

Charlottesville City Schools Board of Education Governance Workshop

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HYA | HAZARD
YOUNG
ATTEA
ASSOCIATES

Agenda and Objectives

Characteristics of Effective School Board

Current CCS Board Status

- Survey feedback—strengths and areas of growth

Board/Superintendent Operating Protocols

- Superintendent Evaluation
- Board—Superintendent Communications
- Board Long Range Meeting Calendar

Board Responsibilities

- Working Agreements
- Code of Conduct
- Board Evaluation

EIGHT CHARACTERISTICS OF EFFECTIVE SCHOOL BOARDS

Center for Public Education (2011)

Effective School Boards...

- Have a vision of high expectations for student achievement and quality instruction and clear goals to achieve this vision.
- Believe that all students can learn and that the school division can teach all students at a high level.

Effective School Boards...

- Are accountability-driven, spend most of their time focused on student achievement.
- Have collaborative relationships with staff and community and a strong communications structure to inform and engage all stakeholders.
- Are data-driven; use results to drive continuous improvement.

Effective School Boards...

- Align and sustain resources to meet desired goals.
- Lead as a unified, collaborative team with the superintendent. Demonstrate respect for different roles and maintain mutual trust.
- Take part in team development and training to build shared knowledge, values and commitment to vision and goals.

Governance Survey

8 Respondents

Five Domains (44 total questions with answers scaled - Strength, Weakness/*area of growth*, Unsure)

- Mission, Vision, Principles and Goals (6 questions)
- The Board Team (10 questions)
- Board/Superintendent Relationships (10 questions)
- Operations and Finance (6 questions)
- Communication (3 questions)
- Board Meetings (9 questions)

Consistently Reported Themes

Predominate Strengths with Consensus

Operations and Finance

- All 6 questions seen as strengths
- 3 questions were unanimous as strengths
 - *Board makes resource allocation decisions that are in keeping with the strategic plan and school system's mission.*
 - *Board reviews financial reports and audits for a clear understanding of the district's financial health*
 - *Board monitors and approves the annual budget.*

Communication

- All 3 questions were seen as strengths
- 3 questions were unanimous as strengths
 - *The board supports, recognizes, and celebrates staff, school and student success.*
 - *There are mechanisms to ensure key board decisions are communicated to staff.*
 - *Board informs the community on district priorities, progress, needs and opportunities for involvement.*

Consistently Reported Themes

Mission, Vision, Principles and Goals

- 4 of 6 questions seen as weakness

Areas of Growth

- *The board adopts clear and measurable indicators in the strategic plan to assess district progress.*
- *Board members can identify how school system goals are being addressed in schools and classrooms.*
- *The board communicates the system's goals and aligns resources to support them.*
- *The board engages the parents/staff/community in securing support and ownership for the vision, mission, goals, and guiding principles of the school system.*

Consistently Reported Themes

The Board Team

- 4 of 10 questions seen as weakness

Areas of Growth

- *Each board member makes decisions based on the needs of the entire school system and not for any personal agenda or affiliation.*
- *Individual board members do not undermine board decisions and support and promote decision of the board as a whole even when the vote is not unanimous.*
- *Board members work to model trust and respect toward each other.*
- *Directions to the superintendent and staff come from the board as a whole, not individual board members.*

Consistently Reported Themes

Board/Superintendent Relationships (mixed results)

- 6 questions in this area seen as strengths, but 4 of 10 questions seen as weakness

Strengths

- *The superintendent communicates key board decisions to the staff.*
- *The board delegates decision-making authority to the superintended and staff to implement policies in accordance with board policies*
- *The board has confidence in the quality of the school system staff.*
- *The role of the board chair and vice chair are clearly defined.*

Areas of Growth

- *The board annually evaluates the superintendent based on established expectations.*
- *The board had clear goals and expectations for the superintendent and holds him/her accountable for them.*
- *Board members follow an agreed upon protocol regarding concerns or requests from the community.*
- *Board members seldom if ever assume roles and responsibilities that belong to the superintendent and staff.*

Consistently Reported Themes

Board Meetings

- 6 of 9 questions seen as strengths
- But 3 questions in this area seen as weaknesses

Areas of Growth

- *Board members ask key questions about board issues in advance of board meetings so that staff can provide full and complete answers.*
- *Board meetings are efficient, lasting no more than 2-3 hours, and make good use of everyone's time.*
- *Board members understand how an item is placed on an agenda for discussion and/or action.*

Governance Model

Effective School Boards do not blur their role with that of the Superintendent and Administration.

Rather, effective Boards set the direction for the district through Strategic Planning and Policy and consistently monitor the progress and performance of Superintendent and the district based on student achievement.

Effective boards develop its own governance processes including communication, board norms, and board goals.

Board Norms Ensure Effective Governance

- Ethics and effectiveness go hand-in-hand.
- Effective boards adhere to mutually agree-upon ethical principles.
- A Board code of conduct shapes attitudes and guides behavior. It should be reviewed annually.
- A Board code of conduct establishes the basic rules of board service.