Faces in the Crowd

Who are we?
Columbus
Superintendent Bryan Davis
Today’s Focus

• Your Board can promote professional working relationships through written policy.

• Your Board can maintain focus on district performance outcomes.

• Your Board can keep your district’s goals in line with the values of your community.
What is Governance By Policy?

❖ A results-oriented governance model
❖ Policies focus on the future
❖ Clear communication of expectations
Governance by Policy has the following components:

- Ends Policies
- Executive Limitations
- Board /Superintendent Relations
- Governance Process
- Means
- Monitoring Reports
- Indicators
- Community Linkages
So what does all this mean?

- Clear, concise direction to the superintendent.
- A single goal - student achievement.
- Board driven direction.
Ends Policies

Goals of the district as determined by the board; Ends Policies define the desired results.
Ends Global Policy - Students will demonstrate continuous improvement toward their full potential in the following areas:

E-1 Creativity, critical thinking and problem solving
E-2 Communicating effectively
E-3 Collaborating with others
E-4 Practicing citizenship, personal responsibility and compassion
E-5 Core Subjects and Themes
   a. English Language Arts
   b. Science
   c. Math
   d. History
   e. Arts
   f. Business/Entrepreneurship
   g. Global Awareness
E-6 Life and Career Skills
Executive Limitations

The board defines procedures and behaviors that are unacceptable in executing the means. These guidelines are written by the board for the superintendent without getting involved in the district daily operations.
Example Executive Limitation Policy

EL-6 BUDGETING/FINANCIAL PLANNING

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board’s Ends priorities, risk fiscal jeopardy to the district or fail to be derived from a multi-year plan.

Accordingly, the Superintendent shall not:

1. Develop a budget which fails to take into consideration fiscal soundness in future years or ignores the building of organizational capabilities sufficient to achieve Ends in future years.
2. Develop a budget which fails to consider the overall tax impact on the community when proposing the levy.
3. Develop a budget that provides inadequate support for Board development and other governance priorities.
4. Develop a budget that omits credible projections of revenues and expenses, cash flow, and disclosure of planning assumptions.
Board/Superintendent Relations

The board and superintendent will work together as colleagues as documented in policy to achieve the Ends.
B/SR-2. Accountability of the Superintendent:
The Superintendent is the Board’s sole link to district operations. The Superintendent has exclusive authority over staff and has the exclusive right to delegate that authority. Staff are accountable only to the Superintendent and their respective supervisors, as determined by the Superintendent. Accordingly:

a. The Board will never give instructions or direction to any staff other than the Superintendent.
b. The Board will not evaluate any staff member other than the Superintendent.
c. Except for stating its values through policy and fulfilling any statutory or contractual mandates in regard to such matters, the Board will refrain from participating in decisions or actions involving the hiring, evaluating, disciplining or dismissal of any employee other than the Superintendent.
Governance Process

The board will conduct itself and do its job to ensure attainment of Ends Policies.
GP-9. Board Member Covenants:
In order to build and maintain productive, effective relationships, Board members shall maintain communication and interaction that builds upon mutual respect and trust; embodies civility; and respects decisions made by the full Board.

Accordingly, members will:

a. focus on issues, not people or personalities;

b. respect decisions of the full Board;

c. exercise honesty in all communications;

d. make every reasonable effort to protect and promote the integrity and positive image of the district, one another and the Superintendent and staff;

e. employ the following format to submit items they wish to have the Board deliberate:

   i. define the problem

   ii. propose a possible solution

   iii. propose possible board action
Means

Day-to-day activities, practices and programs put into action to achieve the Ends are the responsibility of the superintendent and administration.
Monitoring Reports

Each report is an in-depth examination of Ends Policies, Executive Limitations, Board/Superintendent Relations and Board Governance results, to ensure district accountability.
Example of Board Monitoring Response

Official Board Response to Board Governance Policy Monitoring Report

Policy Monitored: GP-9 Board Covenants

Date of Board Review:

The Howard-Suamico School District Board of Education has reviewed the internal monitoring report of these policies and makes the following conclusions:

1. ___ The Board finds itself to be in full and complete compliance.

2. ___ The Board is in compliance with the provisions of this policy, with the following interpretations, actions, and/or policy sub-parts excepted:
   The Board determines the following action to be appropriate:

Evaluation of Policy Relevance and Language

The board approves the following action in regard to the continuing relevance of this policy and its language:

Signature of Board President Date:__________________
Signature of Board Vice President Date:__________________
Indicators

The board monitors data-driven results that identify progress towards accomplishing the Ends. Student achievement results from district and state tests as well as other assessments of a student’s progress are indicators of movement toward the Ends Policies.
Community Linkages

- Schedule for consistency
- Policy focused interactions
- Clear identification of owners
Questions

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Please contact us

www.chetek.k12.wi.us

www.columbus.k12.wi.us

www.deforest.k12.wi.us

www.hssd.k12.wi.us