

Governance

The process through which a group makes decisions that direct their collective activity.

- Governance is concerned with the big or strategic directions.
- A governance system rests on formal elements such as bylaws, but informal practices are also important in determining how governance works.

Network

A relationship between independent organizations that coordinate their work through a democratic rather than a hierarchical process



Evolution of Network Governance

As the number of organizations in a network grows it becomes difficult to make decisions efficiently and effectively.

Democracy based on representation can help to address this challenge.

Addressing Governance Issues: Hubbard Brook Example

“The ‘visioning’ function of the Scientific Coordinating Committee is considered to be particularly critical, as governance activities for large projects often tend to get bogged down in practical detail.”

“It is our hope that the new governance structure will maintain the vitality... the integrity of the long-term data and experiments, attract new people to the project, help us to develop new ideas and experiments, and increase participation in project leadership.”

“Perhaps the greatest hope is that the new [governance] structure will allow us to focus more on the ‘the vision thing.’”

Success depends on following the principles of good governance

The proposed model incorporates the five principles of good governance in these ways:

- **Legitimacy and voice:** Increases representativeness of sites in governance
- **Direction:** Enhances development and visioning of future science agenda
- **Performance:** Increases efficiency of Network governance
- **Accountability:** Based on transparency in decision-making and greater accountability of Network representatives
- **Fairness:** More equitable through increased site representation