

ATTACHMENT I
Recommended Revisions to
School Board Member Training—Framework for School Board Development

Preamble

The mission of the public education system of this state is to ensure that all Texas children have access to a quality education that enables them to achieve their potential and fully participate now and in the future in the social, economic, and educational opportunities of our state and nation (Texas Education Code, §4.001).

The board of trustees of an independent school district or governing board of a charter school is the governing body for Texas public school districts. To effectively meet the challenges of public education, school boards and superintendents must function together as a governance leadership team. Each team will focus on the improvement of student outcomes through vision and goals, systems and processes, progress and accountability, advocacy and engagement, and team synergy. Teams ensure that their districts provide equitable and effective educational programs and services for all students. The Framework for School Board Development has been approved by the State Board of Education to provide the critical areas of development for all public school boards.

Framework

- I. Vision and Goals—The board ensures creation of a shared vision and measurable goals that improve student outcomes. The board:
 - Adopts a shared vision that incorporates input from the community to reflect local aspirations and needs.
 - Ensures that the vision aligns with the state's mission, objectives, and goals for education established by law or rule.
 - Adopts a reasonable number of specific, measurable, attainable, research-based, and time-bound goals that align to the vision to improve student outcomes.
 - Embraces, supports, and fulfills the vision that all students receive what they need to learn, thrive, and grow, including resources, opportunities, and experiences.
 - Uses the vision and goals to drive all deliberations, decisions, and actions.

- II. Systems and Processes—The board ensures systems and processes are in place to accomplish the vision and goals. The board:
 - Regularly reviews and adopts board policies for effective support of the district's vision and goals.
 - Approves a budget that aligns with and maximizes resources to fulfill the district's vision and goals.
 - Implements a system to monitor student progress throughout the year.
 - Uses an equity lens in decision-making and evaluating systems and processes.
 - Provides oversight of management and restricts its actions to district-wide policy-making, planning, goal-setting, progress monitoring, and evaluation.
 - Refrains from involvement in daily operations and management.
 - Approves goals, policies, and programs that ensure a safe and secure learning environment.
 - Ensures the equitable distribution of resources, opportunities, and experiences based on the diverse needs of students and schools.

- Ensures that the district’s planning and decision-making process enables all segments of the community, families, and staff to meaningfully contribute to achieving the district's vision.
 - Welcomes and values all people and cultures as important stakeholders in the process for student success.
 - Ensures the district has a system that monitors for sound business and fiscal practices.
 - Fulfills the statutory duties of the local board of trustees and upholds all laws, rules, ethical procedures, and court orders pertaining to schools and school employees.
- III. Progress and Accountability—The board sets clear goals, provides resources and support, evaluates goal attainment, and engages in ongoing objective feedback on progress and commitments. The board:
- Holds itself accountable to its adopted vision, goals, commitments, and operating procedures.
 - Uses a variety of data to identify progress measures that are predictive of student outcomes.
 - Monitors and evaluates progress toward the adopted measures.
 - Ensures equity throughout the system by regularly identifying inequities, updating policies, and appropriately distributing resources.
 - Differentiates among inputs, outputs, and outcomes, especially when focusing on student outcomes.
 - Monitors and evaluates the allocation of resources in support of the district’s vision and goals and sustainability.
 - Reviews the efficiency and effectiveness of district operations and use of resources in supporting the district's vision and goals.
 - Annually evaluates the superintendent on the achievement of district goals, primarily on progress toward or achievement of board-adopted student outcome goals.
- IV. Advocacy and Engagement—The board promotes the vision and engages the community in developing and fulfilling the vision. The board advocates on behalf of public-school children. The board:
- Demonstrates its commitment to, and advocates on behalf of, the shared vision and goals by clearly communicating them to the superintendent, staff, and community.
 - Regularly reports district progress to families and the community.
 - Ensures multiple forms of two-way communication will be used to engage, empower, and connect students, families, staff, media, and community with the district.
 - Builds collaborative relationships and partnerships with families and community, business, non-profit, higher-education, and governmental leaders to influence and expand educational opportunities and experiences to meet the needs of students.
 - Recognizes the respective roles of and provides input and feedback to the legislature, State Board of Education, and the Texas Education Agency to ensure maximum effectiveness and benefit to Texas schoolchildren.
 - Promotes school board service by educating the community about the role of a school board and building capacity within the community for potential future school board members.

- V. Team Synergy—The board works effectively as a collaborative unit and as a team with the superintendent to lead the district in fulfilling the vision and goals. The board:
- Remains focused on its goals and priorities, as opposed to individual agendas separate and apart from the shared vision.
 - Annually evaluates its performance as a team, with attention given to the district’s vision and goals; fulfilling the board’s duties, responsibilities, and commitments; and the board’s working relationship with the superintendent.
 - Makes decisions as a whole only at properly called meetings and recognizes that individual members have no authority to take individual action in policy or district and campus administrative matters.
 - Respects the right of individual members to express their viewpoints and vote their convictions and honors the decisions of the majority.
 - Develops teamwork, problem-solving, and decision-making skills.
 - Learns together as a team with its superintendent.
 - Understands and adheres to laws and local policies and respects the superintendent’s responsibility to manage the school district and to direct employees in district and campus matters.
 - Adopts and adheres to established policies and procedures for welcoming and addressing ideas and concerns from students, families, staff, and the community.
 - Establishes and follows local policies, procedures, and ethical standards governing the conduct and operations of the board.
 - Understands and respects the leadership role of the board president and adheres to local policies and procedures about the duties and responsibilities of the board officers.