



Oakland Unified School District Governance Team Retreat

August 03, 2023

9:00 a.m.

As presented by Dr. Carmella S. Franco, Consultant



Governance Team Members

Name	Role	District Director
Mike Hutchinson	President	District 4
Clifford Thompson	Vice President	District 7
Benjamin “Sam” Davis	Board Director	District 1
Jennifer Brouhard	Board Director	District 2
Vancedric Williams	Board Director	District 3
Vacancy	Board Director	District 5
Valarie Bachelor	Board Director	District 6
Dr. Kyra Johnson-Trammell	Superintendent	
Joshua Daniels	Chief Governance Officer	
Dr. Dexter Moore, Jr.	Acting Chief of Staff	

Outcomes

Review

Review key points of Roles and Responsibilities.

Recognize

Recognize ineffective behaviors and self-correct.

Review

Review Board Protocols for ongoing application.

Discuss

Discuss common issues that arise during Board meetings and strategies or steps for addressing them within the Board Director role.

Review

Review the Board Agenda and identify areas for improved efficiency.

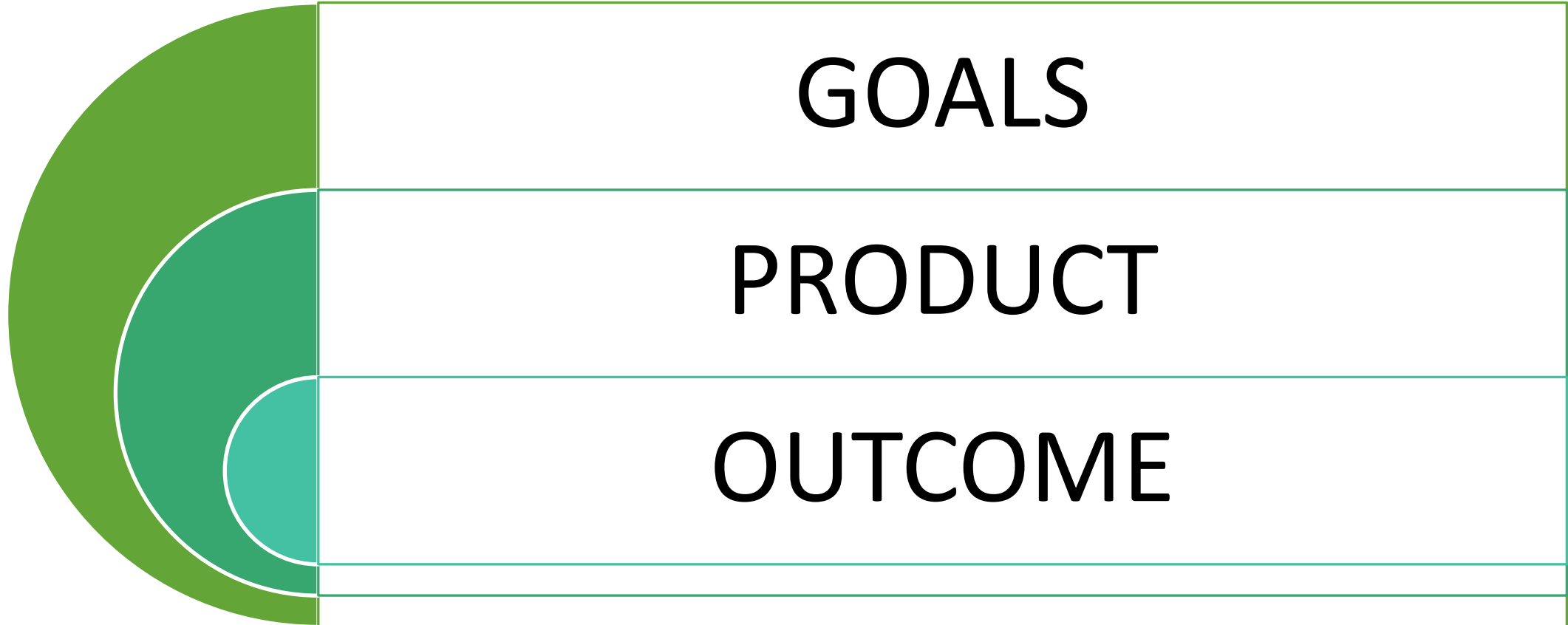
Commit

Commit to one or two strategies to working together as one unit for the greater good of the district and its students.

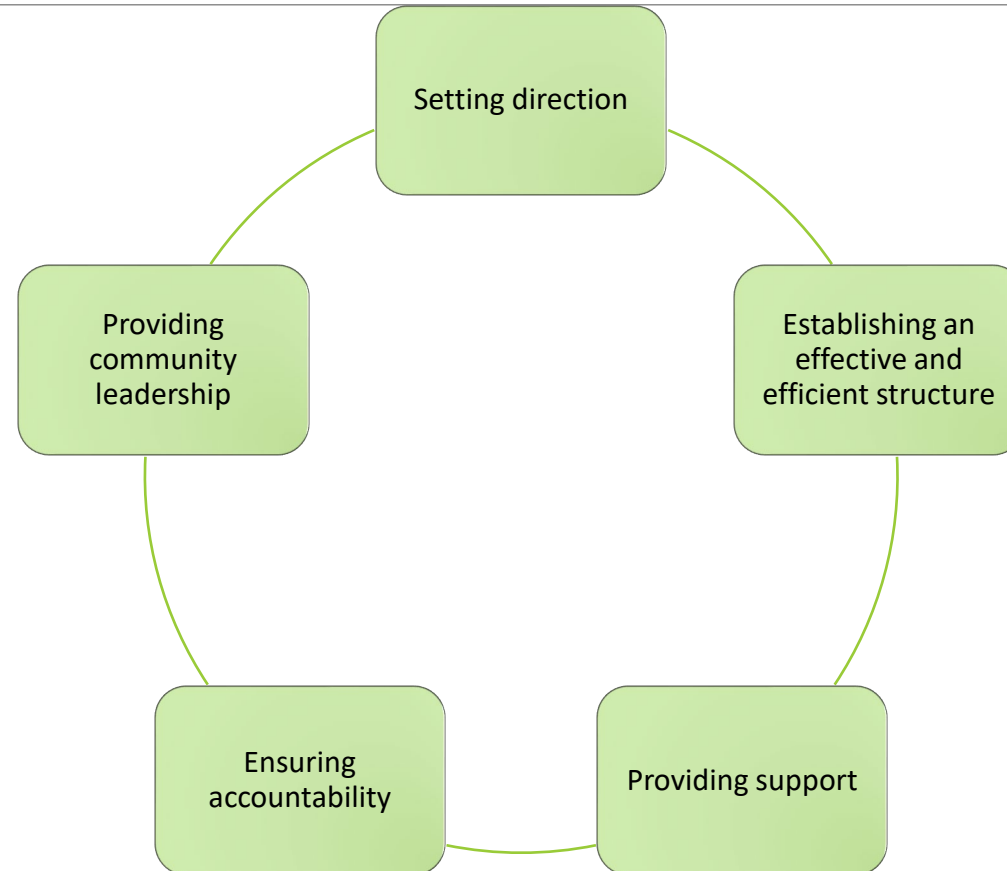


Roles and Responsibilities

Board defines the “What?”



5 Major Responsibilities of the “What”



California School Boards Association. (n.d.). Role and Responsibilities. <https://www.csba.org/GovernanceAndPolicyResources/EffectiveGovernance/RoleandResponsibilitiesofSBMs.aspx>

Major Responsibilities

- Represent core functions that are fundamental to a school system's accountability to the public.
- Signify that authority is granted to the Board of Directors as a whole, not each member individually.
- These responsibilities are fulfilled by the Board of Directors, working together as a Governance Team with the Superintendent, to make decisions that will best serve all the students.

California School Boards Association. (n.d.). Role and Responsibilities. <https://www.csba.org/GovernanceAndPolicyResources/EffectiveGovernance/RoleandResponsibilitiesofSBMs.aspx>

Roles and Responsibilities



Roles and Responsibilities (not in priority order)



- Responding to political reforms and mandates
- Accepting the slow pace of change
- Managing the volume of information
- Assuming responsibilities for all students
- Facing public education realities

Roles and Responsibilities (not in priority order)



- Defining Vision, Mission, and Values
- Accessing good data
- Setting goals and priorities
- Meeting stakeholders needs
- Balancing individual demands against the greater good

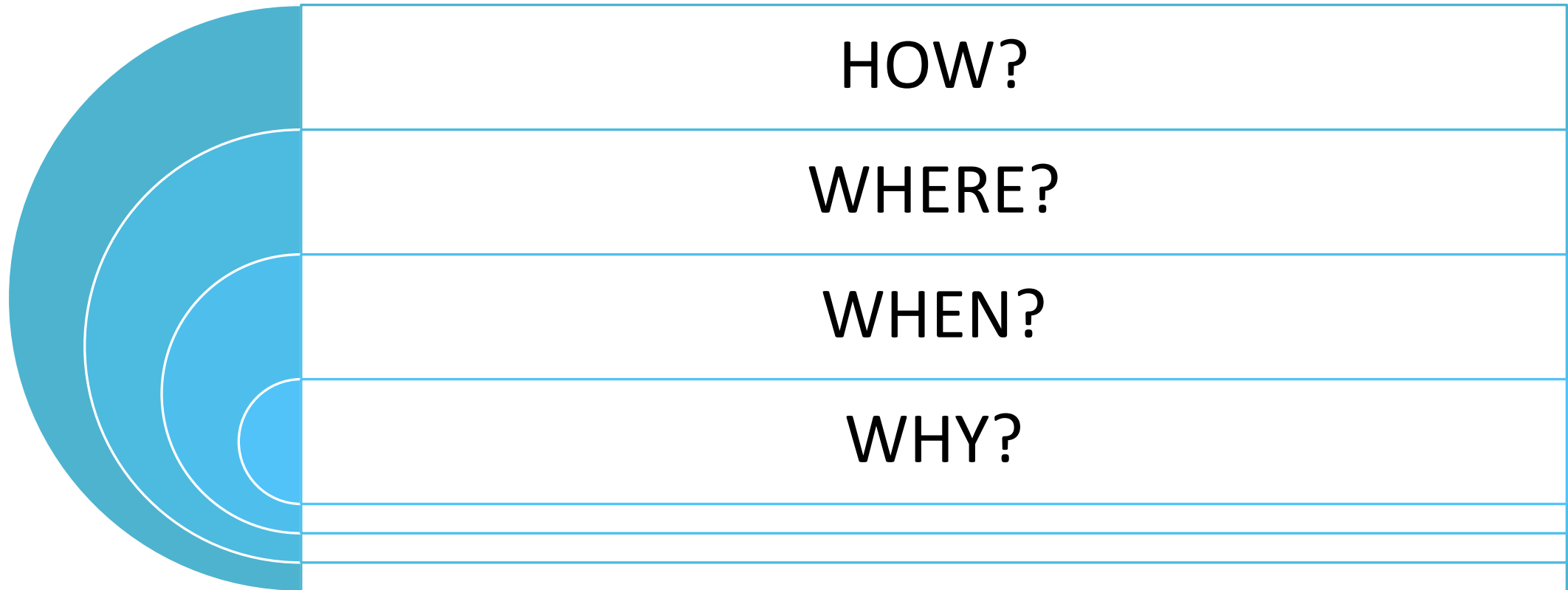
Roles and Responsibilities

Meeting	Meeting stakeholders needs
Accepting	Accepting the slow pace of change
Managing	Managing the volume of information
Assuming	Assuming responsibilities for all students
Facing	Facing charter organization realities
Responding	Responding to political reforms and mandates
Defining	Defining Vision, Mission, and Values
Accessing	Accessing good data
Setting	Setting goals and priorities
Balancing	Balancing individual demands against the greater good

Team Engagement

Take a moment and review these roles and responsibilities. Rank your top 2 in order of importance to you.

Superintendent is responsible for the:



Major Responsibilities of the “How, Where, When, and Why?”

1

Leading and
managing all
operations of
OUSD

2

Representing
OUSD

3

Working
collaboratively
with the Board
of Directors

4

Exhibiting
Servant
Leadership

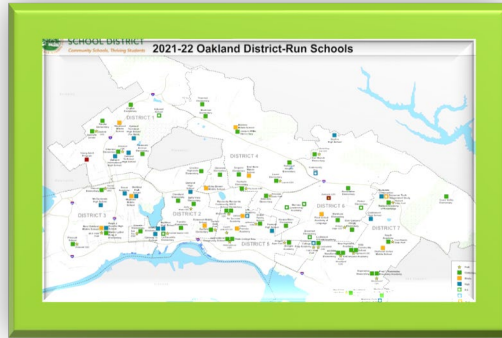
Three Essential Roles

Strategic
(Board of
Directors)

Tactical
(Superintendent)

Operational
(Staff)

Viewing the Roles



Role of the
Board of Directors
(from 25,000 feet elevation)



Role of Superintendent
(from 5,000 feet elevation)



Role of the
Administrators, Teachers, and
Staff
("boots on the ground")

Avoiding Micromanagement



Micromanaging occurs when one role tries to assume the functions and responsibilities of another.



It typically occurs when a situation, instead of a role, is allowed to determine expertise.



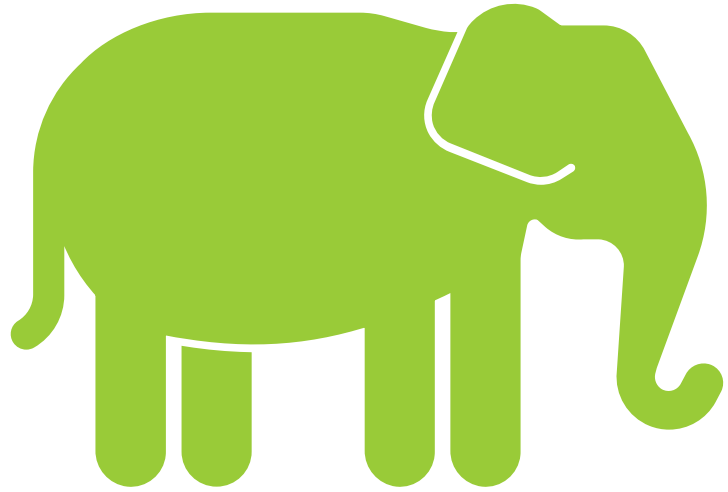
The opposite of micromanagement is the alignment of the three essential roles and their coordination for common ends.

Engagement Activity

In pairs, identify the factors involved in micromanagement and ways to self-correct.

Self Checklist

PROTOCOLS AND ROLES AND RESPONSIBILITIES			
	Yes	No	Comments
1. Adheres to respective roles and responsibilities			
2. Follows adopted Protocols (as appropriate)			
3. Arrives on time and is prepared to participate			
4. Calls in questions to the Superintendent with sufficient time for staff to respond			
5. Interacts in a respectful manner with staff, members of the community, and other stakeholders			
6. Other			



Elephant in the Room



For
Discussion...

Important Questions

As part of roles and responsibilities, it is important for the Governance Team to know how it is going to deal with a variety of situations. One question must be dealt with first.

How are we going to become an effective, well-functioning team?

Team Engagement

Discuss and describe your current governance situation. Why are certain situations occurring?

What behaviors are keeping you from becoming an effective team, that is, an effective Board that is making decisions based on the good of the entire district and its students?

What behaviors need to change?

Engagement Activity



Write your thoughts about the question on post its. Place them on the chart paper provided.



In pairs, talk about the post it comments.



Protocols

General

1. Every action by a Board Member should be directed toward improving the educational program for students.
2. Every Board Member will exhibit behavior that is honorable, honest, and dedicated to the success of the students and staff of the district.
3. Each Board Member is to be treated with dignity and respect.
4. Board Member Commitment will include:
 - a) Participate fully in the discussion of issues
 - b) Listen respectfully to all views and opinions
 - c) Respect each individual's opinion
 - d) Accept the majority action of the Board

Board Members

5. An individual Board Member will not use the media as a personal forum, unless it is clearly indicated that the opinion is personal and not representative of the Board majority position.
6. Each Board Member will make every effort to attend all Board meetings in person; and to start and end on time.
7. Board Members will ensure opportunities for each to comment.

Superintendent

8. Staff is the responsibility of the Superintendent who will bring recommendations to the Board for action.
9. Questions regarding Board agenda items are to be communicated to the Superintendent prior to the Board meeting and the Superintendent will respond in a timely manner.
10. The Superintendent is to communicate all significant administrative actions to the Board.
11. Legal and personnel matters will be confidential.

Common Situations that Arise



Common Situations

1. An agenda item immediately showcases the diverse views on the Board. How can you keep the conversation, during the round of comments, from turning argumentative and insulting? How can you comport yourself whereby you are respectful while sharing your different views?
2. During consideration of an agenda item under study, it becomes clear that more information is needed in order for a good decision to be made. What can your request look like?



Common Situations

3. Public and community input is one of many factors that come into play as you ponder difficult decisions. Ultimately, the accountability and responsibility for a decision rests with the Board of Directors. You are privy to a plethora of data and information to help guide you in making decisions. Review the chart on the left. How can you balance these factors so that you make the best decisions possible? What needs to be your major consideration at all times? How can you ensure that occurs?
4. As a Board Director, you must deal with special interest groups. This is a fact of Board life. How can you remain objective while still being a good listener? Discuss your understanding of “remain objective.”



Common Situations

5. Each of you has particular interests that led you to seek a seat on the Board. As you have seen, the multitude of issues impacting the entire school district requires that you place your special interest(s) in perspective of the larger picture. Again, how do you balance everything? What can help you as you lead as only one of seven Board Directors (six at this time)?
6. The roles of the Board of Directors and Superintendent are clear, the *What* and the *How*. What question can you ask yourself as you encounter a situation and want to address it and solve it on your own? In other words, how can you stay in your own lane?

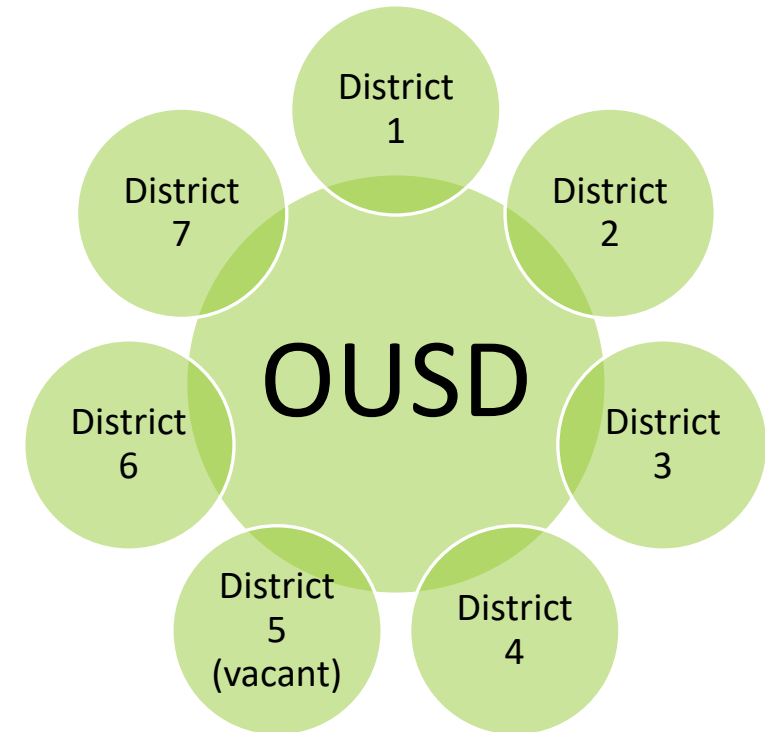


Common Situations

7. Exiting receivership is a major goal of the Board of Directors. Exhibiting fiscal responsibility and demonstrating effective, responsible governance are key to that occurring. The Board of Directors needs to set 5 or 6 overarching goals that will lead the way. How will you ensure that you are not distracted by issues better left to the Superintendent and staff to address?

Common Situations

8. As you have been elected to represent a district within the larger Oakland Unified School District (OUSD), how can you best serve in that role?
- How can you determine that your area of interest is unique only to your district and/or is shared by other directors' districts also?
 - How can you keep your eye on the main thing, that is, serving all students in OUSD while, at the same time, show you are responsive to your own constituents and students?
 - Let's brainstorm the above questions and note factors to consider.



Three things to keep in front of you



IS IT IN THE BEST INTERESTS OF
THE STUDENTS?



DOES THIS MATTER/ISSUE FIT
WITHIN ONE OF OUR 5-6 GOALS?



IS THIS A TOPIC OR SITUATION
FOR THE SUPERINTENDENT AND
STAFF TO ADDRESS?

Commitment Engagement Activity



Now, as a group, let's discuss what 1 or 2 things you can commit to doing in order to improve your effectiveness as a Board.

The Board Meeting Agenda

THE AGENDA FOR THE BOARD MEETING IS A PLAN FOR
CONSIDERING AND TAKING ACTION ON THE BUSINESS OPERATIONS
OF THE DISTRICT.

Agenda - Order of Business for Regular Board Meetings (BB 9322)

The Board shall conduct business at every regular meeting. The order of business at the regular Board meetings shall be:

- A. Call to Order
- B. Roll Call
- C. President's Statement Disclosing Item(s) To Be Discussed In Closed Session (The items are listed pursuant to law.)
 - i. Public Comment on Closed Session Items (This section provides an opportunity for members of the Public to address the Board on any Closed Session Item on the Agenda prior to the Board's recess to Closed Session for possible consideration of such Item.)

Agenda - Order of Business for Regular Board Meetings (BB 9322)

- D. Recess to Closed Session
- E. Reconvene to Public Session
- F. Second Roll Call
- G. President's Statement of Reportable Action Taken In Closed Session and the Vote or Abstention of Members Present, If Any.
- H. Modifications To Agenda (This section allows for any change in the printed Order of Business including, but not limited to, an announcement that an item or legislative file will be considered out of Agenda printed order, that consideration of an Item has been withdrawn, postponed, rescheduled, or taken off of a General Consent Report for separate discussion and/or possible action.)

Agenda - Order of Business for Regular Board Meetings (BB 9322)

- I. Special Orders of the Day (This section is primarily for ceremonial items. There shall be one public comment opportunity prior to all Special Order items, which shall not exceed 10 minutes.)
- J. Student Board Members Report (This section is for an oral or written report to the Board and to the public by the Student Board Members regarding any information that they wish to share regarding past, present, or future personal or official activities as a representative of the All-City Council and students of the District. There shall be public comment on this section, which shall not exceed 10 minutes.)
- K. Superintendent's Report (This section is for an oral or written report to the Board and to the public by the Superintendent or designee regarding any information that they wish to share regarding past, present, or future personal or official activities. There shall be public comment on this section, which shall not exceed 10 minutes.)

Agenda - Order of Business for Regular Board Meetings (BB 9322)

- L. Comment by Bargaining Units (This section of the Agenda is an opportunity for the leadership of the District's recognized Collective Bargaining Units to address the Board on issues or matters of concern. Each bargaining unit shall have up to 5 minutes for its comment time.)
- M. Public Hearing(s) (This section is for public hearings. There shall be public comment for each public hearing, with no public comment period exceeding 10 minutes.)
- N. Public Comment on All Non-Agenda Items within the Subject Matter Jurisdiction of the Board (This section shall not exceed 30 minutes.)
- O. Public Comment on All Agenda Items in Sections P through X (This section shall not exceed 30 minutes.)
- P. Unfinished Business
- Q. New Business

Agenda - Order of Business for Regular Board Meetings (BB 9322)

- R. Adoption of the Pupil Discipline Consent Report (This section is required by state law. For each individual pupil case from Closed Session, the Board determines whether to expel, grant a suspended expulsion, revoke a suspended expulsion order, reinstate, readmit, admit a pupil, or take other appropriate disciplinary action. Other than what is printed in the public agenda, all information regarding an individual pupil case cannot be disclosed pursuant to federal and state law.)
- S. Adoption of the General Consent Report (See description of General Consent Report section below.)
- T. Adoption of General Consent Report - General Obligation Bonds Measures B, J and Y (See description of General Consent Report section below.)
- U. President's Report (This section is for an oral or written report to the Board and to the public by the President regarding any information that they wish to share regarding past, present, or future personal or official activities.)

Agenda - Order of Business for Regular Board Meetings (BB 9322)

- v. Regular Board Members' Report (This section is for an oral or written report, consistent with Brown Act requirements, to Board and to the public by each Board member (excluding the Student Board members) regarding any information that they wish to share regarding past, present, or future personal or official activities, celebrations, and recognitions.)
- w. Introduction of New Matter(s) (See description of Introduction of New Matter(s) section below.)
- x. Adjournment

The agenda for meetings of other legislative bodies of the District may be constructed in a similar fashion.



Board Bylaw 9323 allows the Board to define the time it will be meeting: 11:00 p.m. ending with one 45-minute extension.

Some rules of thumb to contribute to the effectiveness and efficiency of the meeting:



Do not feel compelled to comment on every item.



Address the **business** of the District during Unfinished and New Business. This is not the time to bring up your own personal agenda.



Remember to call ahead and obtain answers to your questions regarding individual items on the *Consent Agenda*. This will keep the meeting moving forward.

Again, the goal of the Board meeting is to keep the District operating well and moving forward.

Lastly...

Did we maintain decorum and respectful behaviors as the Board of Directors during the meeting?

Did we stay in our lanes and adhere to our roles as Board Directors and Superintendent?



Next Steps

1. Continue to reflect on the discussion areas from today's retreat and how you can govern in a more effective way.
2. Revisit your protocols and areas of commitment.
3. At the end of each Board meeting, under Regular Board Member's Report, cite things that went well, and areas that need additional work and attention.
4. You may wish to use a self-evaluation checklist.
5. Consider scheduling a date for your next retreat.



Questions



Thank you
