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Notes:

Come up with a couple of policy ideas. Come up with policies that are important to you. Come up with descriptive titles. What goals would that policy deal with? Have a vision and goals for the policy you create. Why are you pursuing those goals? Research the idea. Find research relative to that idea. Be able to persuade people with your study. Choose 5 ideas, of which as a group, you'll be choosing 1. Use research to prove this is important for you to pursue.

Come up with idea, goals, and research.

You are the school board. You are not worrying about the administration at this point.

Central ideas to course:

Federal authority for policies: flows from the constitution. Elected officials make laws from constitution and declaration of independence. The legislature empowers federal agencies at the federal level. Education is a state's responsibility ultimately. Governor, state education dept. empowers the local board of education.

National Standards and State Standards (**setting direction**)

Role of school board, supt. and staff

Expectations of leaders (Heifetz: people expect leaders to set direction...ask experts questions, don't just tell people what to do. You want to improve scores, talk to the teachers, get beyond your own school setting, look outside your present organization, beyond your classroom...where are people working on this more intensely than you are.

Key ideas: **Protection. Direction.**

State Board of Regents

School Board members need mentoring and they need help working through the district initiatives

State Ed is run by the board of regents

What will help the fabric get stronger?

The school district is a company. How can we help people get to their goal? If you don't have a picture of where you're going, you are not going to get there.

What will make a difference in terms of policy. We're not doing the job. Very well for some, not well at all for others. How do we reorganize ourselves to accomplish the picture.

Making Schools Work with Hedrick Smith (PBS Program)

Notion of **SYSTEMS**.

Reform began in the 1980's school by school. The strategy then moved to a larger picture, encompassing systems. Don't look for one way. Each school is different. Nothing can be generic. If you are not reaching children, you must change approach. Reading is the most important.

SYSTEM THINKING:

“The Key work of School Board”

Topics for discussion/questions:

- *Vision and Mission
- *Standards
- *Assessment
- *Accountability
- *Alignment
- *Climate and Culture
- *Collaborative Relationships
- *Continuous Improvement

Use of data is important!!

Every action has a reaction

Mission and Vision: compliance and commitment

Peter Senge is the systems guru

Standards

Alignment

Culture and Climate

Recognition: People need to be recognized for what they do well.

Think about policy. Assessment. Accountability.

e.g. review of curriculum

**vision, goals, planning, policy implementation,
assessment, evaluation → cyclical**

succession planning within an organization helps to strengthen the fabric of an organization.

Goals can be phased in. They don't have to be met all at once. Small gradients of improvement are key. Give credit for those steps along the way.

Examples of policy: curriculum review at school boards, AP Exam requirement

Policy is often identified by finding a problem you need solved

Problems

Correction

Systems Thinking:

- Work=student achievement and resources
- The oversight role?
- Knowledge for "all students data?"
- Learn, think and behave differently? Strategies?
- The upfront leaders of public education...creating the conditions
- To support the work of the principals and teachers---why?
- System interactions? Worst case scenarios? What else may happen? Additional actions?
- Interweaving and linking actions-

Harrison Middle School Problem...immediate top 4 things that have to happen:

Call attorney

Notify board of ed.

Replace principal with next person in charge

Contact family of the kid who got stabbed

Communications person/press release is key...what you will say to public?

Governance

- policy and operations
 - *vision, goals, evaluation
 - *planning, Implementation, Assessment
- Your values, priorities....
 - *In policy (individual and group identity)

Film about Chicago:

Illustrations of how programs that have been put into place have generated success.

What policies would a school board need to put in place in order to make things happen?

Trouble: hostility and ethnic controversy in highlighted district

The Comer Process: A strategy for creating a positive process for learning. Parent component. Enlist parents as parent volunteer.

You must create an environment where the adults get along and then can model positive things for kids.

A full time social worker key to Comer's model. Kids can't perform well if they don't feel safe. Before you can teach kids you have to create the right kind of culture in the school. When you are developing well, you will learn. Adults in the environment need to support this. Power sharing is important to the Comer process. **The emphasis should be on problem solving, not finger pointing.** Help teachers feel supported. As behavior improved, so did academics.

James Comer is out of Yale University. His work is interesting in terms of lifting school results.

Westbury (Connie Clark, Supt.) is using Comer process.

If you want something to be accomplished you need to be the person to start it! E.g, if you want teachers to treat kids with respect, you need to treat teachers that way yourself.

Shared leadership is key.

Creating the right culture for learning.

Parents have to be involved.

Culture is critical.

Communities create achievement! By excluding a group, you lessen opportunities for success.

Communities that work together create high achievement!

Character development is in front of achievement.

What is in your vision for making a good school?

The Work...Action and Resources

Self assessment (self, supt. staff)

Identify possible policy initiatives

Draft questions the school board should ask itself

Draft questions the school board should ask the superintendents and staff

List or outline differentiating roles and responsibilities
Considerations of “the team” prior to a plan
Annotated listing of references related to proposed action

What’s going to change because of a policy??

Come up with 5 of your own areas you would attack to improve the school. Then come up with one in the group. Then create a policy. Trying to make a difference for struggling kids.

Come up with goals and research related to your 5 ideas.

DTMT: District’s Top Management Team

Schools that are in trouble need more help. Support based on need, not on numbers. Equity plus schools is a model in NYS. In NYS they have identified 136 schools that are failing...in 12 school districts. Kids that come from poverty thrive in structure. E.g. focus lesson, objective, homework. Teachers can get a bonus if they perform well, allocated from the Title-One money. There is a different framework for providing support and helping with success for children of poverty...all kids can learn. Persistent performance gap in NYS is a problem. Board of Regents set standards and goals. These are the people in charge for people in our state. Manhattan Comprehensive Day and Night High School, offers a different schedule. Teachers need to be close to kids so that kids will try their hardest in order to please the teacher. Parents being involved are so key to success for all kids. Research shows that when a whole faculty studies together, they can make a real difference. E.g. topic: How can we help all our kids succeed?

Modern Governance is Policy Governance:

The 10 Principles:

- *The Trust in Trusteeship
- *Speak with “One Voice”
- *Predominantly Policy Decisions
- *Broad values to Narrow
- *Define and Delegate V. React and Ratify
- *Ends Determination
- *Best Control—Limit, not prescribe
- *Must design own products and process
- *Forge linkage with management—empowering and safe
- *CEO performance must be monitored against policy criteria

How do you as an organization not be reactive, but instead be deliberative.

School Board Standards for Professional Development:

-Professional Development that improves student learning is key.

Our district will apply the following standards to all professional development:

- Goals of each building are aligned with those of the school and district
- Leadership on the building level should guide continuous instructional improvement
- Use of disaggregated student data will determine learning priorities
- Prepares educators to apply research to decision making
- Prepares educators to hold high expectations for academic achievement
- Deepens educators' content knowledge and instructional strategies to assist students in meeting rigorous academic standards and prepares them to use various types of assessments appropriately.
- Provides educators with knowledge and skill to involve all stakeholders appropriately.

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Notes:

The University of the State of NY: Includes: Libraries, museums and archives, an umbrella for pre-k through university level, office of professions, public television.

When a board is working well, the goals are crystal clear so that the board can work to get the community to understand what the district is working toward. This helps to make sure goals become a reality.

Hierarchy of legal authority: The constitution, federal level: Department of ed. and all the cabinet posts. Anything not mentioned in the constitution becomes a state issue. In NY the board of regents has a great deal of power. The board of regents sets the policy for the state. The local school board gets the power from the state board of regents.

POWER FLOW: U. S. Constitution and Declaration of Independence→
Congress→Federal Agencies→ State Constitution→State Legislature→ State
Agencies→Local School Board.

Governance Responsibilities? Policy and operations....board of ed. ...Supt. and Staff.

Policy and Operations...vision and goals, evaluation
Planning, implementation, assessment

Your values, priorities...in policy, individual and group identity.

THE DATA:

4 million 9th graders

National dropout rate: 1/3 of kids drop out

New York State

Remedial students in College

Minorities (generally locates itself primarily in urban centers)

Math and Science

80% of the fastest growing jobs

BOOK: The World is Flat, by Thomas Friedman

Ideas: 9/11-11/9 (Berlin Wall), Netscape, Pakistan, India and Indiana, types of workers (fungable): special, specialized, anchored, adaptable.

3 Key Concerns: Numbers of People, Ambition, Education

Identify Policy Issues? Illustrations

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IST= Instructional Support Team: The job of IST is to focus on children and what can be done to help prior to identifying them for SPED services.

My top 5 for improving student achievement: Develop an Early Intervention Program in Literacy, Professional Development, Student Grade information Online, Character Education, Curriculum Review Process

Group's Top 5: Develop An Early Intervention Program in Literacy, Curriculum Review Process, Professional Development, Alternative Program for At Risk Students, IST

CURRICULUM REVIEW PROCESS:

data, alignment, performance evaluation, cycles for review

PROFESSIONAL DEVELOPMENT:

future oriented, system of feedback, individual needs/goals related to prof.

development, organizational success is connected to personal satisfaction...once

you get people on the bus, you need to think about keeping them on the bus, the

clearer the mission the happier the individual is

DEVELOP AN EARLY INTERVENTION PROGRAM IN LITERACY

identification system, prevention plan, intervention system, out reach,

library/community programs

ALTERNATIVE PROGRAMS FOR AT RISK STUDENTS

How are we going to get kids a diploma, and success with college degree program,
time a.m. p.m. location, skills, behaviors, needs, partnership with community,
staff/hiring

IST

instructional support team, a program that you put into place to maximize
individual student achievement typically for students who are noted to have
difficulties in school, money implications, reduce referrals, data