

## MISSION STATEMENT

To assist school boards in effectively governing school districts.

## GOALS

*All objectives will be met by December 31, 2019*

### GOVERNANCE AND ADMINISTRATION

**Goal: To provide a functional organizational structure.**

Objective 1: Maintain 100% membership of all school boards in Tennessee.

Strategy A: Provide Accidental Death and Dismemberment insurance coverage to all local school board members.

Strategy B: Mail a “new board member packet” to each new board member.

Objective 2: Maintain good communication with school boards.

Strategy A: Maintain e-mail addresses of all board members and superintendents.

Strategy B: Maintain distribution list for school board members.

Strategy C: Maintain pictorial directory of school board members and superintendents.

Strategy D: Contact each school system at least once during the year.

Strategy E: Provide each school board member a TSBA calendar of activities and events.

Objective 3: Review and revise roles and responsibilities for TSBA staff to meet the changing needs of school boards.

Strategy A: Maintain a Performance Evaluation Program for TSBA staff and design staff development to maximize the abilities of employees.

Strategy B: Provide friendly, helpful, responsive staff visible to the membership.

Strategy C: Maintain up-to-date job manuals for each employee.

Strategy D: Provide professional development opportunities for all employees.

## EDUCATIONAL SERVICES

**Goal: To develop board member knowledge, skills and attitudes that promotes quality boardmanship.**

Objective 1: Provide training to ensure that all board members meet the basic boardmanship competencies.

Strategy A: Conduct and update notebooks and materials for the following School Board Academy modules: Orientation (3), Board Policy (3) Board/Superintendent Relations (3), Advocating Your Board's Vision (3 plus two distance learning sites), School Finance (3), School Law (3); Planning: A Joint Venture I & II and Teaming and the School Board upon request.

Strategy B: Offer School Board Academy eBoardmanship online module to school board members who have completed the core modules.

Strategy C: Offer School Board Academy "Strategic Compensation" and "Legal Issues Impacting School Boards" online modules and continue to explore more online modules.

Strategy D: Conduct Board Chairman Workshop.

Strategy E: Conduct nine Fall District Meetings across the state.

Strategy F: Conduct an Annual Leadership Conference in conjunction with the Convention.

Strategy G: Conduct an Annual Convention.

Strategy H: Offer one-hour webinars on a variety of school board governance issues.

Objective 2: Strengthen the effectiveness of boards and their members.

Strategy A: Provide a Boardmanship Awards Program to recognize board member's efforts to improve their boardmanship skills.

Strategy B: Provide online "experiences" submission form for requirements of boardmanship award program.

Strategy C: Provide online sample of Level V Portfolio.

Strategy D: Honor boards and individual board members with the following awards: School Board Member of the Year/C. Hal Henard Distinguished Service Award, All Tennessee School Board, School Board of the Year, Board of Distinction, Quarter Century Club, and Scholar's Circle.

Strategy E: Honor students with a Student Recognition Award.

Strategy F: Honor school volunteers with a School Volunteer Award.

Strategy G: Conduct board evaluations upon request.

Strategy H: Provide online board self-evaluation form.

Strategy I: Conduct board retreats upon request.

## **LABOR RELATIONS SERVICES**

**Goal: To provide services which enhance board personnel relationships.**

Objective 1: Maintain collaborative conferencing information page on the TSBA website.

Objective 2: Provide assistance to systems participating in collaborative conferencing.

Strategy A: Review, critique and recommend additions/revisions to Memoranda of Understanding upon request.

Strategy B: Offer a workshop or webinar on collaborative conferencing.

Strategy C: Maintain Collaborative Conferencing guide.

Objective 3: Maintain Memorandum of Understanding library for systems involved with collaborative conferencing.

Objective 4: Conduct annual survey of districts to determine those participating in collaborative conferencing.

## **MEMBER SERVICES**

**Goal: To provide services to assist boards in their school board operations.**

Objective 1: Conduct superintendent searches and evaluations as requested.

Objective 2: Review superintendent contracts as requested.

Objective 3: Conduct Annual Board Secretaries' Conference in May that includes an annual business meeting of the Tennessee Association of Board Secretaries and one in November during the TSBA Annual Convention.

Objective 4: Maintain distribution list for board secretaries.

Objective 5: Market "eMeeting", an online software tool that will enable school boards to more efficiently organize and distribute material and documents for board meetings.

Objective 6. Conduct Prospective Superintendents Academy for those who aspire to become a superintendent.

- Objective 7: Market BuyBoard, a purchasing cooperative that enables school districts to save money and streamline their purchasing process.
- Objective 8: Partner with Tennessee School Plant Managers' Association to assist school boards in the area of school facilities.
- Objective 9: Maintain "Tennessee Public Schools" website to provide boards with a resource to help parents get acquainted with the Tennessee public school system.
- Objective 10: Oversee and manage the Tennessee Digital Resources Library in partnership with TOSS, TETA, and Tennessee Book Company.

## **LEGAL SERVICES**

**Goal: To provide information and interpretation of school laws for board members, administrators and board attorneys.**

Objective 1: Facilitate legal understanding for school board members and school officials.

Strategy A: Prepare a legal article for TSBA Journal as needed.

Strategy B: Conduct two Summer Law Institutes.

Strategy C: Produce electronic school law updates as needed.

Strategy D: Respond to local school board requests to enter appellate cases as amicus curiae when appropriate and approved by the TSBA Board of Directors.

Strategy E: Maintain the Open Meetings and Records book for online distribution.

Objective 2: Facilitate networking and interaction among school board attorneys.

Strategy A: Continue to increase the membership in the Tennessee Council of School Board Attorneys through renewals and recruitment of new members.

Strategy B: Maintain listserv for TCSBA members.

## **LEGISLATIVE SERVICES**

**Goal: To monitor and influence legislation related to public education.**

Objective 1: Increase legislative information available to the membership.

Strategy A: Provide weekly on-line and traditional legislative reports summarizing the week's legislative activity and informing membership on the status of legislation.

Strategy B: Provide issue briefs to membership for use in communications with legislators.

Objective 2: Enhance communication and mobilize resources to influence legislation.

Strategy A: Provide current legislative information to all members through regular mailings, e-mail, and the Internet.

Strategy B: Encourage each board to select a board member to serve as their local Tennessee legislative representative.

Strategy C: Provide legislative training at the TSBA Annual Convention.

Strategy D: Provide an annual Day-on-the-Hill meeting to enhance communication between legislators, board members, superintendents, and other school officials.

Strategy E: Conduct a legislative survey on current issues at FDM.

Strategy F: Solicit resolutions from local boards for debate and adoption at the Delegate Assembly.

Strategy G: Provide membership with an online Advocacy Guide to enhance legislative advocacy efforts.

Strategy H: Collaborate with other public education organizations to implement common legislative priorities.

Strategy I: Draft sample resolutions for member boards as needed.

Objective 3: Increase TSBA visibility in the General Assembly

Strategy A: Communicate regularly with legislators and staff.

Strategy B: Provide information quickly and accurately to legislators upon request.

Strategy C: Testify before legislative committees on legislation important to school board members.

Objective 4: Increase TSBA recognition in the United States Congress

Strategy A: Communicate regularly with and visit at least annually the Tennessee Congressional delegation.

Strategy B: Maintain active state membership in NSBA's Federal Relations Network.

Strategy C: Encourage Tennessee board member participation in the annual NSBA Advocacy Institute.

## **POLICY SERVICES**

**Goal: To develop better methods to assist school boards in the area of policymaking and implementation.**

Objective 1: Improve existing policy services and develop new services to meet growing policy needs of school boards.

- Strategy A: Provide notification of statutory changes to policies required by law to all TSBA member systems.
- Strategy B: Provide sample policies required by law upon request to all TSBA member systems.
- Strategy C: Maintain on TSBA website an updated list of policies required by state or federal laws or regulations.
- Strategy D: Provide a customized policy service on a contracted basis.
- Strategy E: Provide a maintenance service for those systems that have contracted for customized manual.
- Strategy F: Maintain TSBA base policy manual that is consistent with local, state and federal law and regulations.
- Strategy G: Conduct annual policy update webinar for policy subscribers.
- Strategy H: Lead boards to eliminate administrative detail from policy and include it in administrative procedures.
- Strategy I: Develop sample administrative procedures to complement TSBA base policy manual.
- Strategy J: Develop sample Employee Handbook.
- Strategy K: Develop sample Student Handbook.

## **INFORMATION SERVICES/COMMUNICATIONS**

**Goal: To provide information to enhance boardsmanship.**

Objective 1: To assist school board members in becoming recognized education leaders in their communities.

- Strategy A: Publish Journal bi-annually and BoardTalk at least weekly and distribute to all board members, superintendents, legislators, and subscribers.
- Strategy B: Highlight member school districts in each edition of the TSBA Journal.

Strategy C: Maintain the TSBA website, Facebook and Twitter account and mobile app with easily accessible information and continuously update keeping the sites current and visually appealing.

Strategy D: Provide “New Board Member Guide” to school systems for their new board member onboarding process.

Strategy E: Offer podcasts on a variety of education topics.

Objective 2: To promote understanding of school boards and their work.

Strategy A: Design a School Board Week packet for electronic distribution to all school systems and local media outlets.

Strategy B: Recognize a Board with an excellent program by granting an “Award of Excellence”.

Strategy C: Conduct a Student Congress on Policies in Education conference (SCOPE).

Strategy D: Provide school board candidate information for those interested citizens seeking seats on their local board of education.

Objective 3: To maintain positive relationships with the media.

Strategy A: Send out news releases on all TSBA functions and people-related news.

Objective 4: Increase participation/advertising with firms providing goods and services to school systems.

Strategy A: Promote the various levels of the Business Affiliate Program to increase membership.

Strategy B: Host a tradeshow at the Annual Convention.

Strategy C: Solicit new vendors/advertisers through various communication outlets including assistance from local member boards.

Strategy D: Provide kiosks in the TSBA Headquarters’ main lobby for business affiliates to advertise their products.

## **FINANCE**

**Goal: To handle funds in a financially sound manner.**

Objective 1: Ensure association operates according to sound financial procedures.

Strategy A: Ensure that all financial procedures meet general accounting standards.

Strategy B: Create an annual budget and include on financial statements.

Objective 2: Maximize investment opportunities.

Strategy A: Ensure that funds are received in a timely manner to benefit from the potential interest income.

Strategy B: Periodically evaluate the inflow and outflow of funds and realign investment strategies as needed.

Strategy C: Evaluate different investment vehicles to ensure that funds are optimally invested for the best rate of return.

Objective 3: Maintain School Board Academy contract with State Department of Education.

Strategy A: Submit invoices to SDOE in a timely manner.

Strategy B: Process School Board Academy per diems to school board members that have completed their mandated training in a timely manner.

Objective 4: Support and oversee the administration of the TSBA OPEB Trust.

Strategy A: Prepare financial statements for the Trust.

Strategy B: Prepare quarterly statements for each Trust member.

Strategy C: Schedule Trust meetings and develop board meeting agenda and provide supporting materials for each meeting.

Strategy D: Provide OPEB Trust Welcome Packet to newly appointed OPEB trustees.

Strategy E: Provide OPEB Trust Informational Packet to potential Trust members.