



GSBA

Whole Board Governance Team Training

Zenda Bowie

August 27, 2026
DeKalb County Schools

TRAINING NORMS

Help make today's experience mutually beneficial!



POINT #1

Turn off/mute cell phone.



POINT #2

Be respectful of other ideas even when different from your own.



POINT #3

No sidebar conversations.



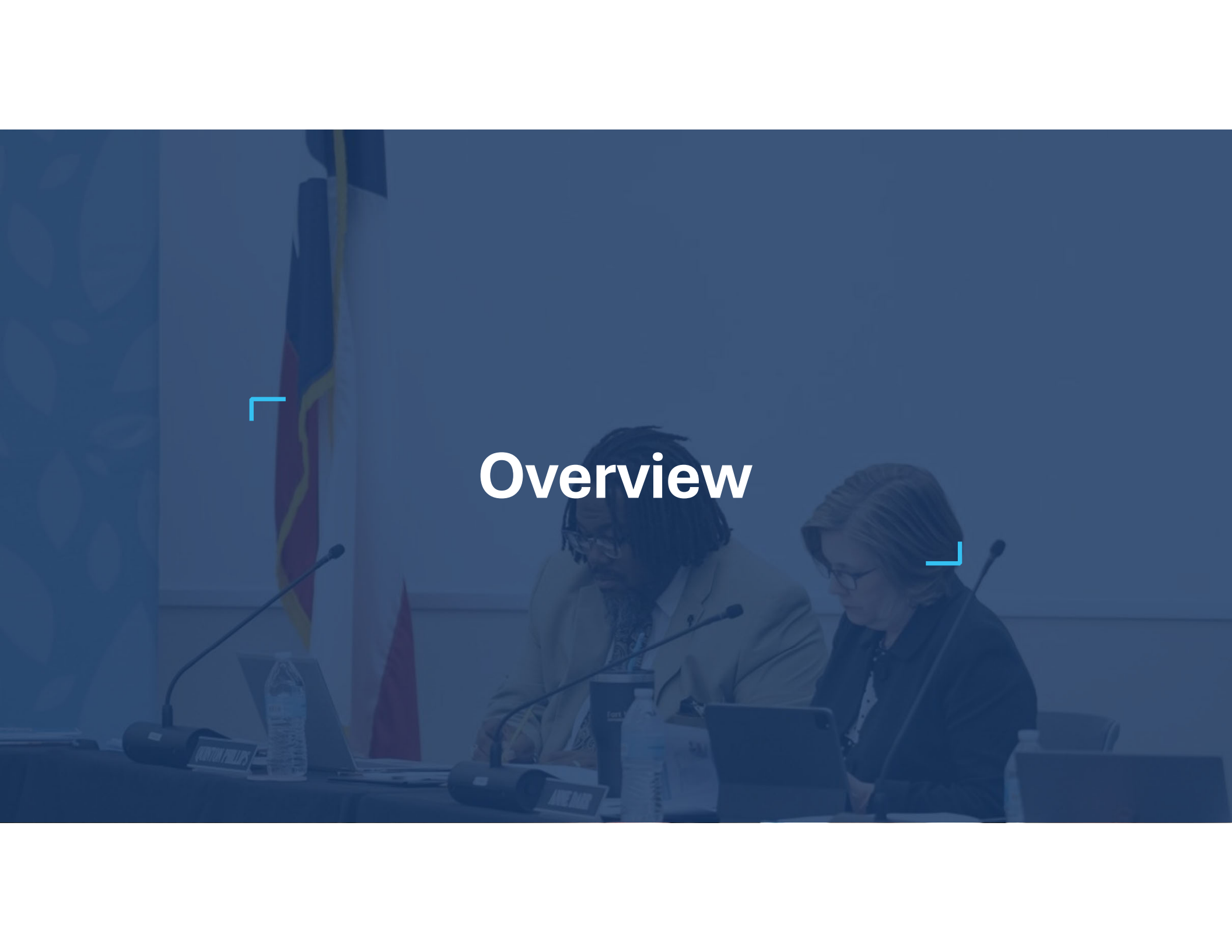
POINT #4

Participate!
Ask questions.
Give feedback.

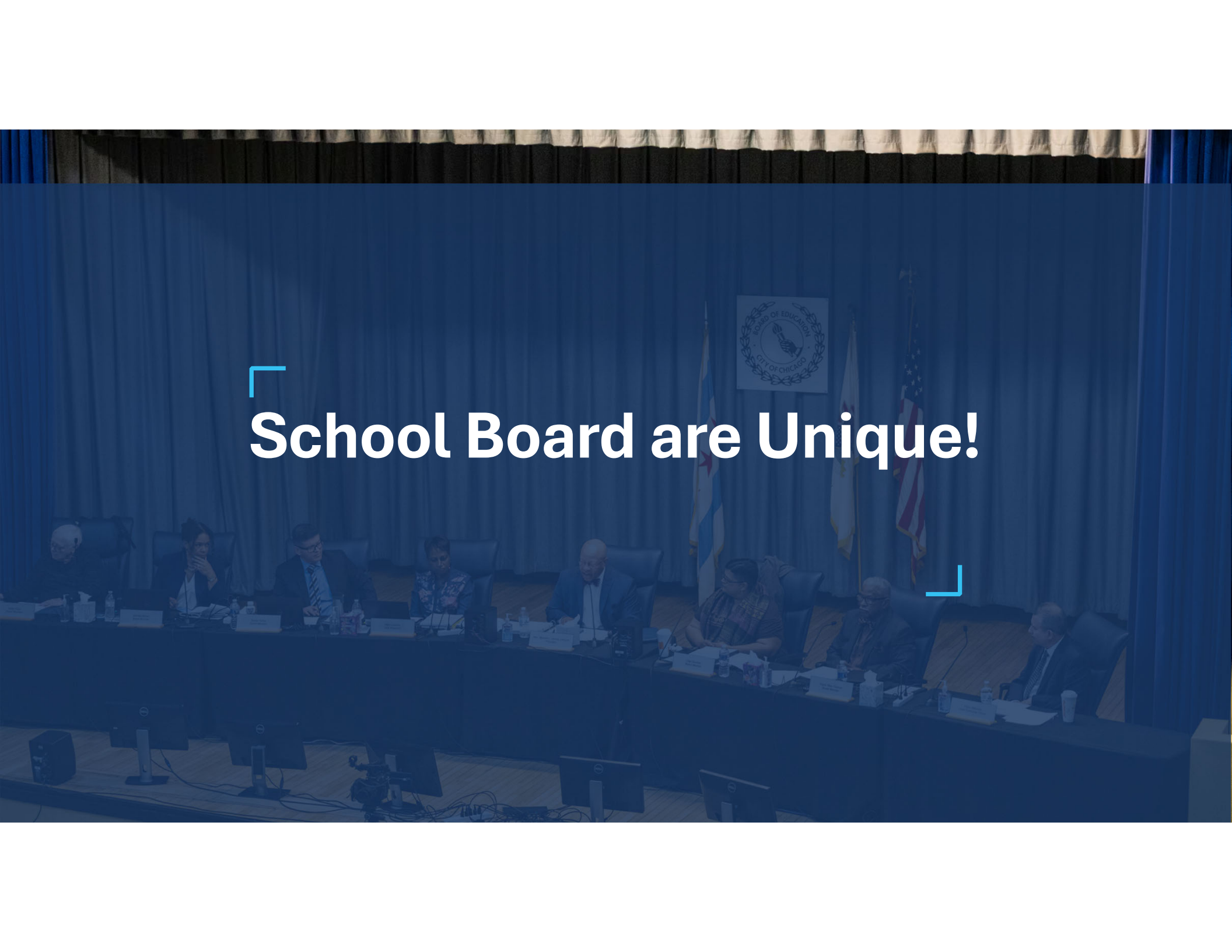


POINT #5

Enjoy your learning journey!

A photograph of two individuals, a man and a woman, seated at a long table in what appears to be a formal meeting or conference room. The man, on the left, has dreadlocks and is wearing a light-colored suit jacket over a patterned shirt. The woman, on the right, has blonde hair and is wearing a dark jacket. They are both looking down at laptops or documents on the table. Several microphones are positioned in front of them. A Malaysian flag is visible in the background on the left. The entire image is covered with a semi-transparent blue overlay. The word "Overview" is centered in white text. There are also two small, light blue L-shaped corner brackets, one on the left and one on the right, framing the central text.

Overview

A photograph of a Chicago School Board meeting. Nine members are seated around a large, dark, U-shaped conference table. The room has blue curtains in the background. On the wall, there is a circular seal of the Board of Education of the City of Chicago, flanked by the flags of the City of Chicago and the United States. The text "School Board are Unique!" is overlaid in white, with a blue L-shaped graphic element on the left and a blue L-shaped graphic element on the right.

School Board are Unique!

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



| Domain I - Governance





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?

Roles & Responsibilities

BOARD

Legislative Duties:

- Adopts **policies** to govern the operation of the schools
- Determines the amount of school **taxes** to be levied

Executive Duties:

- Approves employment and assignment of personnel on the **recommendation of the Superintendent**
- Acquires or disposes 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 as **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** employment 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
- **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*
- Commit to doing well
- Feel personally accountable for the *team's* success
- Focus on achieving results *as a team*, rather than as individuals who happen to work together

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

Domain II: **STRATEGIC PLANNING**

How does the Governance Team monitor and report progress on the school district's strategic plan?



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 reviews performance measures to improve student achievement	Implements, monitors, provides data reports on the progress of the plan and makes recommendations for improvement

Domain III – Board & 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*



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's charter, 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

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



DOMAIN V: BOARD MEETINGS

Roles and Responsibilities

BOARD

- Conducts meetings
- Approves agenda in compliance with state laws and local board policies

SUPERINTENDENT

- Assists the board in conducting the meeting
- Maintains official record of all board meetings

DOMAIN VI - PERSONNEL

Is the Dougherty County Board of Education in compliance with mandates for its involvement with school district personnel?



DOMAIN VI: PERSONNEL

Roles and Responsibilities

BOARD

- Evaluates the Superintendent
- Prepares a professional development plan for Superintendent as needed
- Reviews and updates personnel policies
- Practices code of ethics policy and maintains confidentiality regarding personnel matters

SUPERINTENDENT

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

DOMAIN VII

FINANCIAL GOVERNANCE

What does the governance team know and when do you know it?

What do stakeholders know about the budget?



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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

- Compliance with State Board of Education Standards, Statewide Model Code of Ethics., and Conflict of Interest Guidelines paves the way to effective, productive teamwork.





What's
next?

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THANK YOU!

*Please complete the evaluation and fill out your
credit form.*

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