Tennessee School Boards Association
2026 Strategic Plan

MISSION STATEMENT

To assist school boards in effectively governing school districts.

GOALS

All objectives will be met by December 31, 2026.

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: Offer training courses on the following topics: Orientation; Board Policy; Board/Superintendent Relations; Advocating Your Board's Vision; School Finance; School Law; A Deep Dive Into Boardsmanship; Strategic Planning: A Joint Venture; and Teaming and the School Board upon request.

Strategy B: Offer the following online training courses: Basics of Boardsmanship; Charter Schools in TN: Essential Knowledge for Board Members; Ethics: The Cornerstone of Effective Governance; Legal Issues Impacting School Boards; Individuals with Disabilities Act; Parliamentary Procedure; School Boards and the Law; Understanding Section 504 of the Rehabilitation Act and the Americans with Disabilities Act; and Understanding Tennessee's K-12 Funding Formula.

Strategy C: Conduct Board Chairman Seminar.

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

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

Strategy F: Conduct an Annual Convention.

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

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

Strategy I: Offer a virtual Camp TSBA on a variety of educational topics.

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: Offer the option for submission of boardsmanship award program "experiences" through the online portal.

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, Scholar's Circle, and Award for Excellence.

Strategy E: Honor students with a Student Achievement 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 a Memorandum of Understanding library for systems involved with collaborative conferencing.

Strategy E: Conduct annual survey of districts to determine those participating in collaborative conferencing.

Strategy F: 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 organize and distribute material and documents for board meetings more efficiently.

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 Management Association to assist school boards in the area of school facilities.

Objective 9: Provide boards with a resource to help parents get acquainted with the Tennessee public school system on the TSBA website.

Objective 10: Provide a mediation service for school board members aimed at efficiently and amicably resolving conflicts within a school board.

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 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: Maintain the Law on Charter Schools guide.

Strategy J: Maintain the following resource: Navigating Challenged Materials: A Guide to Library Resources, Textbooks, Prohibited Concepts, and Digital Content.

Strategy K: Offer "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 and National School Attorneys Association through renewals and recruitment of new members.

Strategy B: Maintain listserv and website for TCSBA members.

Strategy C: Provide bi-weekly legal update newsletter, Legally Speaking.

Strategy D: Provide information to council members on the National School Attorneys Association (NSAA).

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 liaison and participate in regular legislative liaison meetings.

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 and Legislative Liaison 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 the Tennessee Congressional delegation when schedule permits.

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

Strategy C: Encourage Tennessee board member participation in the annual COSSBA 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, school district employee trainings, and annual notices 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.

Strategy M: Explore creation of a Human Resources handbook and enhanced policies integrating board leadership on best practices.

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 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 Appreciation Week packet for electronic distribution to all school systems and local media outlets.

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

Strategy C: Provide school board candidate information for those interested citizens seeking seats on their local board of education including a November webinar.

Objective 3: To maintain positive relationships with the media.

Strategy A: Send out news releases for SCOPE, Fall District Meetings, and Convention.

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 looping ad option for business affiliates to advertise their products at TSBA meetings.

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: 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, 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.

Objective 4: Explore the possibility of forming a New School Construction and Facilities Trust.

Strategy A: Determine, through the legislative process, if TSBA can help members establish an investment trust for new school construction and facilities.

RESEARCH SERVICES

Goal: To provide information and data on relevant education-based topics so board members can make informed decisions.

Objective 1: Provide information on the latest education related data and research to school boards.

Strategy A: Send a newsletter at least quarterly to all board members and superintendents that highlights the most recent data and research on education related topics and identifies significant trends.

Strategy B: Create original research reports that highlight education trends or data specifically relevant to TSBA members.

Objective 2: Provide timely responses to research questions submitted by board members and superintendents.

Strategy A: Establish a process that allows school board members and superintendents to submit research questions to TSBA staff.

Strategy B: Inform board members and superintendents of resources that are currently available and maintain a list of said resources and ways to access and use the provided data.

Objective 3: Provide board members with localized data resources to support informed decision-making and strategic planning for education and workforce development.

Strategy A: Maintain the following data resources: the Statewide Salaries Database, District Data Dashboard, and Tennessee Testing Dashboard.