

Governance Model (incorporating the suggested amendments outlined in the August 19, 2010, Regular Board Meeting Minutes, Pages 13-14), unanimously approved at the August 19, 2010, Regular Board Meeting.

The Governance Model

The District School Board of Collier County

Governance Team

The School Board and the Superintendent comprise the Governance Team for the school district.

Roles and Responsibilities

The School Board

Under Florida law, the District School Board (“the Board”) for each school district is called to represent the entire district. Each member of the Board serves as the representative of the entire district rather than the representative of the member’s particular residence area. In this regard, it is the role of the Board to determine policies and programs necessary for the district’s efficient operation after receiving, reviewing and considering recommendations submitted to it by the Superintendent. This includes adopting policies and standards and enacting programs consistent with Sunshine State Standards for the benefit of the students of the District.

The Board also has the right to control and convey title to real and personal property, including approving plans for district-wide building programs as well as the planning, developing, maintaining and insuring of school district property.

The Superintendent

Under Florida and District policy, the Superintendent is the Chief Executive Officer of the District who exercises day-to-day authority over District operations. The Superintendent is responsible for advising and counseling the Board on all educational matters. This includes recommending policies and plans for the effective operation of schools, classes, and educational and instructional opportunities for District students and provide for their transportation.

The Superintendent is also responsible for directing and overseeing the work of District employees and recommending the hiring, suspension, and termination of District employees. He or she is further responsible for preparing the annual budget for Board review for the effective fiscal management of the District.

Cooperative Governance

While the duties and responsibilities mentioned above are not all inclusive, they involve as a matter of law and policy cooperative interaction between the Board and the Superintendent to act in the best interests of the District. The Superintendent is responsible for advising and counseling the Board members on all operational matters. The Board recognizes its legal and moral obligation to appropriately evaluate Superintendent recommendations and review the data it receives appropriately and in consultation with the Superintendent and staff personnel. Both the Board and the Superintendent recognize the importance of sharing information, open communication, and respecting and supporting one another to make decisions beneficial to the District.

Essential Elements of the Governance Model

School Board Annual Calendar

An annual School Board calendar shall be developed by the Governance Team to assist in organizing and focusing the work of the Team. It includes, but is not limited to, monthly Board business meetings, monthly Professional Learning Community meetings, biannual planning (monitoring) retreats, Board self-evaluation, Strategic Plan and Superintendent Goals evaluation, and the annual State of the School District session.

Post-Board Meeting Reflection Sessions

After each School Board meeting, the Governance Team ~~shall~~ may conduct a post-Board meeting reflection session. This is part of the continuous improvement process of effective governance. During these sessions, the Governance Team reflects on the behaviors and actions of the Board members, collectively and individually, and the Superintendent, and how they impact on the Team's effectiveness to govern. The Governance Team refers to the Code of Conduct and Group Norms during these reflection sessions.

Professional Development Calendar

Based on the Board self-evaluation and the Superintendent's evaluation, a professional development calendar is developed for the next school year. This is part of the continuous improvement process that contributes to effective governance. Professional development activities include, but are not limited to, book studies, attendance at the National School Board Association's (NSBA) conference, Florida School Boards Association (FSBA) workshops, online training, collaborative sessions with other school boards in the region, and district training with consultants or local facilitators.

Communication Plan

Since the entire community – internal and external stakeholders – “owns” the school system, it is critical that an effective communication plan be implemented to inform the community and obtain input from the various stakeholders. First and foremost, this begins with a clear understanding of the governance model on the part of the stakeholders. An understanding by all stakeholders (internal and external) of the Board-adopted governance model and building community support for the model will be the major foci of the Communication Plan. These are critical to effective governance and how information is handled by the Governance Team.

Crisis Management

On occasions, crisis situations occur in the school system. The Governance Team shall develop effective and efficient ways to handle and communicate these crisis situations.

Policies Review Process

The Governance Team shall develop a process for reviewing and updating policies. A systematic review of policies is essential to effective governance. School Board policies guide the operation of the school system. Policies should be in complete alignment with current federal and state statutes and should be tightly aligned with the school district's strategic plan. Once policies are officially adopted by the Board and procedures are developed by the Superintendent, it is important that the procedures are communicated to the Board and appropriate stakeholders.

District Strategic Plan Review

The school district's strategic plan, with its vision, mission, beliefs and goals, is a critical component of effective governance. It is a statement of the Board's expectations and outlines the critical outcomes for the school system. The governance Team develops a district strategic plan with county-wide input. As part of this governance model, the Governance Team shall develop procedures and timelines for monitoring the implementation and outcomes of the district's strategic plan. The strategic plan goals, along with a set of performance standards, shall be used in evaluating the superintendent's performance and the Board's self-evaluation.

Superintendent Evaluation

The School Board shall conduct an annual evaluation of the Superintendent's performance. The Board shall set the evaluation criteria and align the outcome measures with the school district's strategic plan goals.

School Board Evaluation

At the end of each school year, the School Board shall conduct a self-evaluation. Individual Board members complete a self-evaluation tool that is aligned with the school district's strategic plan and the Board's Code of Conduct. Results are compiled and shared with the Board and the community. The result of this Board self-evaluation shall inform future professional development and any changes in Board operations.

This Governance Model is hereby adopted by the Governance Team (School Board and Superintendent) on this 19th day of August, 2010.