



Morongo Unified School District Governance Handbook

Board of Trustees

Karalee Hargrove, Board President
Chris Proudfoot, Clerk
Ron Palmer, Trustee
L. Hilary Slotta, Trustee
Ed Will, Trustee

District Superintendent

Tom Baumgarten

EFFECTIVE GOVERNANCE

Unity of Purpose, Roles, Responsibilities, Norms and Protocols

*These workshop notes reflect the governance team's work on the creation of a framework for effective governance. This process involves **ongoing** discussions and agreements about unity of purpose, roles, norms and protocols that enable the governance team to continue to perform its responsibilities in a way that best benefits all children.*

On March 21, 2014, Morongo Unified School District Board of Trustees and Superintendent participated in a workshop on Effective Governance with the California School Boards Association. These workshop notes reflect the governance team's discussions about developing and sustaining a framework for effective governance. The notes reflect highlights of their ongoing conversations about unity of purpose, roles, norms and protocols that enable the governance team to continue to perform its responsibilities in a way that best serves all students.

TABLE OF CONTENTS

UNITY OF PURPOSE

Vision and Mission Statement	1
What We Are Proud of	1
What We Hope to Accomplish (<i>not in priority order</i>)	1

ROLES AND RESPONSIBILITIES

A Discussion of Roles.....	2
The Board’s Responsibilities	2-3
What the Board Needs from the Superintendent	4
What the Superintendent Needs from the Board	4
What Board Members Need from Each Other.....	4

POSITIVE GOVERNANCE TEAM CULTURE

Norms	5
Meeting Guidelines.....	6

SUPPORTIVE STRUCTURES AND PROCESSES (Protocols)

Protocols	7
-----------------	---

GOVERNANCE AGREEMENTS SIGNATURE PAGE.....	8
---	---

Our Vision

Every student graduates prepared for college/career empowered to become a productive citizen in society.

Our Mission

Our mission at MUSD, where students always come first, is to ensure that all students have a rigorous, high-quality education which empowers them with twenty-first century skills, enabling them to be successful in college, career, and society.

UNITY OF PURPOSE

What We Are Most Proud of About this District:

- The effect that data-driven instruction has had in helping our students achieve
- That we are fiscally sound
- The willingness of most people to roll-up their sleeves and pitch-in
- Our students
- Our top-notch Special Education program
- Our employees
- We are a community. Everyone knows everyone else and we all take care of each other's needs, like a family.

UNITY OF PURPOSE

What We Hope to Accomplish:

- Restore programs – an example is the long walk that students now need to take in order to reach their bus stops.
- Focus on Board goals that support student achievement – use data to see what is working, modify as needed and support decisions once they are made.
- Leave here communicating more as a team – start a “new era.”
- Continue the fine efforts in ensuring that our students are successful.
- Create a Trade School (“Linked Learning”) in our closed campus
- Make education completely about our kids
- Build Morongo pride and market this district

GAINING CLARITY ON ROLES AND RESPONSIBILITIES

The Role of the Board and Superintendent - CSBA:

School board “trustees” are the representatives of the people, elected to ensure that the district schools educate the children in consideration of the interests of the local community. The role of the School Board is to govern the school district.

The superintendent is hired by the school board to provide the professional expertise in the day-to-day operations of the district. The role of the Superintendent is:

1. To work with the school board to develop an effective governance leadership team.
2. To serve as the chief administrative officer for the school district.

Performing Board Responsibilities - CSBA:

We set the direction for the community’s schools by:

- Focusing on student learning.
- Assessing district needs.
- Generating, reviewing and revising setting direction documents: (beliefs, vision, priorities, strategic goals, success indicators)
- Ensuring an appropriate inclusive process is used to develop these documents.
- Ensuring that these documents are the driving force for all district efforts.

We establish an effective and efficient structure for the school district by:

- Employing the superintendent.
- Setting policy for hiring of other personnel.
- Setting policies.
- Setting direction for and adopting the curriculum.
- Establishing budget priorities and adopting the budget.
- Overseeing facilities issues.
- Providing direction for and voting to accept collective bargaining agreements.

We provide support through our behavior and actions by:

- Acting with a professional demeanor that models the district’s beliefs and vision.
- Making decisions and providing resources that support mutually agreed upon priorities and goals.
- Upholding board approved district policies.
- Ensuring a positive personnel climate exists.
- Being knowledgeable about district efforts and able to explain them to the public.

We ensure accountability to the public by:

- Evaluating the superintendent
- Monitoring, reviewing and revising policies
- Serving as a judicial and appeals body
- Monitoring student achievement and program effectiveness and requiring program changes as indicated
- Monitoring and adjusting district finances
- Reviewing facilities issues
- Monitoring the collective bargaining process

We act as community leaders by:

- Speaking with a common voice about district priorities, goals and issues.
- Engaging and involving the community in district schools and activities.
- Communicating clear information about policies, programs and fiscal conditions of the district.
- Educating the community and the media about issues facing the district and public education.
- Advocating for children, district programs and public education to the general public, community, and local, state and national leaders.

GAINING CLARITY ON ROLES AND RESPONSIBILITIES

What the Board needs from the Superintendent:

The superintendent will support trustees in fulfilling their responsibilities by:

- Communicating
- Creating a data-dashboard once our new system is in place
- Ensuring that all information goes to everyone
- Providing adequate time to discuss issues
- When possible, providing information early enough so that the Board has adequate time to review it
- Posting a photograph of the whole Governance Team together on the website
- Continuing to provide updates
- Keeping confidential information confidential
- Having a study session on goals, priorities and LCAP
- Exploring the possibility of developing a master events calendar
- Exploring Agenda Online

What the Superintendent Needs from the Board:

The trustees can support the superintendent in fulfilling her responsibilities by:

- Communicating
- Directing questions and requests through the Superintendent
- Asking questions far enough in advance to allow time for answers
- Providing adequate time to discuss issues
- Posting a photograph of the whole Governance Team together on the website
- Keeping confidential information confidential
- Having a study session on priorities, goals and LCAP
- Developing Superintendent goals and success indicators that are reasonable and achievable
- Identifying and providing the resources needed to achieve those goals
- Publically supporting the Board and Superintendent

What the Board Members Need from Each Other:

The trustees can support each other in fulfilling their responsibilities by:

- Communicating
- Sending all questions and requests to the Superintendent so that he can forward all information to everyone
- Providing adequate time to discuss issues
- Asking questions in advance
- Posting a photograph of the whole Governance Team together on the website
- Keeping confidential information confidential
- Having a study session on priorities, goals and LCAP
- Conducting a Board Self-Evaluation
- Supporting the Board and Superintendent in public

Morongo Unified School District Governance Team

AGREEMENTS TO FACILITATE GOVERNANCE LEADERSHIP

Governance Team Norms and Protocols:

The Board of Education for the Morongo Unified School District is entrusted by the community to uphold the Constitutions of California and the United States, to protect the public's interest in the schools, and to ensure that a high quality education is provided to each student.

To effectively meet district challenges, the Board and Superintendent must function together as a governance leadership team. Agreed upon behaviors or norms, and operating procedures or protocols, support consistent behavior and actions among team members. The purpose of the Morongo USD governance team agreements is to ensure a positive and productive working relationship among board members, the superintendent, staff, students, and the community. Norms and protocols are developed for and by the members of the governance team, and may be modified over time as needed.

Our Agreements to Facilitate Governance Leadership:

Norms

Our Governance Team wishes to create a culture that models

- Team work; We Are a Team
- Respect
- That We Are Working Together for the Best Interest of the District
- Listening to Each Other
- Being Open to Ideas
- Supporting Each Other
- A Fresh Start – Moving Forward toward the Future
- Building Relationships in Order to Build the Team
- Being Decisive – Making Decisions
- Consistency
- Unity of Purpose
- Building Trust
- “No Surprises”
- Good Communication

To this end, we have adopted the following meeting guidelines:

Meeting Guidelines

- When we have a difference of opinion, we will debate the facts of the situation and avoid personalities. We will address process -- not personalities.
- We will keep our focus on our students first and above all else.
- We will all work to make sure there are no hidden agendas and that all issues and concerns can be dealt with openly by all members.
- Each member will take responsibility for the work of the team. We will each be responsible for the success of the meeting.
- We will be supportive rather than judgmental.
- We will respect differences; we will show respect and never dismiss or devalue others.
- We will work toward the future – learning from the past.
- We will stay focused on our goals and avoid getting sidetracked.
- We will give helpful feedback directly and openly.
- We will wait to speak until a team member has finished talking. We will keep our remarks brief and to the point so that all opinions can be expressed.

Protocols

Structure and Process

Effective governance teams discuss and agree upon the formal structures and processes, or protocols, used by the board and superintendent in their functioning as a team. These structures and processes guide the operation of the governance team and determine how they do business. Protocols are the agreements that ensure that all members of the team are operating within their agreed upon roles.

The following protocol was developed at our Governance Workshop.

Protocol to Facilitate Governance Leadership:

<p>Responding to Staff or Community Concerns or Complaints</p>	<p><u>Rationale:</u> Board Members take the concerns of our constituency seriously, but we recognize that individual Board Members do not have the authority to resolve issues and complaints. In order to show consistency in dealing with issues and concerns, <u>we all agree that, when a Board Member is approached by a community or staff member with an issue or concern, he/she will:</u></p> <ul style="list-style-type: none"> • <u>Receive</u> – Listen without interruption and without preparing a response to the person’s issues or concerns. • <u>Repeat</u> – Paraphrase or ask a clarifying question to ensure understanding of what has been said. • <u>Request</u> – Ask what the person sees as the solution to the problem or concern. Ask what they would have you do with the information they have given you. • <u>Review</u> – The conversation (and next steps, if any). • <u>Redirect</u> – Put the person back into the system at the appropriate place. • <u>Report</u> - Notify the Superintendent of the conversation so that he has the full picture and can follow through as appropriate and/or necessary.
---	--

We have reviewed and agree to follow the aforementioned governance team norms and protocol in order to support a positive and productive working relationship among the Morongo Unified School District Board of Education, Superintendent, staff, students and the community. We shall renew this agreement at each Annual Organizational Meeting of the Board of Education.

Affirmed on this 15th day of September 15, 2015

Karalee Hargrove, Board President

Chris Proudfoot, Clerk

Ron Palmer, Trustee

L. Hilary Slotta, Trustee

Ed Will, Trustee

Tom Baumgarten, District Superintendent