

FROM THE OFFICE OF THE CHIEF OF STAFF

TOPIC: **AdvancED Statement Addressing BCPS Improvement Priority #1**

AREA OF IMPACT	DEPARTMENT	PERSON(S) RESPONSIBLE
School Board	Office of the Superintendent	Jeffrey Moquin & Dr. Leo Nesmith

Accreditation Standard 2: Governance and Leadership

The system operates under governance and leadership that promote and support student performance and system effectiveness.

- **Indicator 2.2** – The governing body operates responsibly and functions effectively.
- **Indicator 2.3** – The governing body ensures that the school leadership has the autonomy to meet goals for achievement and instruction and to manage day-to-day operations effectively.
- **Primary Indicator:** Indicator 2.3

Institution Progress Narrative

To address AdvancEd’s assigned Improvement Priorities concerning the governance and leadership exercised by “Broward County Public Schools Board of Trustees,” The Office of the Chief of Staff conducted extensive research to identify unique policy provisions and best practices that have been successfully implemented by several large districts throughout Florida and across the nation relative to the governance of their respective Board meetings.

On February 14, 2017, the School Board of Broward County, FL (SBBC) held a workshop to review key research findings compared with the District’s Policy 1100A, which details the rules for scheduling and operations of its meetings. The Office of the Chief of Staff also presented the following discussion topics (*see Attachment 1*):

- Key Characteristics of High Performing School Boards
- Council of Great City Schools (CGCS) and Broward County Public Schools (BCPS) Meeting Metrics
- Meeting Policies and Practices of Other School Districts
- Accreditation & Board Professional Development

During that meeting, the Board Members approved a phased approach to the development and implementation of a new meeting and workshop structure to streamline the length of Board meetings, while still maintaining a high level of effectiveness and robust opportunities for public input. Many of the modifications align with best practices implemented by other large school districts informed from the research conducted.

The Office of the Chief of Staff implemented the enhancements to the Board meetings and workshops in three phases. These enhancements are intended to have the meetings operate in a more efficient and effective manner; which in turn, would also maximize staff’s time to fulfill

their work responsibilities outside of Board meetings.

The first series of enhancements in the phased approach began in February 2017 and required no changes to Policy 1100A or the current structure of Board meetings and Workshops.

- Modified the order of the agenda (online and in print) to coordinate with the order in which the Board Chair disposes the agenda
- Developed and implemented a new Board Member Online Agenda Survey to provide Board Members an opportunity to identify the agenda items they intend to pull for discussion and pose questions to staff prior to the Board meeting.
 - Intent is to allow staff to provide responses to questions prior to the Board meeting and assist in ensuring staff is fully prepared to respond to such questions at the Board meeting
 - This new process does not preclude any Board Member from pulling an item for discussion

The second series of enhancements attempted to modify the structure of the existing Board meetings and workshops within the parameters of the existing provisions of Policy 1100A. As shown in the Comparison of School Board Meeting Schedule illustrations below, The Board typically meets four (4) Tuesdays each month. Based on the current schedule, Regular School Board Meetings are scheduled for the first and third Tuesday of each month, and Workshops are scheduled for the second and fourth Tuesday. The modification in structure will not change the frequency or sequence of this meeting schedule to the new schedule; rather the emphasis of the meetings will be amended to focus the agenda on executing a particular work stream.

Comparison of School Board Meeting Schedule

Current Schedule
1st Tuesday of Month
➤ Special Presentations
➤ Regular School Board Meeting <ul style="list-style-type: none">• Committee Reports• Superintendent's Report• General Speakers• Operational Agenda
2nd Tuesday of Month
➤ Board Workshop <ul style="list-style-type: none">• Operational and Policy topics
3rd Tuesday of Month
➤ Special Presentations
➤ Regular School Board Meeting <ul style="list-style-type: none">• Committee Reports• Superintendent's Report• General Speakers• Operational Agenda
4th Tuesday of Month
➤ Board Workshop <ul style="list-style-type: none">• Operational and Policy topics

New Schedule
1st Tuesday of Month
➤ School Board Operational Meeting <ul style="list-style-type: none">• Operational Agenda• Committee Reports• General Speakers
2nd Tuesday of Month
➤ Board Workshop <ul style="list-style-type: none">• Operational and Policy topics
3rd Tuesday of Month
➤ Regular School Board Meeting <ul style="list-style-type: none">• Special Presentations• Committee Reports• Superintendent's Report• General Speakers• Operational Agenda (only if needed)
4th Tuesday of Month
➤ Agenda Planning Session/Workshop <ul style="list-style-type: none">• Review Operational Agenda for upcoming School Board Operational Meeting• Operational and Policy topics (only if needed)

As shown in the **New Schedule**, the first Regular School Board Meeting (first Tuesday of the month) is now dedicated to the operational agenda and having the Board consider agenda items to advance the business of the District. This meeting is now referred to as the School Board Operational Meeting (**SBOM**) and will no longer include Special Presentations. The intent was to also no longer schedule Committee Reports or General Speakers, as these ceremonial items and opportunities for the public to engage the Board constituted the primary focus of the second Regular School Board Meeting (RSBM) of the month (third Tuesday of the month). However, further review of Policy 1100A in its current form requires these public speaking opportunities at all scheduled Board meetings. Thus, a change in policy will be necessary to shift these public speaking engagements to only Regular School Board Meetings. It is important to note the public will continue to have the opportunity to provide input on all the open agenda items and pull consent items for comment, as provided within Policy 1100A.

The second Tuesday of the month continues to be a Board Workshop, and the agenda includes topics consistent with those currently presented at Workshops. This includes review of policy changes, updates on strategic initiatives, presentations on cyclical operational processes (i.e. boundaries, budget, and school calendar), and Board Member requests for discussion topics. The public is still able to speak to each workshop topic, as provided within Policy 1100A.

The second Regular School Board Meeting of the month (third Tuesday) is now largely dedicated to community engagement. It features four distinct components: Special Presentations, Committee Reports, General Speakers, and an agenda. The agenda component is intended to be small and dedicated for items deferred from the operational meeting or time-sensitive items that cannot await the next operational meeting. The allocation of time for Special Presentations, Committee Reports, and General Speakers now has the potential to be expanded, as the primary focus of this meeting is for these purposes. Additionally, there is the opportunity to potentially start this meeting later in the afternoon because the operational agenda will not be expansive.

The final meeting of the month (fourth Tuesday) is now referred to as Agenda Planning Session (APS). The focus of this session is to conduct a review of the agenda for the upcoming operational meeting. This forum provides Board Members the opportunity to dialogue with their colleagues, ask questions and provide critical feedback on agenda content to the Superintendent and Chief of Staff prior to the actual operational meeting, where Board Members will take official action on the issues. Cabinet Members and staff do not attend these sessions to provide them time to maintain focus on their work responsibilities. The Office of the Chief of Staff disseminates Board Members' requests for additional information to staff for written follow up in advance of the operational meeting. This best practice, as outlined at the February 14th workshop, is intended to facilitate an effective and efficient operational meeting by orienting Board Members on agenda items in advance of the operational meeting.

The illustrations below provide another comparison of the School Board meeting schedule and meetings overview.

	Previous Schedule	New Schedule	
1st Tuesday of Month	Regular School Board Meeting	School Board Operational Meeting	
2nd Tuesday of Month	Board Workshop	Board Workshop	
3rd Tuesday of Month	Regular School Board Meeting	Regular School Board Meeting	
4th Tuesday of Month	Board Workshop	Agenda Planning Session	Board Workshop

School Board Operational Meeting (SBOM)	Advance official business of the District
Board Workshops (BW)	General discussion on operational and policy topics
Regular School Board Meeting (RSBM)	Ceremonial and community engagement focus (small agenda)
Agenda Planning Session (APS)	Review and discuss next scheduled SBOM agenda items

The enhancements of the final phase are those that would require an amendment to Policy 1100A and are still to be determined.

An analysis of the duration of the Board meetings was conducted to determine the effectiveness of the new meeting structure since its full implementation in May 2017. As noted in the illustration below, there was an average decrease of roughly 3 hours and 25 minutes per each of the 13 meetings from the previous year. Most notably, this 41% average decrease in meeting time occurred despite having nearly the same number of agenda items. This major finding strongly suggests the new meeting structure is not only effective, but also has increased the efficiency of our Board operations in advancing the business of the District. Staff members also frequently praise the new structure due to the increased time they now have to fulfill their work responsibilities outside of Board meetings.

Duration of Meetings Analysis

MEETING TOTALS				MEETING AVERAGES			
	May – Dec. 2016	May – Dec. 2017	Inc. / Dec. %		May – Dec. 2016	May – Dec. 2017	Inc. / Dec. %
Items	706	694	↓.017%	Items	54.31	53.38	↓.017%
Duration	107:59 <small>(h:mm)</small>	63:42 <small>(h:mm)</small>	↓ 41%	Duration	8:18 <small>(h:mm)</small>	4:53 <small>(h:mm)</small>	↓ 41%

N= 13 meetings per year

Additional quantitative and qualitative data relative to the duration of meetings will be provided in the final report.

Mr. Michael Casserly, Executive Director of the Council of Great City Schools (CGCS) provided an introductory training session for the Board on April 3, 2018. This training session focused minimally on aspects of **Effective School Board Management for Strategic Goals, Accreditation, and High Student Achievement**, which is consistent with trainings he provides to all high-performing school boards. Mr. Casserly extensively reviewed the following topics with the Board (see Attachment #2):

Topics	Focus
Why Some Urban School Districts Improve Faster than Others and What the School Board Role is in that Improvement	Increasing Student Achievement <ul style="list-style-type: none"> • Everything Starts with the Board • Leadership and Governance • Establishing Clearly Stated Goals and KPIs that can be monitored by School Board • Accountability • Tiered Strategy • Instructional Program • Capacity-building • Data
School Board Member Relations	Distinguish Functional from Dysfunctional Board Behaviors <ul style="list-style-type: none"> • Board Organization & Structure • Board Member Conduct During Meetings
School Board Roles and Responsibilities	When School Boards Neglect Oversight <ul style="list-style-type: none"> • Management Oversight v. Management • Board Roles v. Superintendent Roles

	<ul style="list-style-type: none"> • Board Organization & Structure • Duties of the School Board and Superintendent • Board-Superintendent Covenants • Board Meeting Protocols & Operating Rules for Meetings • Code of Conduct • Board Members Communication with Media • Process for Addressing Board Member Violations
District Goals and Constraints	Establishing a solid strategic plan and strategies to deal with challenges in meeting established goals
Key Performance Indicator	Establishing an annual calendar of established Board goals & timelines for progress monitoring
School Board Self-Evaluation	Establish importance of reflecting and evaluating its own work and to determine whether the Board is acting in accordance to its ground-rules and review a sample document

The Office of the Chief of Staff has reached out to the Florida School Board Association (FSBA) and Nova Southeastern University (NSU) to investigate other available training topics that could be offered to meet the Board Members’ professional development needs. Staff will schedule additional training sessions once the new Board configuration has been finalized.