

## MISSION STATEMENT

To assist school boards in effectively governing school districts.

## GOALS

*All objectives will be met by December 31, 2023*

### 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.
- Strategy C: Ensure superintendents of member boards are aware of all membership services.

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 boardsmanship.**

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

Strategy A: Conduct and update notebooks and materials for the following training courses: Orientation (2), Board Policy (2) Board/Superintendent Relations (2), Advocating Your Board's Vision (1), School Finance (2), School Law (2); A Deep Dive Into Boardsmanship (1) Strategic Planning: A Joint Venture and Teaming and the School Board upon request.

Strategy B: Offer eBoardsmanship online module to school board members.

Strategy C: Offer "Legal Issues Impacting School Boards" online module to school board members.

Strategy D: Offer "Helping Board Members Connect to Today's Labor Market" online module to school board members.

Strategy E: Offer "Safety in Schools" online module to school board members.

Strategy F: Conduct Board Chairman Seminar.

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

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

Strategy I: Conduct an Annual Convention.

Strategy J: Offer a webinar for new school board members on their roles and responsibilities.

Strategy L: Offer webinars on a variety of school board governance issues.

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

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

Strategy B: Provide online "experiences" submission form for requirements of boardsmanship 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: 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 workshops on collaborative conferencing upon request.
- Strategy C: Maintain a Collaborative Conferencing guide.
- Strategy D: Maintain collaborative conferencing information page on the TSBA website.
- Strategy E: Maintain a Memorandum of Understanding library for systems involved with collaborative conferencing.
- Strategy F: Conduct annual survey of districts to determine those participating in collaborative conferencing.
- Strategy G: Conduct an annual webinar on the basics of 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 "BOEconnect", 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: Revamp "Tennessee Public Schools" website to provide boards with a resource to help parents get acquainted with the Tennessee public school system.

## **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 guide.

Strategy F: Maintain the Student Discipline guide.

Strategy G: Maintain the Teacher Discipline guide.

Strategy H: Maintain the Student Constitutional Rights guide.

Strategy I: Offer monthly "Legal Lunch" webinars.

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 and website for TCSBA members.
- Strategy C: Provide bi-weekly legal update newsletter.

## **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 state legislative reports during session 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.
- Strategy C: Provide monthly state and federal legislative updates between legislative sessions.

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

- Strategy A: Provide current legislative information to all members.
- Strategy B: Encourage each board to select a board member to serve as their local legislative representative.
- Strategy C: Conduct pre-convention legislative workshop.
- Strategy D: Conduct legislative clinic at TSBA Annual Convention.
- Strategy E: Provide an annual Legislative and Legal Institute to enhance communication between legislators, board members, superintendents, and other school officials.
- Strategy F: Conduct a legislative survey on current issues at FDM.
- Strategy G: Solicit resolutions from local boards for debate and adoption at the Delegate Assembly.
- Strategy H: Provide membership with an online Advocacy Guide to enhance legislative advocacy efforts.
- Strategy I: Collaborate with other public education organizations to implement common legislative priorities.

Strategy J: 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: Encourage Tennessee board member participation in the annual TSBA Congressional Meetings.

## **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: Maintain sample administrative procedures to complement TSBA base policy manual.
- Strategy J: Maintain sample Employee Handbook.
- Strategy K: Maintain sample Student Handbook.
- Strategy L: Provide a Student Handbook Review Service.

## **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 bi-weekly and distribute to all board members, superintendents and subscribers.
- Strategy B: Highlight member school districts in each edition of the TSBA Journal.
- Strategy C: Maintain the TSBA website and Twitter account 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 a podcast service that covers 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 a monitor 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 board member training contract with State Department of Education.

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

Strategy B: Process 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.