Systems of Change & Teamwork:
Effective Governance, Implementation to Expand Opportunity & Access

MAY 11, 2021

ROBERT HULL, PRESIDENT AND CEO

NASBE

National Association of
State Boards of Education

Boardsmanship:
Building Capacity for Effective Leadership and Governance

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Objectives

1. To explore the role of state boards of education in the greater education policy landscape at the state and federal levels.

2. To explore the role of individual members on a state board of education.

3. To identify the levers of influence that state boards have to establish and support an aggressive, results-driven policy agenda.

4. To examine how a state board can hold itself accountable for progress toward goals.

5. To answer members' questions as time permits.

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NASBE's Mission

NASBE's mission is to develop, support, and empower citizen leaders on state boards of education to strengthen public education systems so students of all backgrounds and circumstances are prepared to succeed in school, work, and life.
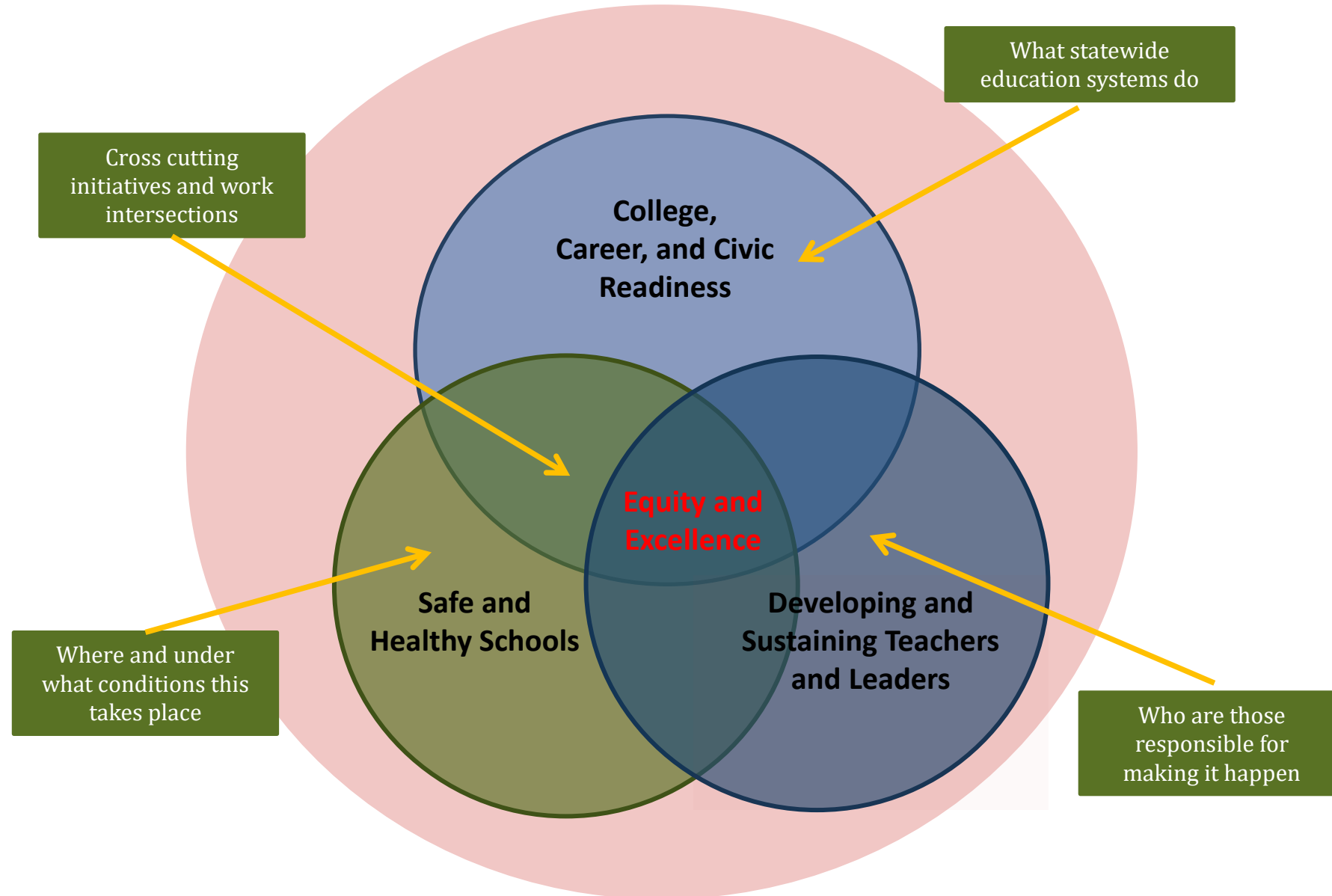
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NASBE's Commitment to Equity and Excellence

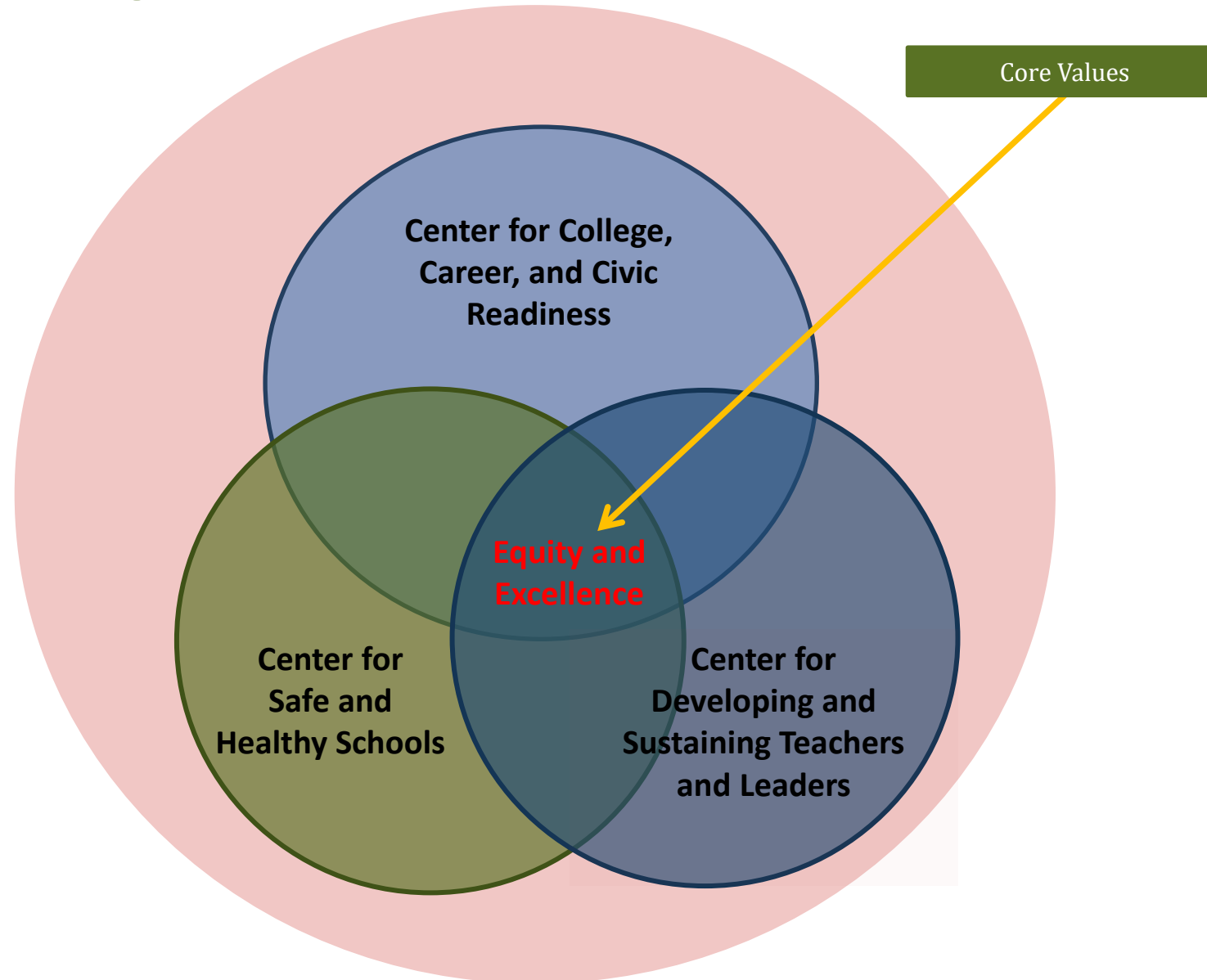**We integrate equity and excellence into everything we do.**

As a learning organization, we will periodically refine and reflect upon our definition of equity and how we have integrated it into our work. We define equity, diversity, and inclusion as:

- An **equitable education** is one in which all students receive what they need to thrive in school. To realize equity in learning environments, policymakers will develop informed policies to eliminate systems, institutional practices, and cultural norms that keep students of varied backgrounds and circumstances from flourishing in school.

- **Diversity.** Varied backgrounds and circumstances of individuals and groups, which schools, districts, and state leaders embrace to achieve excellence in teaching and learning.

- **Inclusion.** The creation of education systems in which individuals and groups of diverse backgrounds and circumstances operate in an atmosphere of mutual respect where they are empowered to participate fully.

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The Work of NASBE

What statewide education systems do

Cross cutting initiatives and work intersections

College, Career, and Civic Readiness

Equity and Excellence

Safe and Healthy Schools

Developing and Sustaining Teachers and Leaders

Where and under what conditions this takes place

Who are those responsible for making it happen

The Work of NASBE

Core Values

Center for College, Career, and Civic Readiness

Center for Safe and Healthy Schools

Center for Developing and Sustaining Teachers and Leaders

Equity and Excellence

The Voice of Citizen Leadership:
A Basic Overview of the Role of a State Board Member

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State Board Authority

Power of Policy	Power of the Question	Power to Convene

The Power of Collective Action

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Leading Collectively
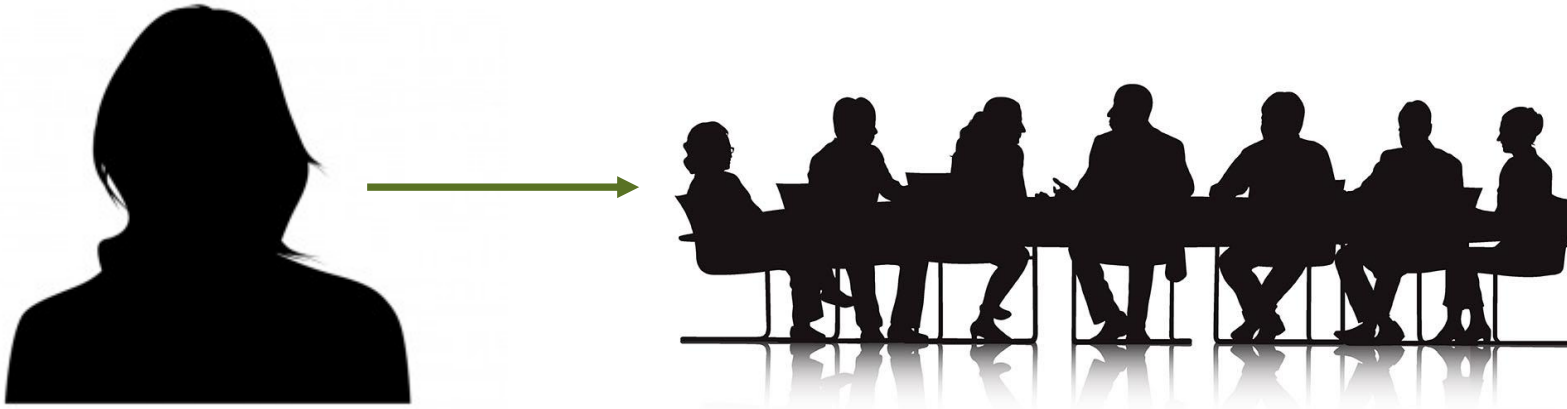
Finding Your Leadership Voice

Leadership Voice

Individual Leadership

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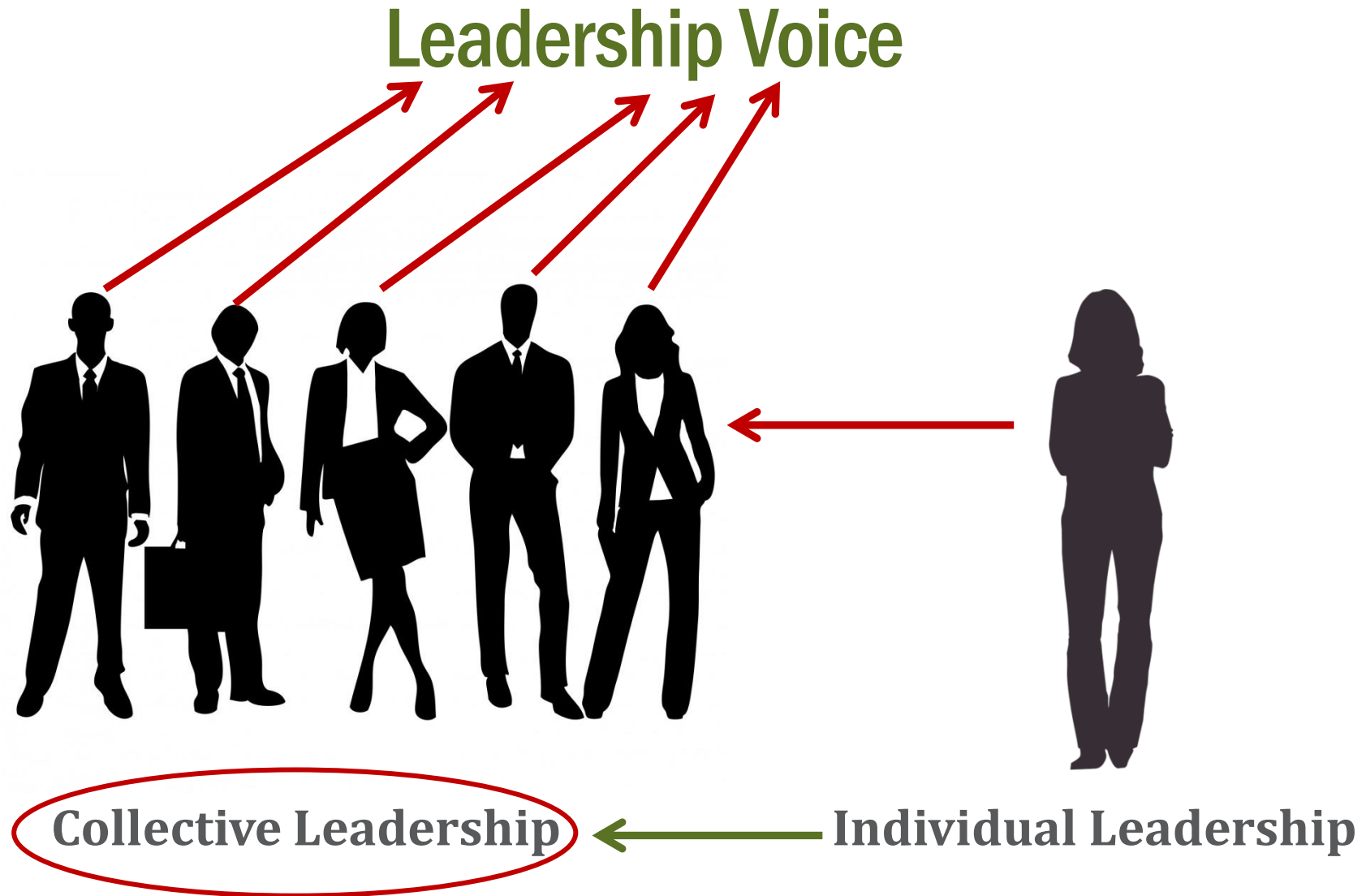
Multiple Leadership Voices ?

Collective Leadership

Individual Leadership

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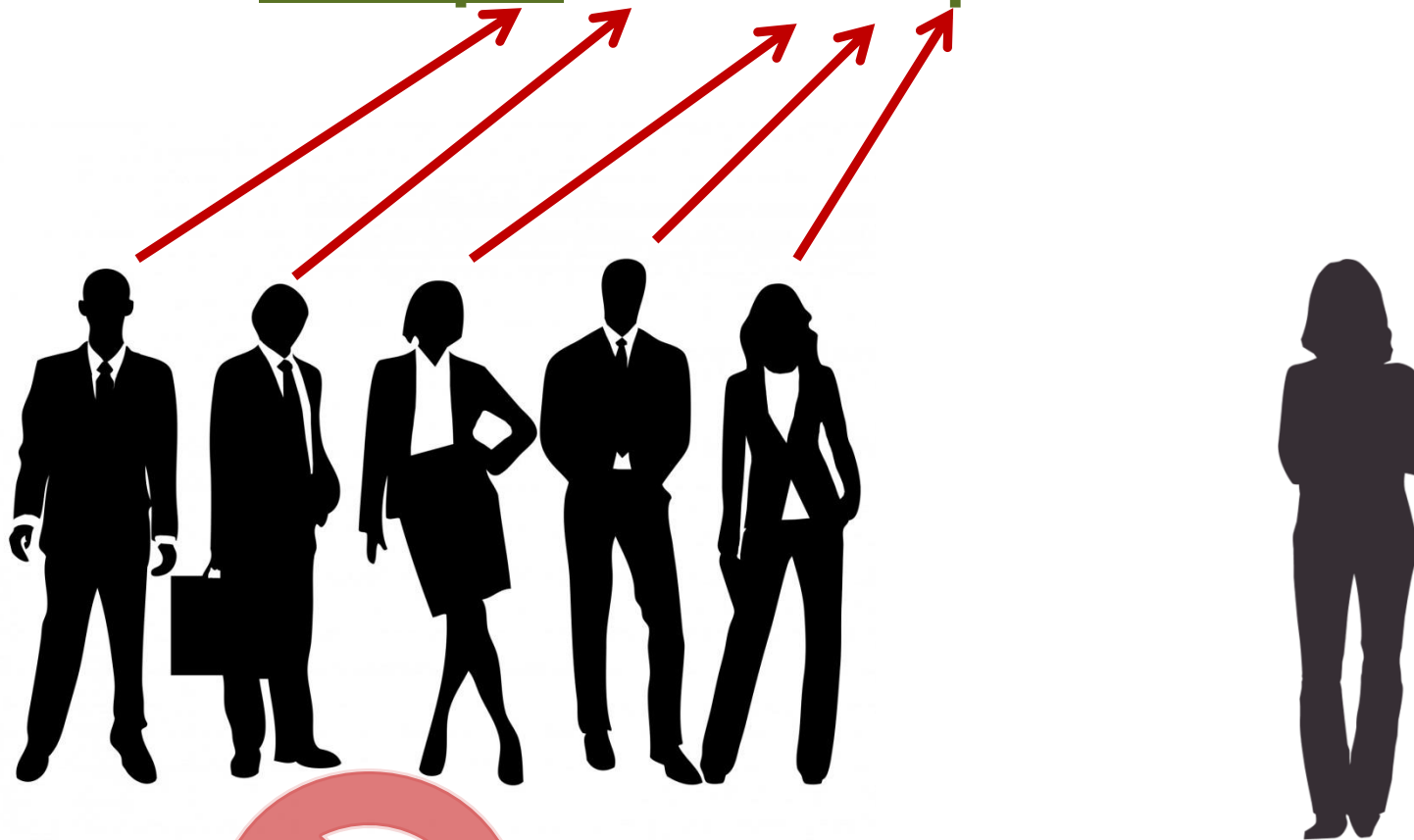
Power of the Collective Voice
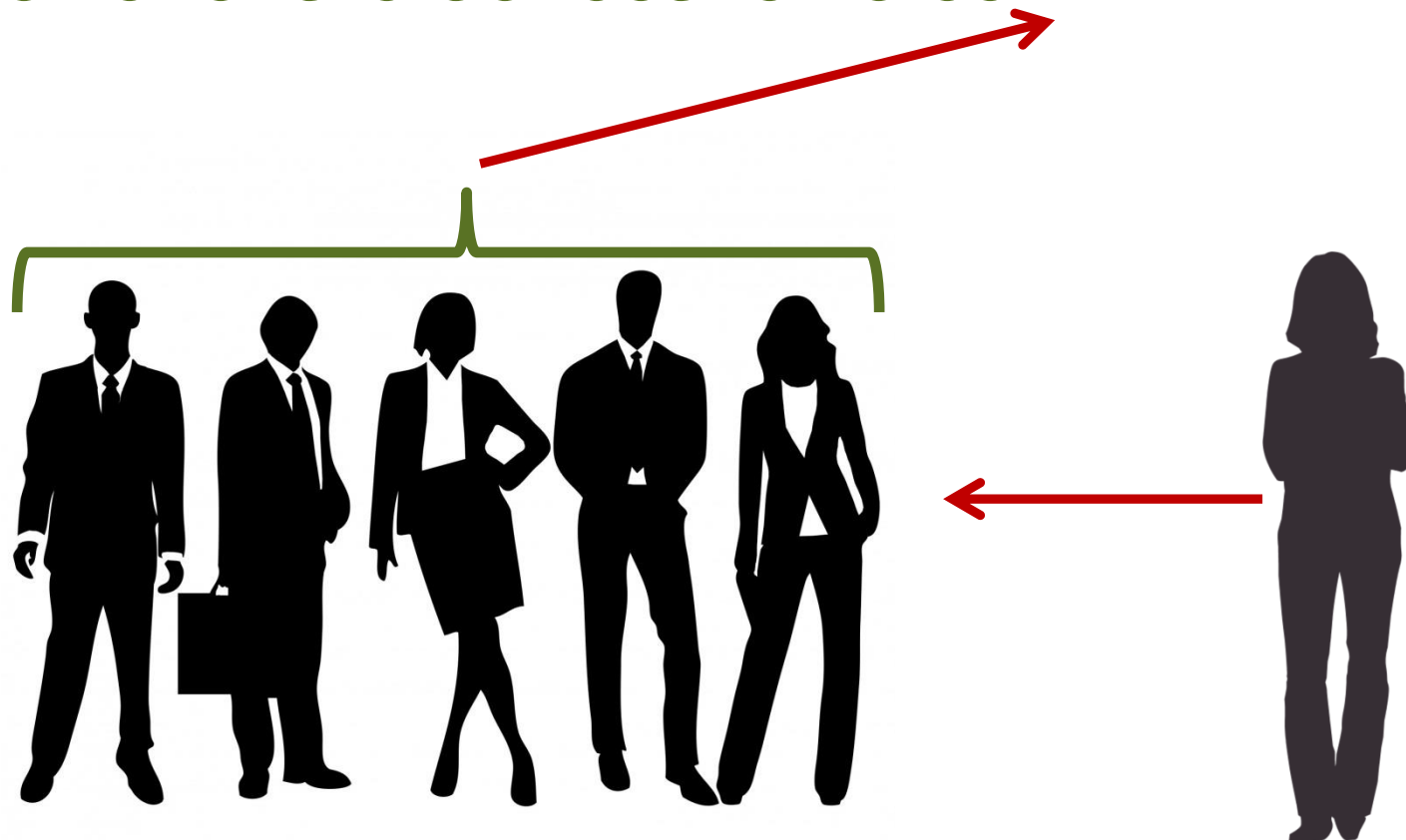
Collective Leadership

Individual Leadership

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State Board Authority

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What Should State Board Members Do?

1. Represent *all* students and families – not just those of your district or area

2. Lead through policy – not implementation or programs

3. Focus on student achievement

4. View all decisions with an equity lens

5. Devote the time and do your homework

6. Question

7. Make decisions

8. Understand you have no authority beyond the board table

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Student performance is only as good as the values, actions, and beliefs of the adults who serve them — teachers, school leaders, and _policymakers_.

What Should State **Boards** Do?

1. Be the Citizen Voice in Education

2. Focus on Your Policy Maker Role

3. Lead with Fidelity to Your Strategic Plan

4. Remain Future Oriented (avoid short sighted thinking)

5. Avoid Mission Creep or Priority Overload

6. Build on What's Come Before

7. Check Your Party Ticket at the Door

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# What Should State **Boards** Do?

1. Be the Citizen Voice in Education

2. Focus on Your Policy Maker Role

3. Lead with Fidelity to Your Strategic Plan

4. Remain Future Oriented (avoid short sighted thinking)

5. Avoid Mission Creep or Priority Overload

6. Build on What's Come Before

7. Check Your Party Ticket at the Door

- A course or principle of action adopted or proposed by a government, party , business, or individual.

- **A sustained course of action toward desired results.**

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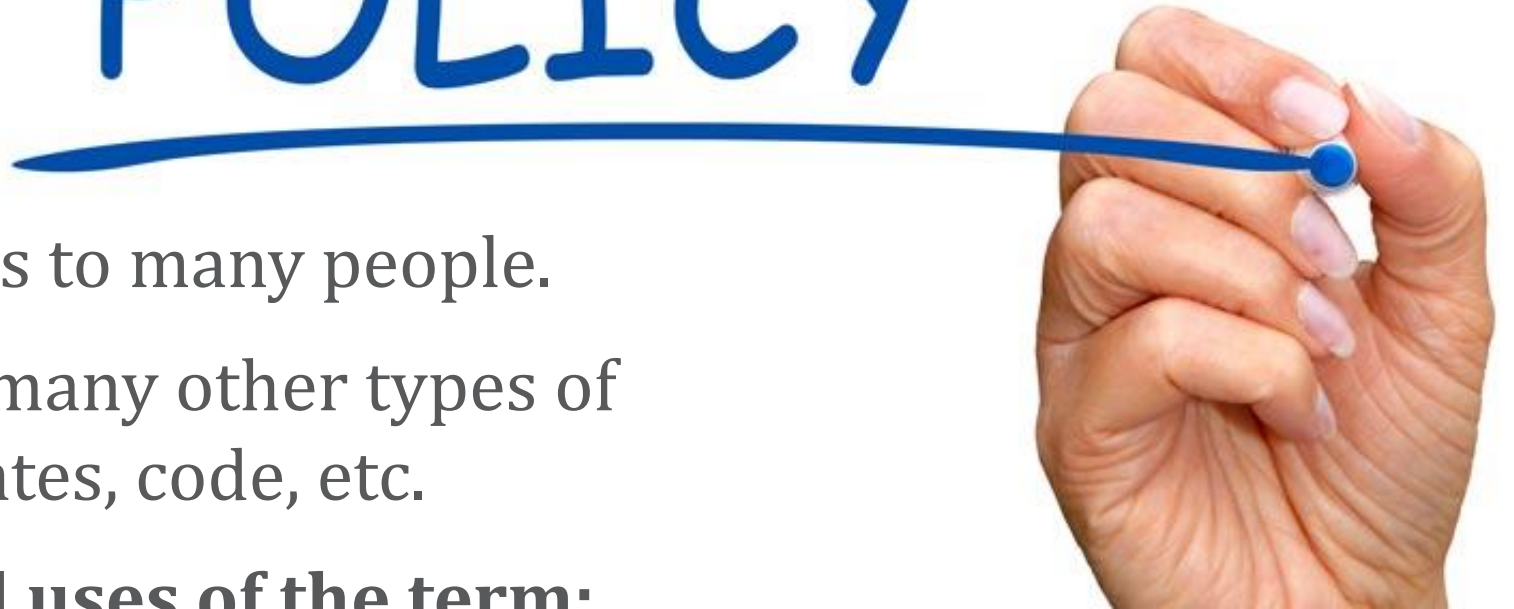
POLICY

Policy means many things to many people.

Often a generic term for many other types of regulations, rules, mandates, code, etc.

Two generally accepted uses of the term:
- General umbrella term
- Specific area of governance that varies by state

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Pause for Questions and Clarifications

Leading for Lasting Change   (Robert's Theses 16 not 95 ☺)

1. Know and embrace your full authority
2. Utilize all your levers of influence
3. Tie all initiatives to your mission and goals – revise if necessary
4. Understand *fully* the problem you're trying to solve
5. Base all decisions and discussions on relevant evidence - data and research
6. Build internal consensus – but acknowledge differences of opinion and preferences
7. Involve all stakeholders in the process – not just the product
8. Elicit partners from all levels of the education policy landscape - know and acknowledge all the players (make your friends before you need them)

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State Board Levers of Influence

Power of Policy

Power of the Question

Power to Convene

The Power of Collective Action

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"In God we trust, all others bring data."
— W Edwards Deming

Why Data and Evidence Matter

- Data can help identify real problems that need attention.

- State boards can use evidence to weigh and compare various solutions to identified problems.

- Data and evidence help to build consensus among people with different political views.

- Data, rather than opinion and conjecture, lead to more informed policy decisions.

- Data and evidence help justify policy decisions to the legislature, the news media, and the general public.

SBE Data Tools

Power of the Question

- What data do we have on the topic? What are the caveats around the data?

- Is our data disaggregated?

- What evidence is there that a policy will be successful?

- Are there different outcomes for different contexts or circumstances?

Power of Convening

- Bring together researchers & practitioners to help understand the data.

- Learn the context of the data.

How to Spot Quality Research

Objectivity:

- Do the researchers show evidence of pre-existing bias or a policy agenda? If so, are they at least honest about their biases up-front?

Study Design:

- Is the population sample studied large enough and diverse enough to justify drawing broad conclusions applicable to the whole state?

Findings:

- Are the results convincing? Do the results make sense?

"It is a capital mistake to theorize before one has data."
— Sherlock Holmes

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Leading for Lasting Change

9. <mark>Have a well-defined theory of action (change)</mark>
10. Align resources and support to the identified results
11. Stay the course – make a long term commitment to improvement
12. Hold yourselves and others accountable for results, but willing to recalibrate as you learn – monitor, adjust, realign, move forward
13. Stay above the noise through the process and don't get mired in the distractions and political maneuverings
14. Communicate early and often from beginning to end
15. Base evaluation of progress and personnel on predetermined metrics
16. Take time to celebrate along the way and enjoy the journey, not just the destination.

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Theory of Action

By ...

If NASBE ...

Develops, supports, and empowers our member boards to strengthen public education systems

- Recruiting, retaining, and engaging member boards;
- Building their knowledge and elevating their roles;
- Using a trusted, knowledgeable, and expert staff; and
- Focusing on equity, excellence, and efficient internal operations

Then ...

Students of all backgrounds and circumstances will be prepared to succeed in school, work, and life

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NASBE Resources

1. **Meetings**

   - Legislative Conference
   - New Member Institute
   - Annual Conference
   - Regional Meetings
   - Webinars

2. **Publications**

   - Standard
   - Education Leaders Reports
   - State Innovations
   - Power of the Question
   - Policy Updates
   - Smart Brief

3. **Databases**

   - Health Database
   - State Board Insight

4. **Opportunities for Service**

   - Government Affairs Committee
   - Public Education Committee
   - Board of Directors

5. **Collaborative Efforts**

   - State Collaborative Cohorts
   - Issue and Topical Networks
   - Stipends

3. **Technical Assistance**

   - Chief Evaluation
   - Strategic Planning
   - Board Effectiveness
   - State Board Insight
   - Boardsmanship Training
   - Executive Searches
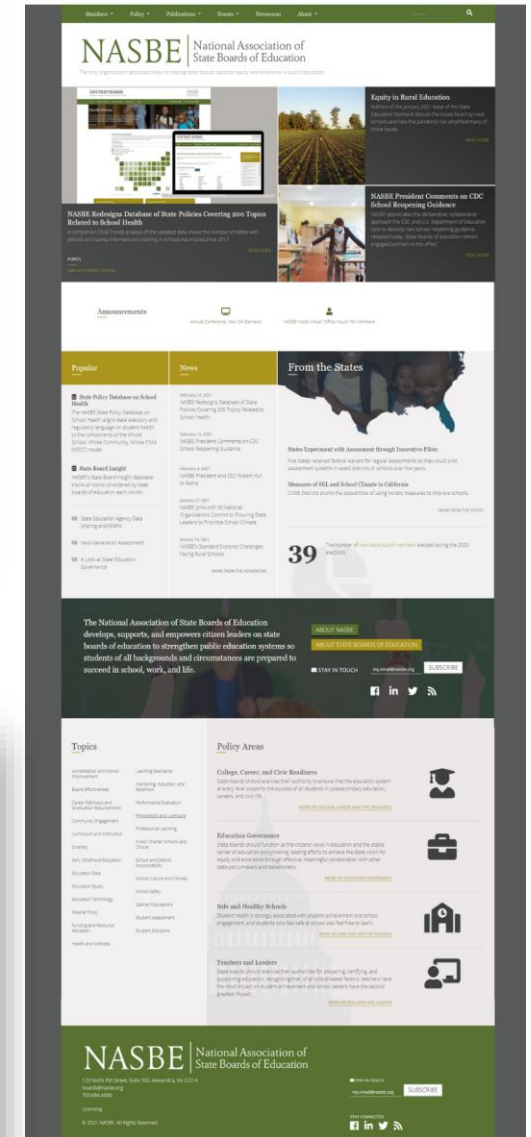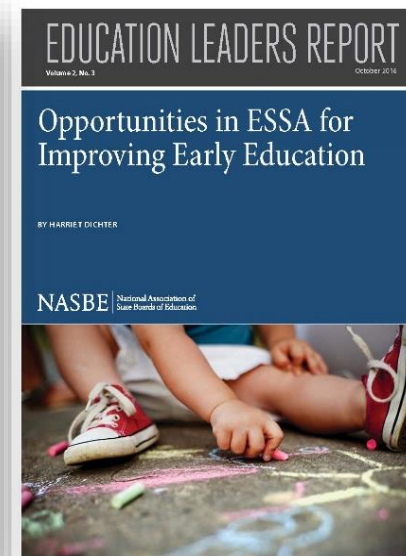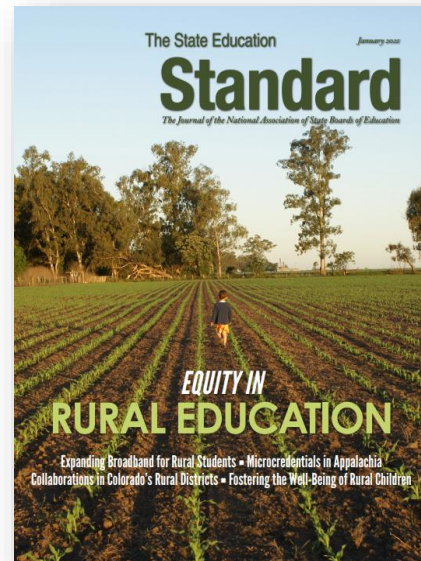   - Policy Research and Guidance

4. **Other**

   - Government Affairs Committee
   - Public Education Committee

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Publications

Formats for you, about you.

- Freely available on nasbe.org

- Editorial Calendar

- Editorial Advisory Board

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Building State Connections: NASBE Networks

Early Childhood Education Workgroup

Members meet virtually and in person to deepen SBE members' knowledge of early learning and identify concrete actions they can take to promote effective policymaking. The ECE workgroup is made possible through generous support of the Kellogg Foundation, the Foundation for Child Development, and the Trust for Learning. Interested in learning more? Contact the director of early learning, Winona Hao, at winona.hao@nasbe.org.

Leading for Equity and Excellence Program (LEEP)

LEEP's comprehensive educational programming and technical assistance builds the capacity of state boards to ensure equal access to excellent learning opportunities for all students. Interested in learning more? Contact Robert Hull at robert.hull@nasbe.org.

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Building State Connections: NASBE Networks

Leadership Exchange for Adolescent Health Promotion

LEAHP is a learning collaborative of multisector, state-level leadership teams whose goal is to develop state-specific action plans to address adolescent health in three priority areas: sexual health education, sexual health services, and safe and supportive environments. The project is funded through a cooperative agreement with the CDC. Contact NASBE's director of safe and healthy schools, Megan Blanco, at megan.blanco@nasbe.org to learn more.

Whole Child Policy Study Group

Whole Child Policy study group members receive professional development aimed at building their content expertise, policy strategies, and public leadership to meet the holistic needs of students in the wake of COVID-19. Contact NASBE's director of safe and healthy schools, Megan Blanco, at megan.blanco@nasbe.org to learn more.

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Want to Get More Involved?

Government Affairs Committee (GAC)

Shapes NASBE's advocacy on new federal legislation, funding, regulations, and other policy issues of national scope. State members share issues percolating in their states and on the national stage.

Public Education Positions (PEP) Committee

Drafts NASBE's public education positions, ensuring they are reflective of diverse state contexts and relevant to members. State members discuss important changes to keep the policy positions current and pro-actively draft new positions on critical education issues.

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