



GREAT BOARDS GET BETTER!

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WELCOME

GOVERNANCE TEAM INTRODUCTIONS

TRAINING NORMS

Let's make today great!



POINT #1

Turn off/mute cell phone.



POINT #2

Be respectful of other ideas even if they are different from yours.



POINT #3

No sidebar conversations so that others can hear.



POINT #4

Contribute to the session and use your Performance Guide as a work product.



POINT #5

Enjoy your learning journey!



“ Excellence
in the
classroom
begins with
excellence
in the board
room.

”

STANDARDS FOR EFFECTIVE GOVERNANCE OF GEORGIA SCHOOL SYSTEMS

Domain 1: Governance Structure

Domain II: Strategic Planning

Domain III: Board and Community Relations

Domain IV: Policy Development

Domain V: Board Meetings

Domain VI: Personnel

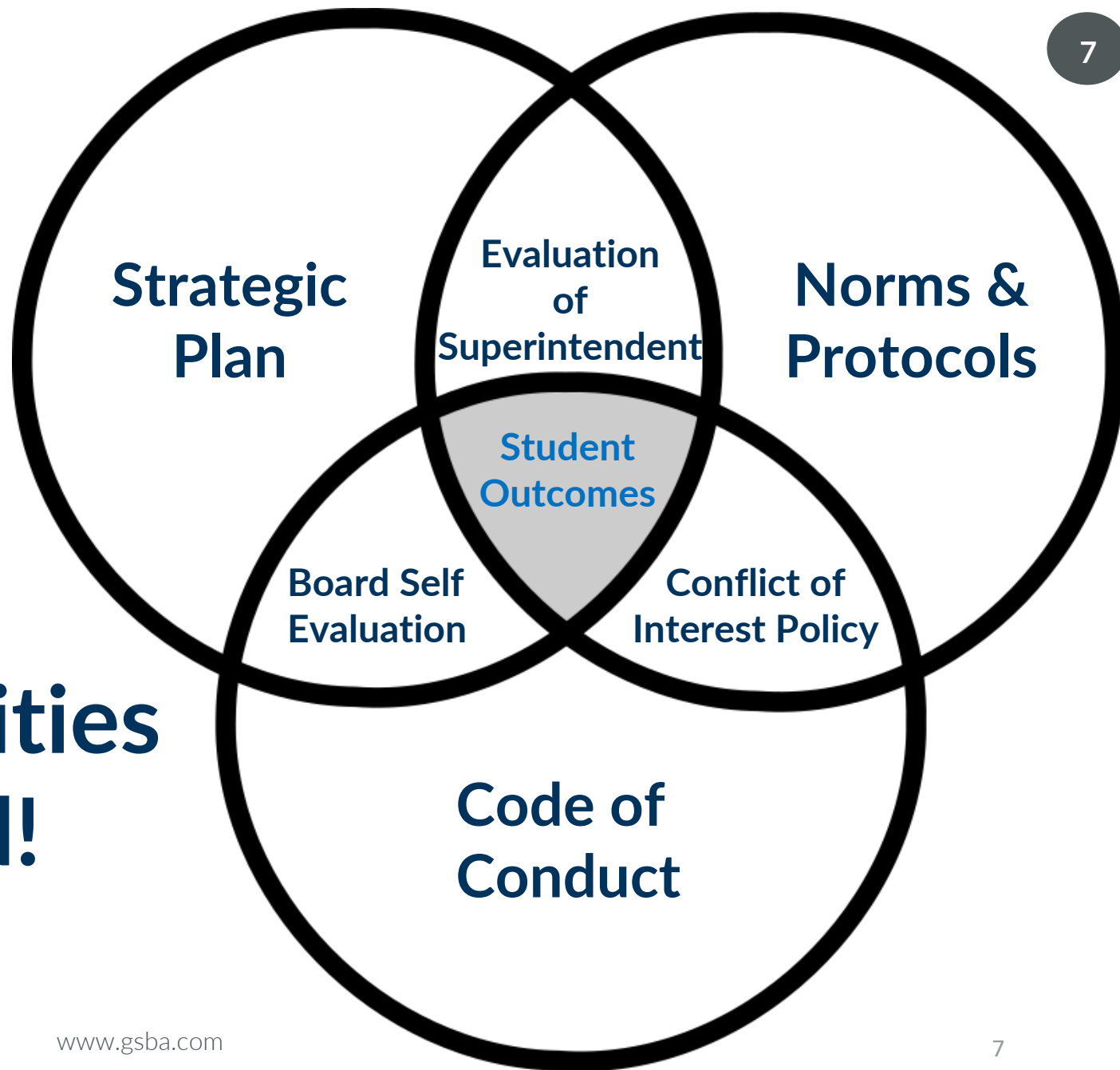
Domain VII: Financial Governance

Domain VIII: Ethics



THIS is the purpose of your work!





Roles & Responsibilities - It's ALL Connected!

Domain I - Governance



Roles & Responsibilities

BOARD

Legislative Duties:

- Adopt **policies** to govern the operation of the schools
- Determine the amount of school **taxes** to be levied

Executive Duties:

- Employment and assignment of personnel on the **recommendation of the Superintendent**
- Acquiring or disposing of **real estate** and other property
- **Construction** of facilities

Judicial Role:

- Board serves as a **tribunal**.
- Law court to **resolve local matters of school law** when specifically authorized or required by Georgia Law.

SUPERINTENDENT

- Appointed by the Board to be their “**chief executive officer**”
- **Implements policy** established by the board
- **Secretary** to the board; maintains all board meeting minutes
- **Liaison** with the State School Superintendent
- **Recommends** all employment and assignments
- Signs all **employment contracts**
- Responsible for **money borrowed**, signs notes with board chair
- Agent of the board in **procuring** school equipment and materials.
- **Enforces** all local, State, & Federal rules and regulations
- **Visits** all schools
- Counsels with the **faculty**
- Files **reports** with the DOE
- **Any other duties as required** by the Board as part of the job description contained within superintendent’s contract.

5 BASELINE CRITERIA OF HIGH-PERFORMING TEAMS:

- *Trust* each other
- Deal constructively with *conflict*
- Committed to doing well
- Feel personally accountable for the *team's* success
- Focus on achieving results *as a team*, not as individuals who happen to work together

Source: Patrick Lencioni, *5 Traits Exhibited by High Performing Teams*,
Adapted from: *The 5 Dysfunctions of a Team: A Leadership Fable*, Jossey-Bass



Constituents/Stakeholders



GOVERNANCE



MANAGEMENT



District Personnel/Operations



The Dance Floor is Not the Balcony...

~The Governance Core, Campbell & Fullan

- How does this story apply to Governance Team work?
- What are the benefits of spending most of your time on the balcony?
- What are some drawbacks to spending too much time on the dance floor?



NORMS AND PROTOCOLS

BOARD NORMS & PROTOCOLS

What Are Norms?

- **Agreed-upon expectations** for everyone on the governance team, particularly in areas where policy is unclear or there is some need for additional guidance.
- They provide more details and procedures than your Code of Conduct policy.



BOARD NORMS & PROTOCOLS

What Do Norms Do?

Norms demonstrate the kind of relationships guideline that effective and successful teams adopt in their interaction within the team and with the world outside of the team. These group norms are essential for a team to accomplish their mission and live the values that members cherish.



YOUR GOVERNANCE TEAM NORMS AND PROTOCOLS

With each item, discuss:

- **What does this mean to me?**
- **What will it mean to the community?**
- **Do we still believe this to be true and can we all support this Norm?**

A Code of Ethics is comprised of statements of ethical conduct for public officials in their official capacity and defines how members of a given group should conduct themselves as representatives of the group.

- Putting the needs of the organization before a personal agenda
- Adhering to principles of 'right' conduct, high standards, and honesty in dealing with members of the group

Domain II: STRATEGIC PLANNING

The governance leadership team, in collaboration with the community, adopts and enacts a planning process that results in an adopted system strategic plan designed to improve student achievement and organizational effectiveness.



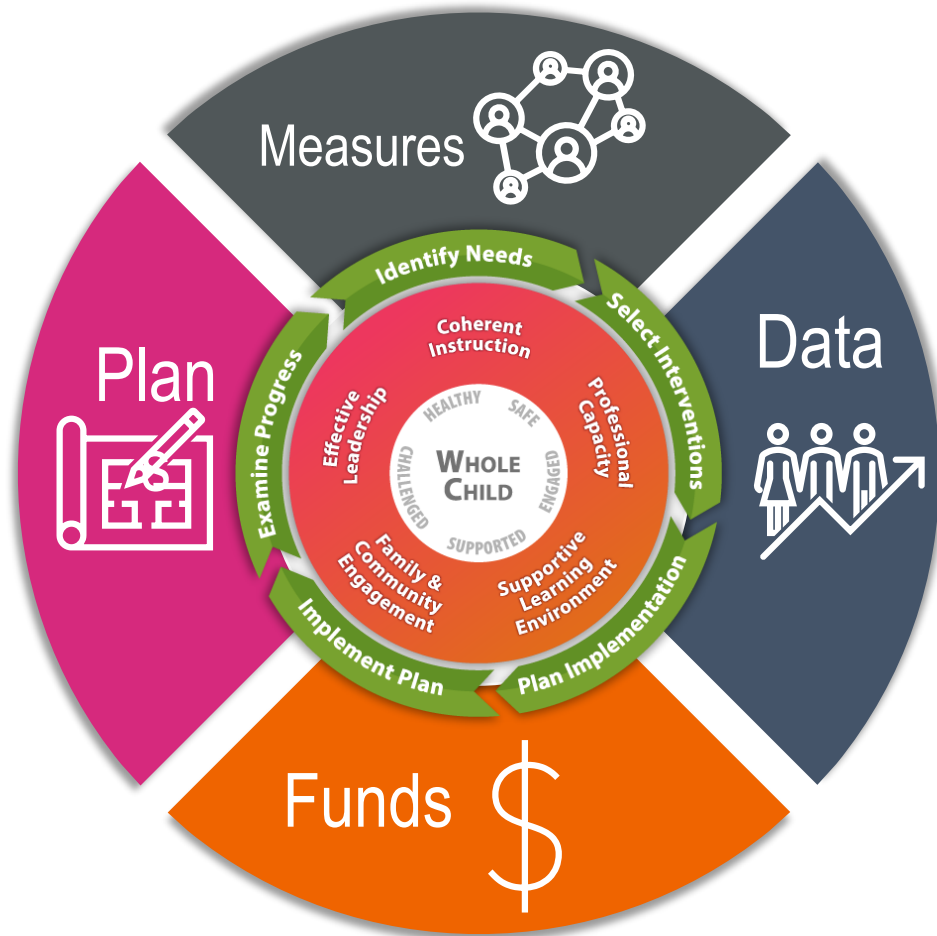
DOMAIN II: STRATEGIC PLANNING

Board Members vs Superintendent

Board	Superintendent
Participates in the development of the Strategic Plan	Plans and participates in the development of the Strategic Plan
Adopts the Strategic Plan based on the recommendation of the Superintendent	Recommends the Strategic Plan to the board
Annually the board reviews the performance measures to improve student achievement	Implements, monitors, provides data reports on the progress of the plan and makes recommendations for improvement

STRUCTURES FOR SUPPORTING THE WHOLE CHILD

20



Accountability

Community, District, State, Federal

Data Practices

Achievement, Instructional, Operational, Sociological

Action Planning

School and District Improvement Plans

Educational Funding

Local, State, and Federal Funds

ESSENTIAL QUESTION



How does the Governance Team monitor and report progress on the system's Strategic Plan?

What is YOUR Governance Team's Moral Imperative? Discuss.



If there is not a **clear moral imperative**; if there is not a **specific means of implementing** it in practice; and if there are not **measurable outcomes** that mark progress and attainment and if the governance team cannot articulate the state of play about the moral imperative as a **system of action**, then it does not exist in reality.

Michael Fullan

The Governance Core

The Greatest Enemy of Strategic Thinking

The linear, incremental-based board agenda. Governance requires that they control their agenda not that the agenda controls them. The most common complaint is that board agendas are not focused on children's issues but rather on administrative work.

*Davis Campbell and Michael Fullan
The Governance Core*

Domain III – Board & Community Relations



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ESSENTIAL QUESTIONS



- *What is the governance team's process for creating a culture where input is sought, heard, and valued?*
- *What evidence does the governance team have that indicates effectiveness in board and community relations?*

What does a strong community connection look like?

What indicators should we see as evidence?

- ✓ *Close connection to the community*
- ✓ *Community involvement in district functions*
- ✓ *District responsive to community needs*
- ✓ *Shared responsibility for district success (it takes a village...)*
- ✓ *Frequent acknowledgement of community support*



A Governance Team Self-Assessment Focused on Community – How does your team measure up?

We understand that collaboration begins with us.

We treat each other, the superintendent, staff, students, parents, and community with respect.

We take time to reflect on and improve our own internal and external relationships.

We view our communication with staff and the community as a two-way process.

We have policies and practices in place to encourage parents to be active partners in their children’s education.

We encourage parents to share responsibility for the success of schools and students in pursuit of the common good.

We provide opportunities for community input into key actions for the board.

Our priorities and student performance standards reflect community needs and interests.

We build partnerships with the business community and others that promote high student achievement as the top priority.

We support staff efforts to build collaborative relationships with other agencies (e.g., social services, police, juvenile justice) to provide child and family centered services.

We recognize, as a board, that our leadership responsibilities extend beyond the district to include state and national issues.

We communicate regularly with elected officials to ensure that public schools are and continue to be a top priority.

sba.



“The purpose of community engagement is to ensure that school improvement is done **with** the community, not **to** the community.”

Source: The Reform Support Network: Strategies for Community Engagement in School Turnaround, March 2014.

COMMUNICATION



**GOOD COMMUNICATION
IS NOT AN AFTER THOUGHT**



Time for
a break

POLICY DEVELOPMENT DOMAIN IV

ESSENTIAL QUESTION:

How does the board implement effective procedures for adopting, revising, and following written policies that are clear, up-to-date, and in compliance with the school system's strategic plan, state constitution, state and federal laws, and state board rules?



DOMAIN IV: POLICY DEVELOPMENT

Roles and Responsibilities

BOARD

- Adopts policies that carry the force of the law of school systems (revised/rescinded)
- Policies and principles and goal statements adopted define the parameters within which the superintendent and staff carry out assigned duties

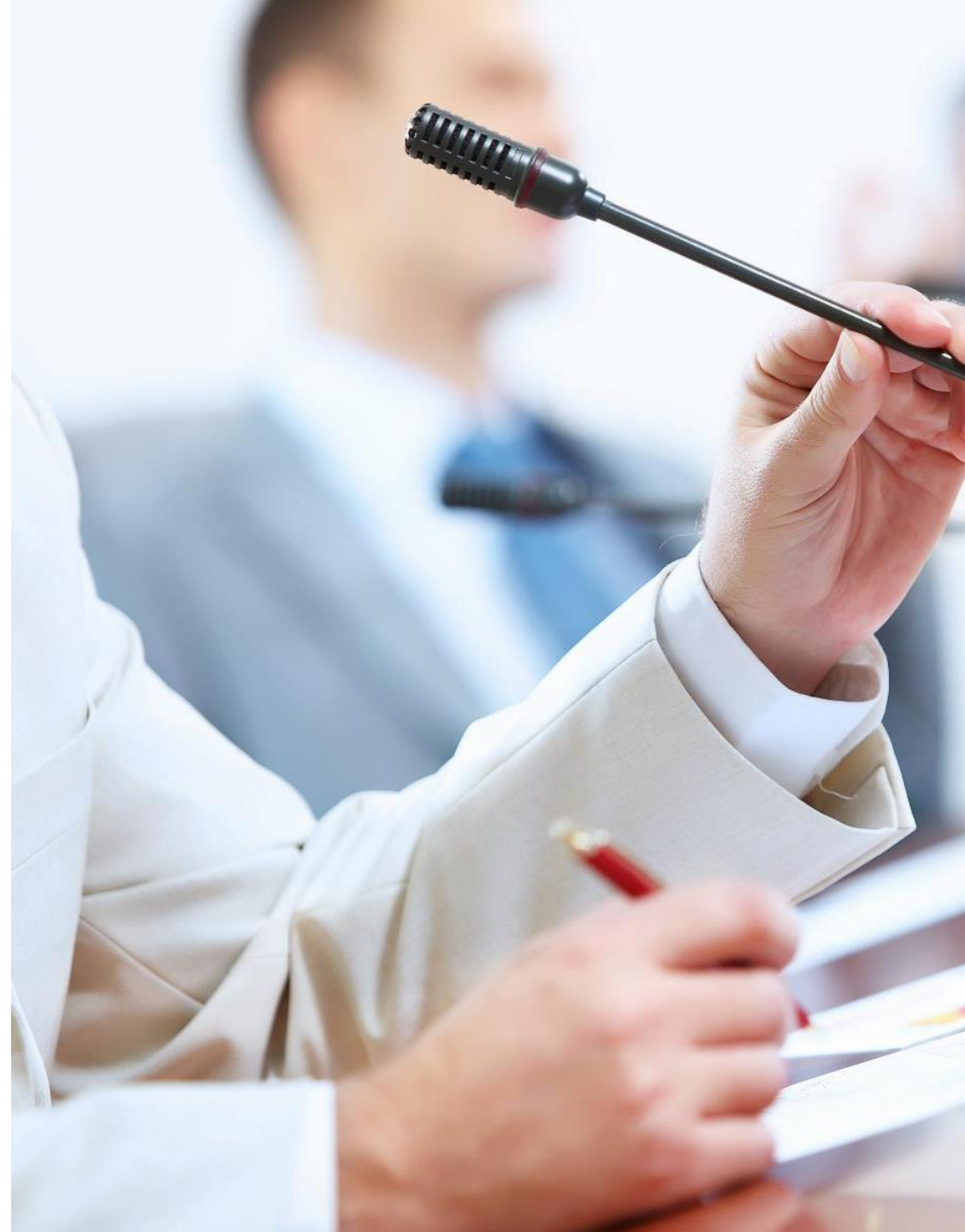
SUPERINTENDENT

- Recommends policy actions to the board for adoptions
- Issues regulations that comply with the policy without board approval unless it is required by law or by board direction that the board approve certain types of regulations

DOMAIN V BOARD MEETINGS

ESSENTIAL QUESTION:

What procedures are established by the Governance Team to ensure that meetings are in accordance with local board policy and the Open Meetings Act?



DOMAIN V: BOARD MEETINGS

Roles and Responsibilities

BOARD

- Conducts the meeting
- Approves the agenda in accordance with state laws and local board policies

SUPERINTENDENT

- Assists the board in conducting the meeting
- Maintains the “official” record of the meeting

DOMAIN VI - PERSONNEL

ESSENTIAL QUESTIONS:

How does the board hold itself accountable for effective practice in hiring a superintendent and appropriately delegating authority to ensure that the superintendent functions as the organization's chief executive officer?

How does the board guarantee appropriate adoption of personnel policy and hold the superintendent accountable for the implementation of personnel policy?



DOMAIN VI: PERSONNEL

Roles and Responsibilities

BOARD

- Evaluates the Superintendent
- Prepares a professional development plan for Superintendent if needed
- Reviews and updates personnel policies
- Practices code of ethics policy and maintains confidentiality pertaining to personnel

SUPERINTENDENT

- Recommends policies to the board for adoption and implements adopted policies
- Recommends personnel actions to the board
- Provides personnel data reports

DOMAIN VII

FINANCIAL GOVERNANCE

ESSENTIAL QUESTIONS:

What procedure is implemented by the governance team to ensure that the superintendent recommends and the board adopts a budget that adheres to State law provisions and is aligned with the strategic plan?

What are the board's policies for budget adoption and governance team procedures for monitoring budget implementation?



DOMAIN VII: FINANCE

Roles and Responsibilities

BOARD

- Approves annual budget recommended by the Superintendent
- Reviews and approves budget each month for adjustments
- Shares significant changes and direction of the district with the community

SUPERINTENDENT

- Recommends annual budget to the board for adoption
- Presents recommendations for budget adjustments at each monthly board meeting
- Prepares board member in advance for any significant budget changes

DOMAIN VIII - ETHICS

ESSENTIAL QUESTIONS:

- How does the governance team commit to accountability and capture evidence of adherence to, adoption, and practice of the Code of Ethics to ensure organizational effectiveness?
- How does the governance team ensure your Norms & Protocols are being appropriately reviewed and followed?



DOMAIN VIII: ETHICS

Roles and Responsibilities

BOARD

- Adopts and follows Code of Ethics
- Adheres to Conflict of Interest
- Adopts and annually reviews Norms & Protocols

SUPERINTENDENT

- Practices Code of Ethics for Professional Educators

Board members, especially in the school setting, often live in a fishbowl. Even if your intentions are only honorable, the perception that gets created can be very important. Adhering to the Code of Ethics, Norms & Protocols, and Chain of Command can prevent both legal and public relations problems within the district and enhance your role within the community.





The New Role of the Board As Lead Learner



TRADITIONAL SCHOOL BOARD ROLES & RESPONSIBILITIES

- Hire the superintendent
- Approve the budget
- Approves the hire of employees on recommendation of the superintendent
- Sets policy
- Advocacy
- Engages the community



SCHOOL BOARDS TODAY

- Hire the superintendent
- Approve the budget
- Set the district vision
- Develop a strategic plan (with input from superintendent & stakeholders)
- Establish professional development
- Educate the community
- Engage the business community (Rotary, business & faith groups, chambers)
- Approve the hire of employees on recommendation of the superintendent
- Set policy
- Advocate locally, statewide & nationally
- Are part of the team that is held accountable for school/student achievement

TABLETOP DISCUSSION

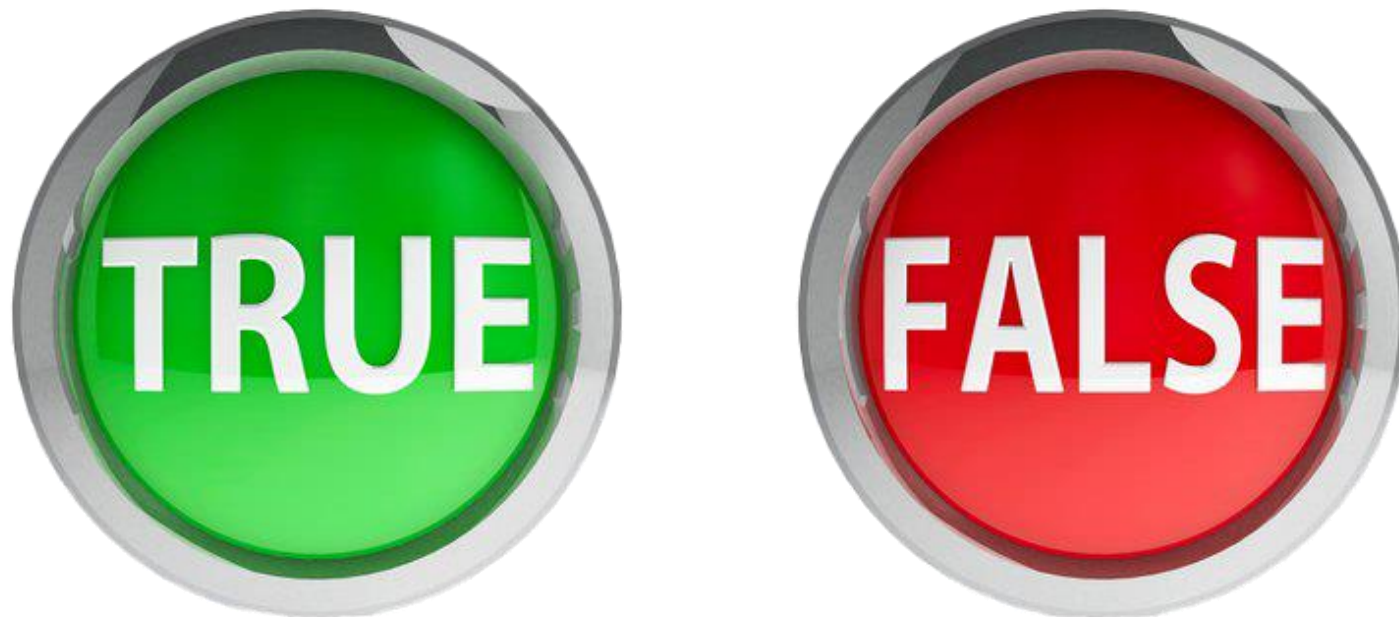
Discuss how these added responsibilities have changed the role of the Board and the Governance Team

Whose Responsibility Is It?

1. Recommend personnel for employment
Superintendent
2. Set goals for the school system
Board & Superintendent
3. Evaluate principals
Superintendent
4. Adopt policies for the school system
Board
5. Inspect school buildings/campuses
Superintendent & Board
6. Investigate citizens' complaints
Superintendent
7. Study achievement of individual students or teachers
Superintendent
8. Identify procedures for selecting student body president
Superintendent
9. Approve system calendar
Board
10. Approve field trips
Superintendent & Board
11. Interview football-coaching applicants
Superintendent

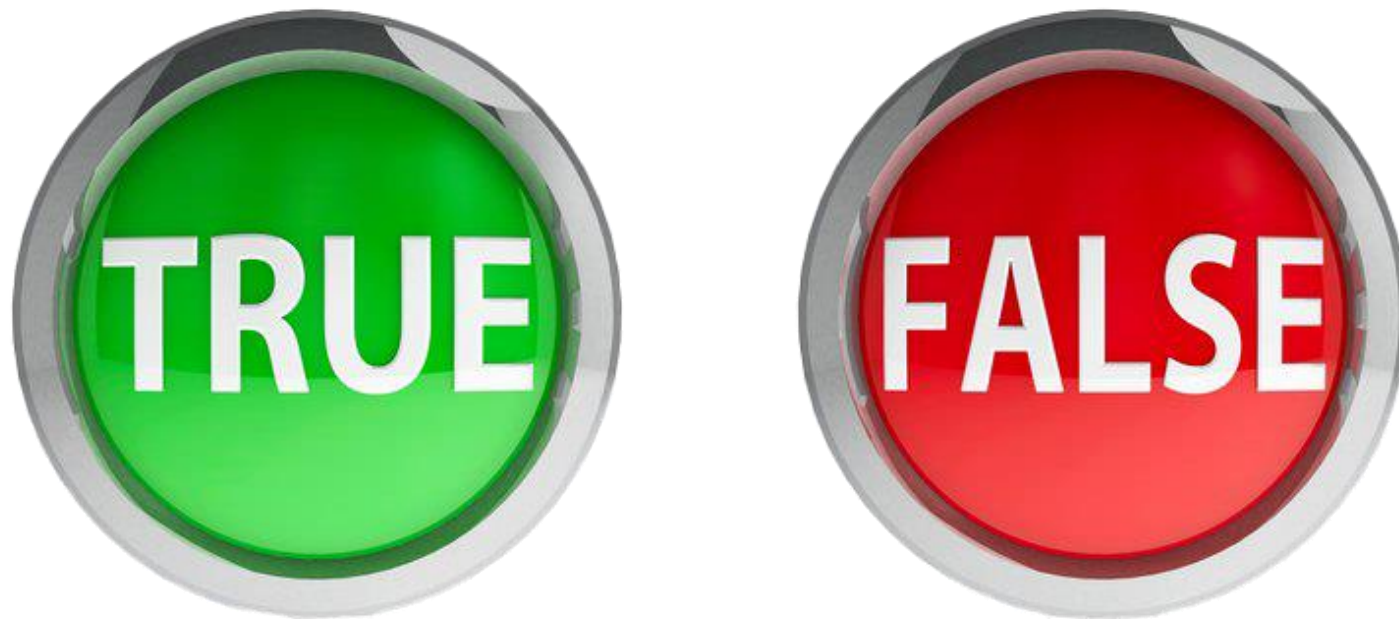
POP

QUIZ!



Each local board of education must have adopted a local code of ethics policy which includes the model provided by the State Board of Education.

TRUE



If I hear by the grapevine that a teacher in our system is having an affair with another teacher, I should reprimand them both.

FALSE



It is OK to discuss personnel items while in executive session.

TRUE



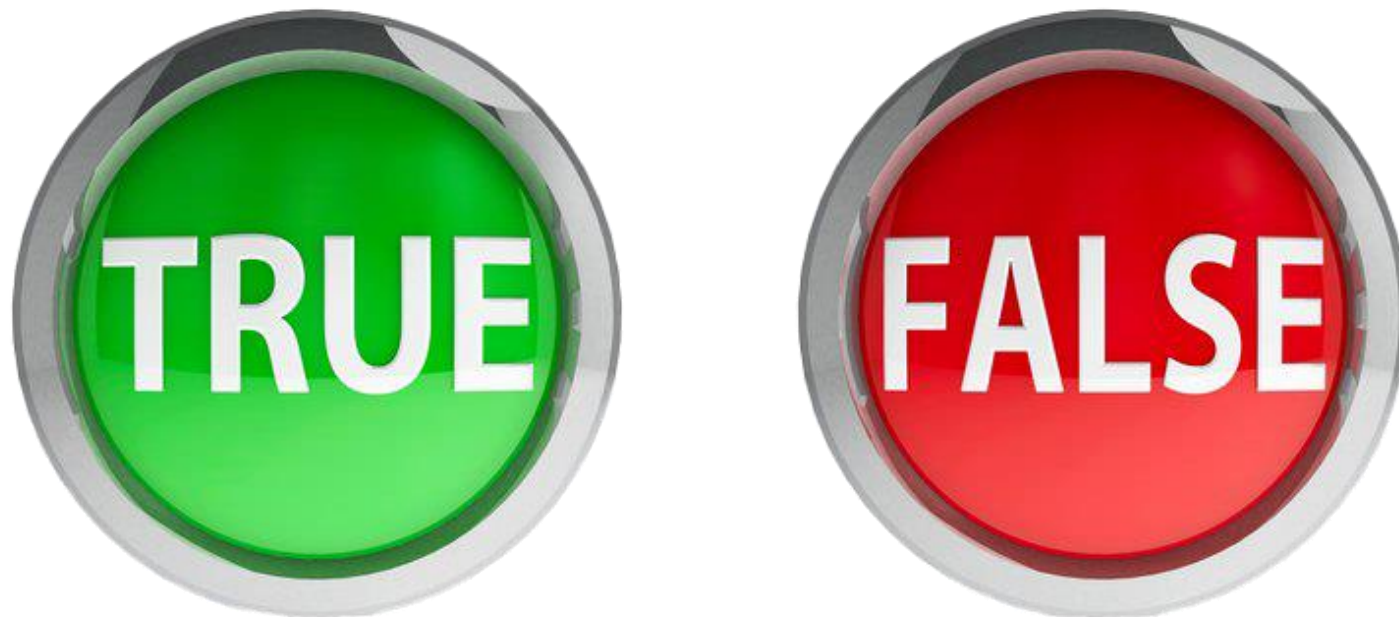
The superintendent refuses to employ a person I consider best qualified to fill a vacancy in our district. If I can convince the rest of the board to go along, we can legally require the superintendent to employ the individual.

FALSE



My spouse is a bus driver in my school district and is up for promotion to a supervisory position. I must recuse myself when the vote is taken on this action.

TRUE



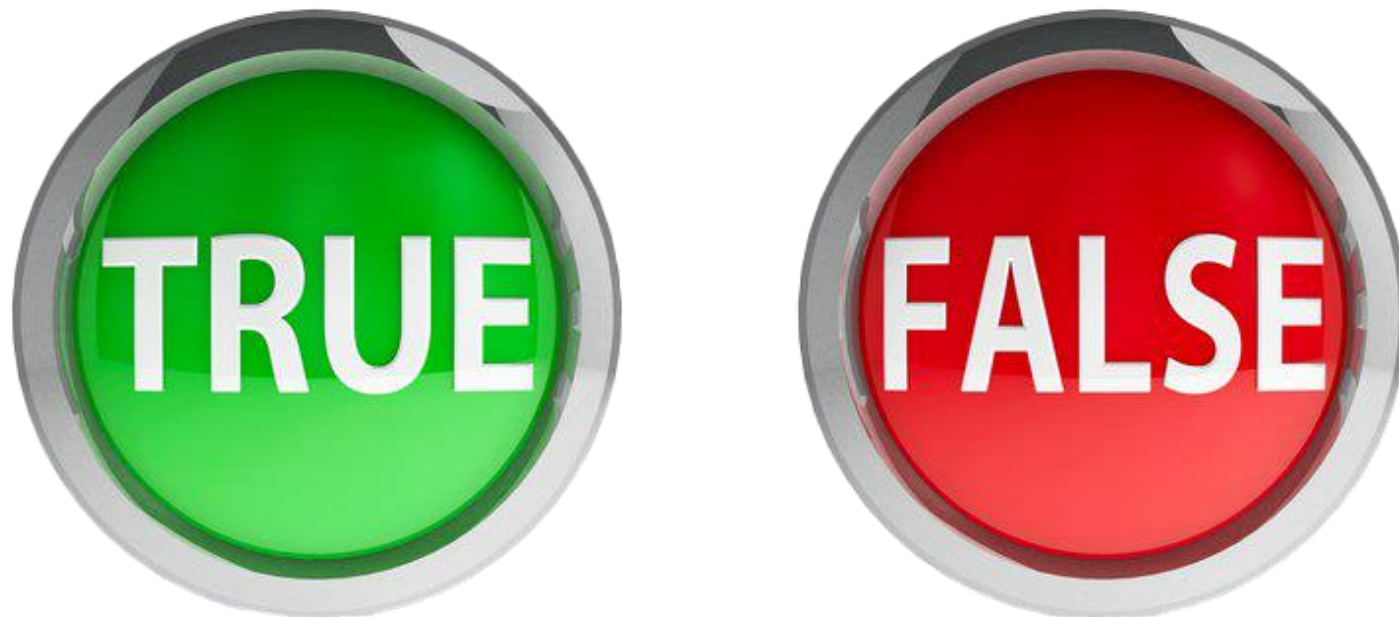
After the board meeting has started, I want to add another item to the agenda. To do so, I need the support of a majority of the board members.

TRUE



I am a veteran board member with many years of experience. As a result, I do not have to participate in any training sessions designed for local school board members.

FALSE



A vendor that sells products to the school district wants to take me to the Masters Tournament. I don't consider this a conflict because the vendor is not related to me.

FALSE



I was elected by the people to run the school district and I don't care about following rules and regulations.

FALSE



“ A good school board does not run the schools; it ensures they are well run. ”

THANK YOU!

Please complete the evaluation and fill out your credit form.

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GSBA



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