

The Governance Compass

AI, Cybersecurity, and the Work of Trustees · Kennedy & Pearmain · CSBA 2026

POLE ONE · STAFF TERRITORY

Operational Expertise

Which tools?

Which systems and settings?

Which platform should a teacher use?

How should implementation happen?

Technical protocols?

POLE TWO · BOARD TERRITORY

Governance Judgment

What values guide us?

What risks are we overseeing?

What conditions are we creating?

What does accountability look like?

How are we protecting public trust?

TWO DIFFERENT TERRAINS — DON'T CONFUSE THEM

AI asks:

How do we support learning, equity, innovation, privacy, and human connection when tools are changing quickly?

Cybersecurity asks:

How do we protect data, continuity, public trust, and system readiness when a crisis may arrive before we feel ready?

FIELD NOTES — LINES WORTH REMEMBERING

“ Technical knowledge is not the same as governance judgment. ”

“ Control is not the same as governance. ”

“ The middle of a crisis is a terrible time to discover the board does not know its role. ”

“ In fast-moving areas, isolation may itself become a governance risk. ”

Better questions create better conditions. Better connections create shared wisdom.