2013 Virtual Meeting</i></p> <ul style="list-style-type: none"> <li>– Food and Nutrition Insecurity</li> </ul>