

The Role of the School Board in the Continuous Improvement Process



Dianna Weinbaum
Cognia
Senior Director, Florida
dianna.weinbaum@cognia.org



Rita Weaver
Charter Schools USA
Senior Director of Board Governance
rweaver@charterschoolsusa.com



cognia™

Who is Cognia?



Introduction and Opening Remarks



- Who is who?
- Role?
- Responsibilities?

Our Vision

To impact and inspire education providers to advance and enable pathways for success for all learners

Our Mission

To serve as a trusted partner in advancing learning



The network



125+

years of knowledge and expertise
in continuous improvement

32,000

schools and districts

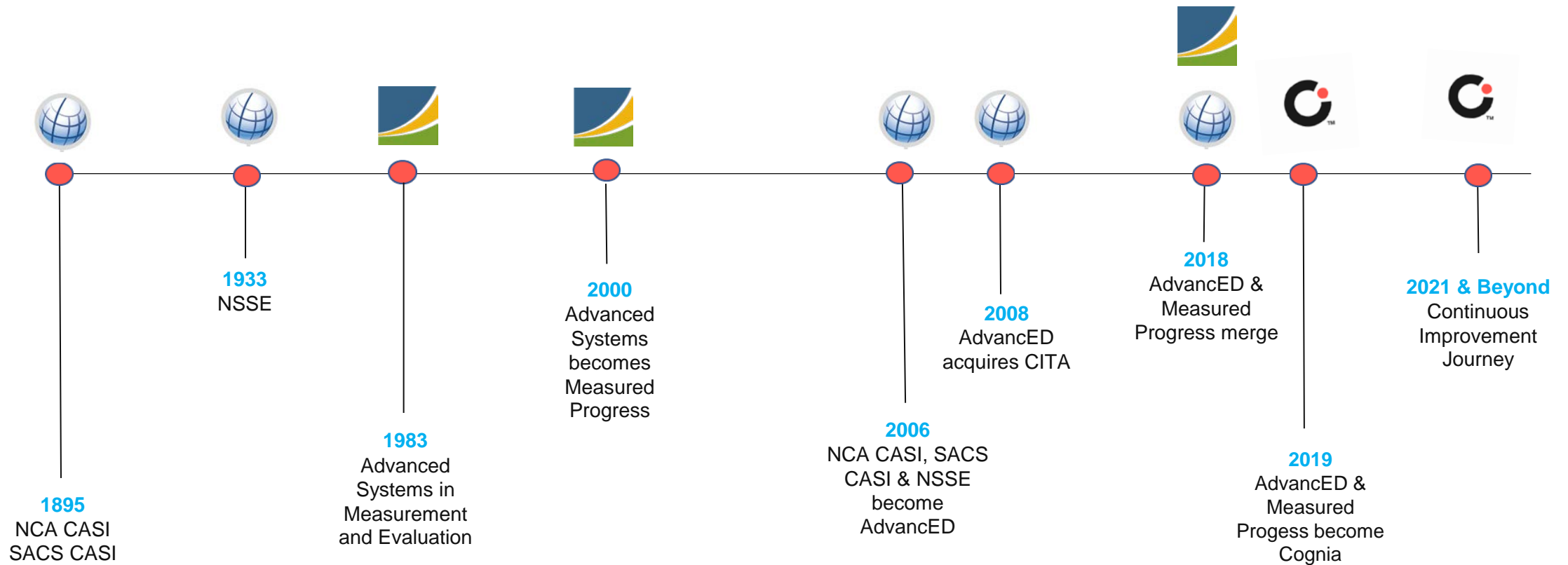
95

countries

The world's largest accreditation and improvement network



History At-a-Glance





Successful Cognia Accreditation

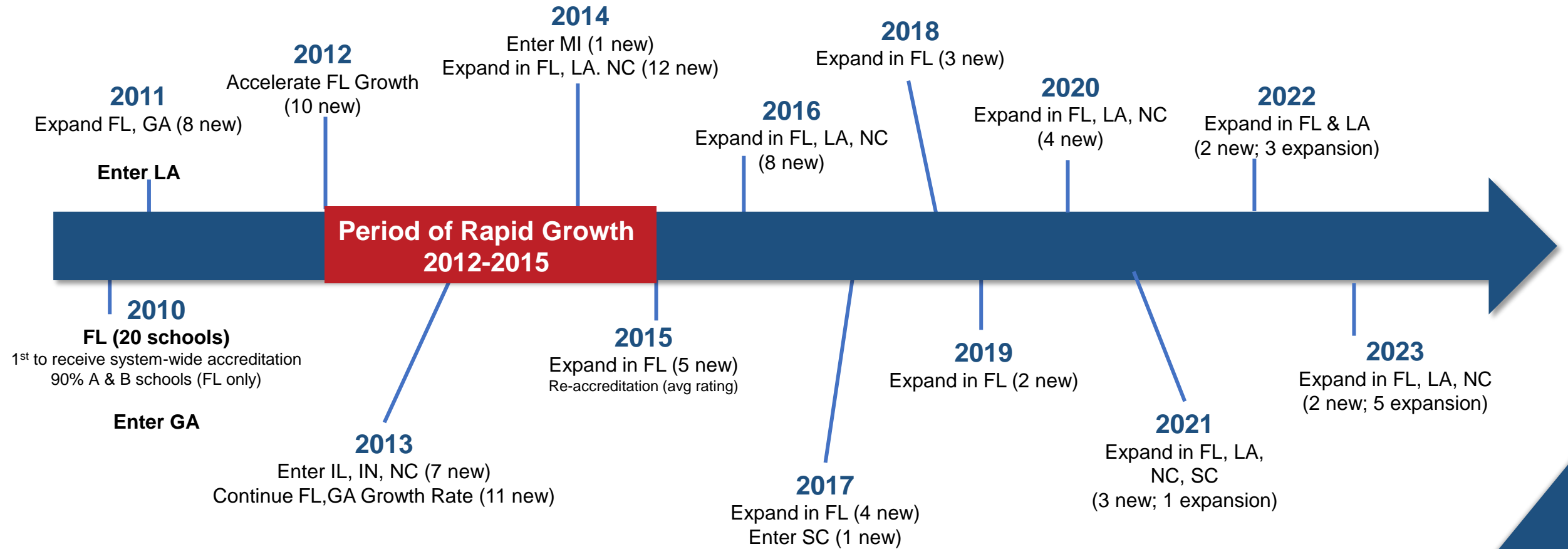
- Your school's accreditation recognition is granted by Cognia's three regional accrediting agencies:
 - North Central Association Commission on Accreditation and School Improvement (NCA CASI),
 - Northwest Accreditation Commission (NWAC)
 - Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI).

We know schools because we're in schools

Cognia is a global nonprofit that has the knowledge to help schools improve outcomes for all learners.

CSUSA'S GROWTH

2010 – Present



Activity

Think-Pair-Share

Proud Moment...



- 🕒 What are you **most proud** of as a school board member? Or what are you **most proud** of with your board members?
- 🕒 What do you believe is having the most **positive impact** on students in your institution(s)?

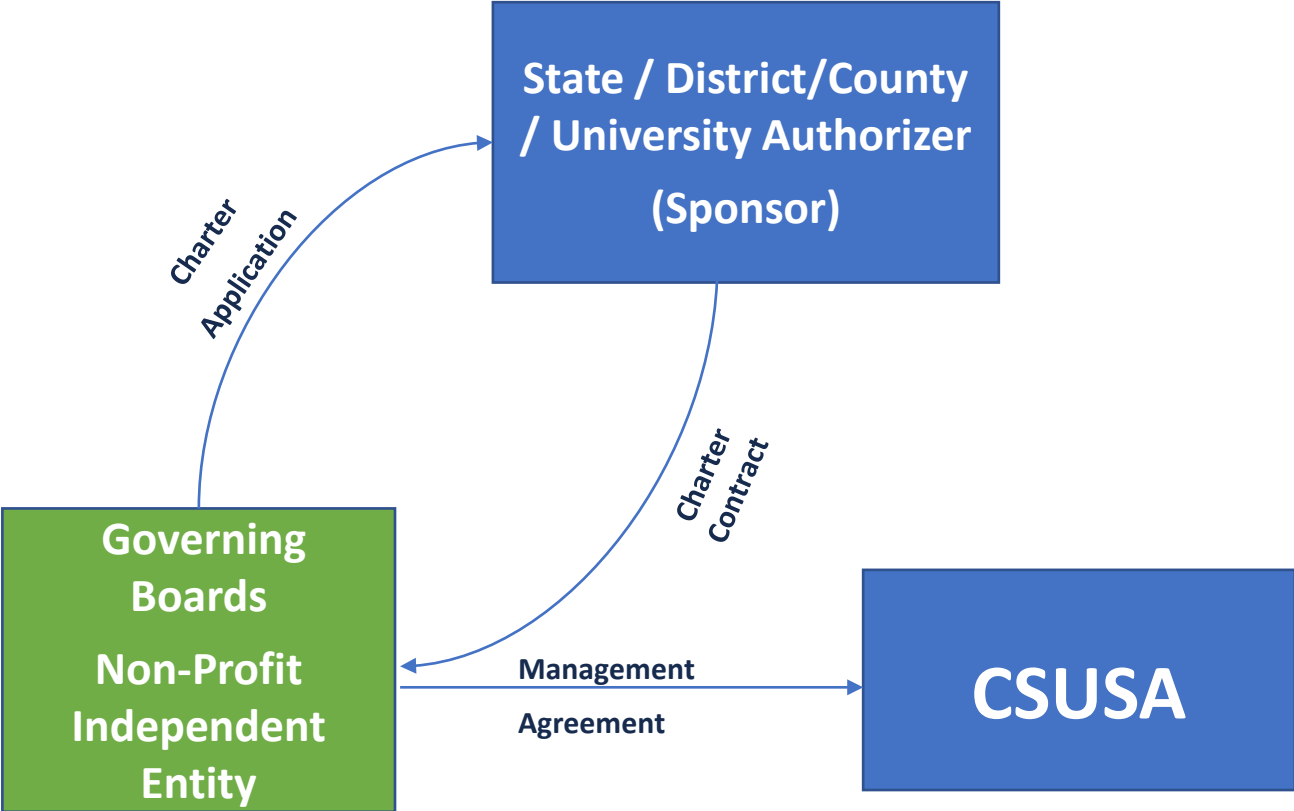


Essential roles and responsibilities of the Governing Board

Building and Maintaining a Disciplined, Strategic, and Effective Governance Structure

- Have a clear vision for the system
- Communicate their actions to the community
- Collaborate and work closely with the CEO for the advancement of the system
- Work as a team
- Adopt a fiscally sound budget
- Advocate at the local, state, and national levels for public education
- Focus on what is best for all students

CSUSA STRUCTURE



Roles and Responsibilities

Governing Board

Charter holder

Provides macro vision of school & core philosophy

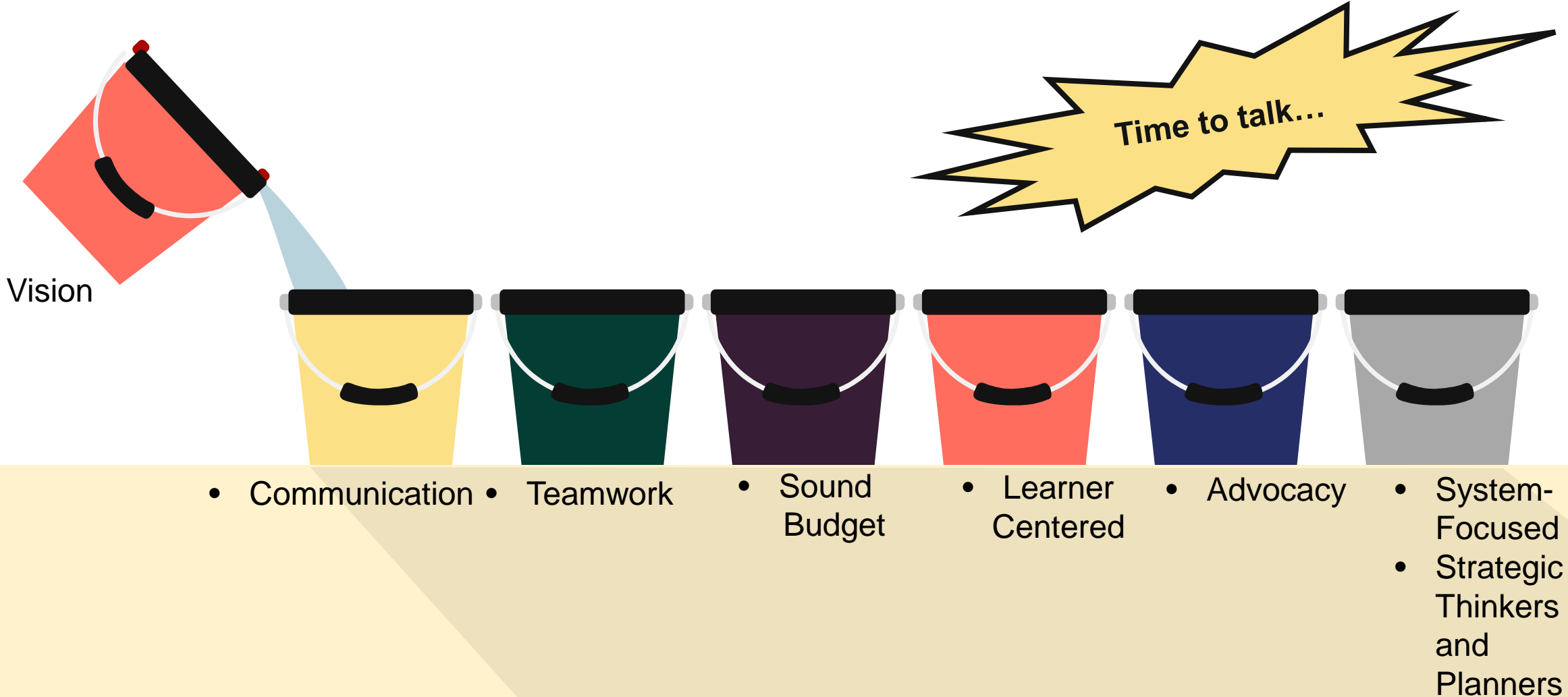
Retains ultimate authority for Schools' academic, operational, and financial performance

Meets regularly to review school's performance

CSUSA

- Development & Implementation of Educational Model
- Day-to-day operations
- Sound Financial Management
- Reporting and Accountability to Board

Bucket List for Effective Governing Boards...



One way that
boards use
continuous
improvement



**2023 Florida Board
Retreat**
& professional
development

AGENDA
JULY
27TH - 29TH

Thursday, July 27th
4:00pm
Hotel Check-In
Dinner on your own.

Friday, July 28th
8:00am
Breakfast at Hyatt House
Room: Gathering 3
9:00am
Keynote Address: Mr. Jon Hage
10:00am - 12:15pm
Board Sessions
12:15pm - 1:00pm
Lunch
1:00pm - 4:30pm
Board Sessions
5:00pm
Reception and Board Dinner





Governing Board Norms... What do we mean?



Questions to consider...

- How have the Board Norms been communicated?
- Have you considered a strategy for monitoring and adjusting norms?
- Has the Board considered accountability procedures regarding the newly developed norms as a next steps?

Determining Board Norms...

Importance of your Vision/Mission...

Sample Norms

Board agenda is developed to ensure meeting's efficiency

President's role to facilitate meeting and monitor discussion.

Board members come prepared

Dignified, courteous, respectful atmosphere

No side conversations or interruptions

Board speaking in one **VOICE**



Activity: Key standard for the *Governing Authority*

Performance Standards

Standard 8:

The governing authority **demonstrates** a commitment to learners by **collaborating with leaders** to uphold the institution's priorities and to drive **continuous improvement**.

Activity: Questions to Consider



Continuous Improvement

How should governing boards engage in continuous improvement?

Results

How do we ensure improvement efforts are consistent, equitable, sustainable, and scalable?

Collaboration

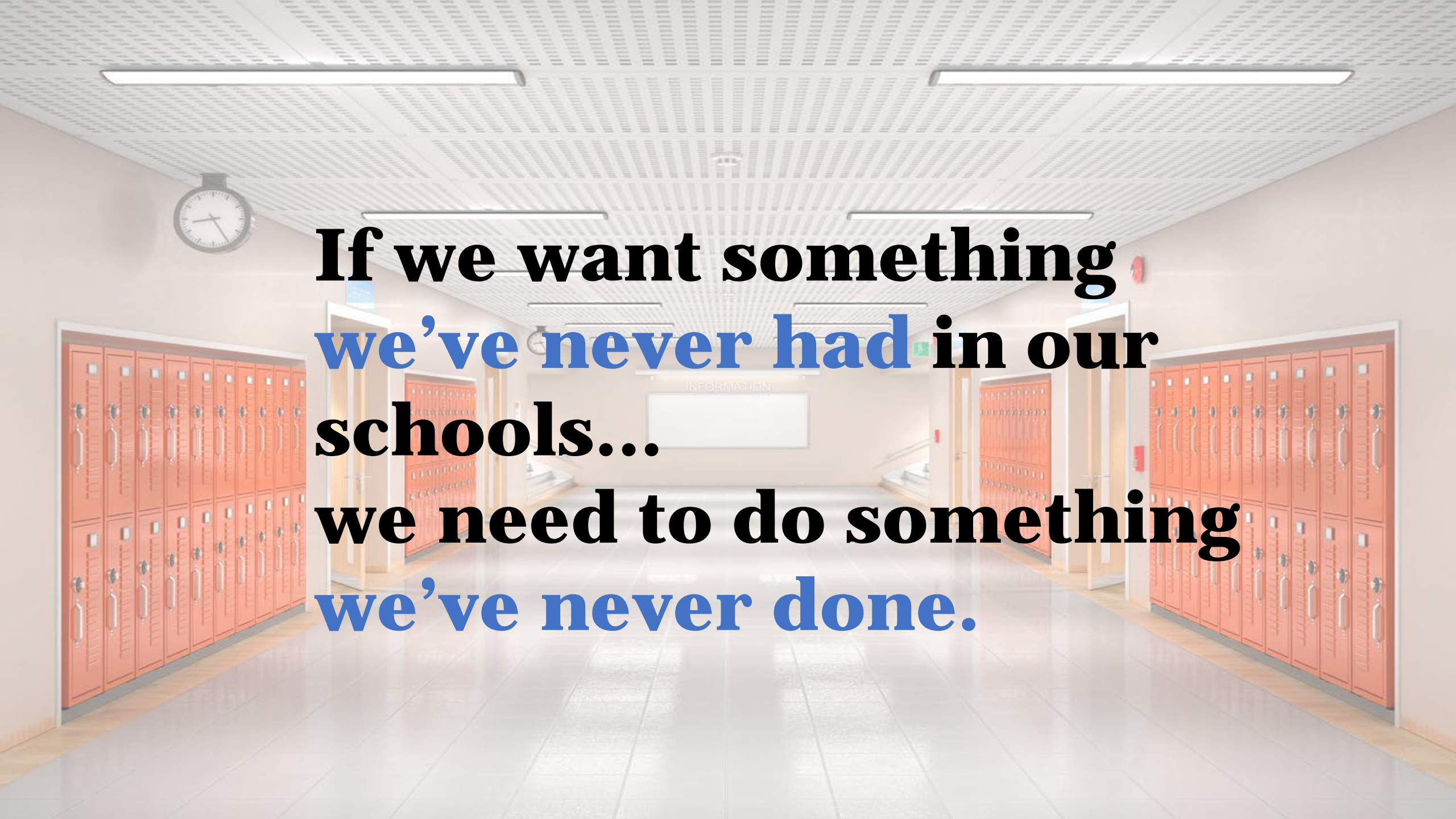
How does collaboration with others support continuous improvement?

Policies and Practices

Do policies, processes, and practices support improvement as compliance or as efforts toward growth?

Actions

How do we ensure our actions help our schools improve?

A photograph of a school hallway with rows of orange lockers on both sides. A clock is mounted on the wall to the left. In the background, there is a whiteboard with the word 'INFORMATION' written above it. The floor is a light-colored tile.

**If we want something
we've never had in our
schools...
we need to do something
we've never done.**

The promise of continuous improvement

Achieving, sustaining, and embedding change in a
generation

*Every institution,
regardless of where
they are today,
can be better
tomorrow.*





“I want you to find a bold and innovative new way to do everything exactly the same way we’ve been doing it for 25 years.”

What is true about continuous improvement

- **Hopeful**
- Sustained
- Focused on learning of and for every student
- Problem-solving
- Informed by data
- Based on what research says works

IS

IS NOT

- Isolated
- Chasing initiatives
- Random attempts
- Without input of those who must implement action and other stakeholders
- A quick fix

Continuous Improvement System

Where is
your System?

Reflect, evaluate,
and adjust

- Determine action effectiveness
- Hold collaborative discussions to discuss results
- Make decisions to continue or change action

Imagine the possibilities

- Gather data to understand current reality
- Identify trends to imagine the future
- Determine the connections between current reality and future trends

Build momentum
and capacity

- Implement the strategies
- Monitor and adjust action
- Ensure stakeholder participation

Communicate with
stakeholders

- Share what you've learned with your stakeholders
- Collaborate to determine priorities
- Ensure the vision aligns to priorities

Initiate the journey

- Engage in training
- Build acceptance and stakeholder buy-in
- Deploy the plan

Plot the journey

- Align priorities with goals
- Develop a plan to improve and sustain practices
- Identify strategies to fulfill the priorities

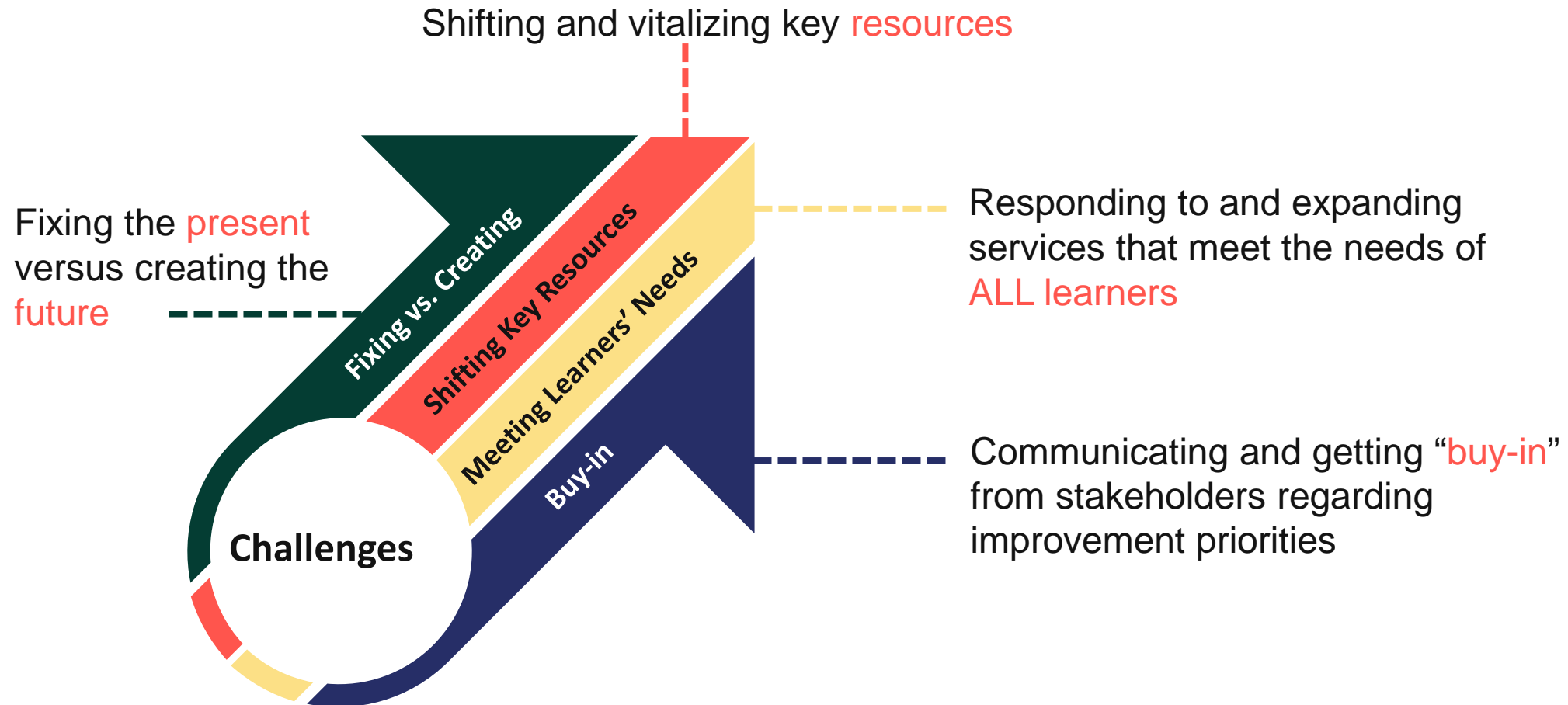


Our framework complements your current efforts

Board's role in continuous improvement

- A few key points...
 - Working effectively with the Board to promote student learning
 - Collaborating with the CEO and school leadership to develop long-range plans
 - Monitoring priorities and asking questions of the school leadership about progress
 - Advising stakeholders of continuous improvement policies
 - Knowing the data (perception, demographic, student performance, program evaluation, experiential)

Challenges of Continuous Improvement



Your Strategic Plan is KEY.

How often is your strategic plan updated or modified to address the current environment?

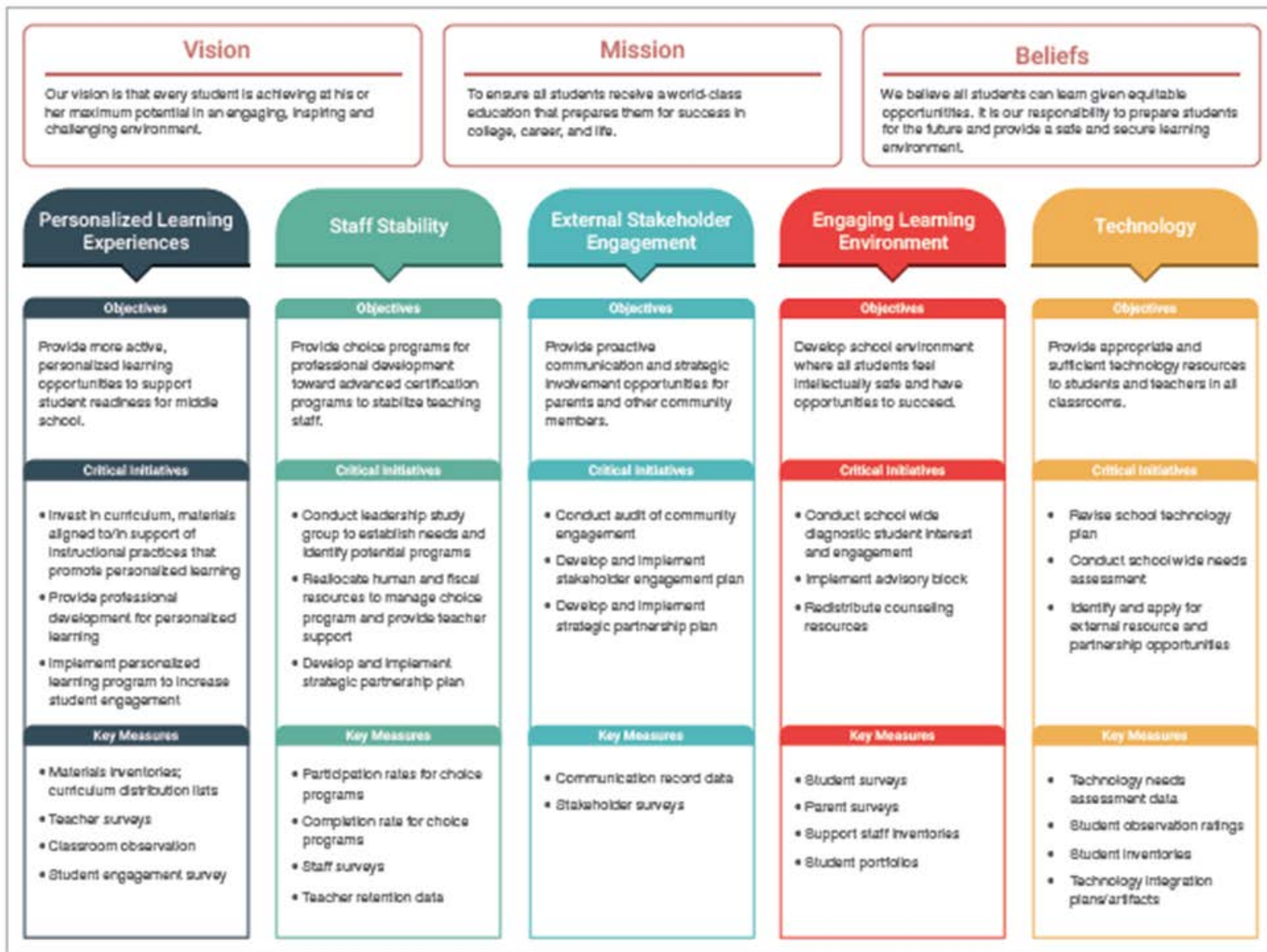
Does the plan include priorities regarding supporting and retaining highly effective staff?

Did key staff members have a voice in the development of the plan?

What data and other resources were used to develop the plan?



Strategy map



Questions?



Learn more at Cognia.org



“We should NEVER give up the opportunity to say something great about our schools”



Thank you for your
commitment to continuous
improvement.



Cognia is a global nonprofit that has the knowledge to help
schools improve outcomes for all learners.

