



California County Boards of Education
January 2017

County Superintendent & County Boards:
Effective Governance

Gayle Garbolino-Mojica
Placer County Superintendent of Schools

Most good relationships are built on mutual trust and respect.

-Mona Sutphen

Placer County Board of Education in 2006



Things changed in 2007...

New County Superintendent of Schools

- Gayle Garbolino-Mojica
- 37 years old
- Female (70 years since last female superintendent)
- Young family
- Prior small district superintendent



January 2007

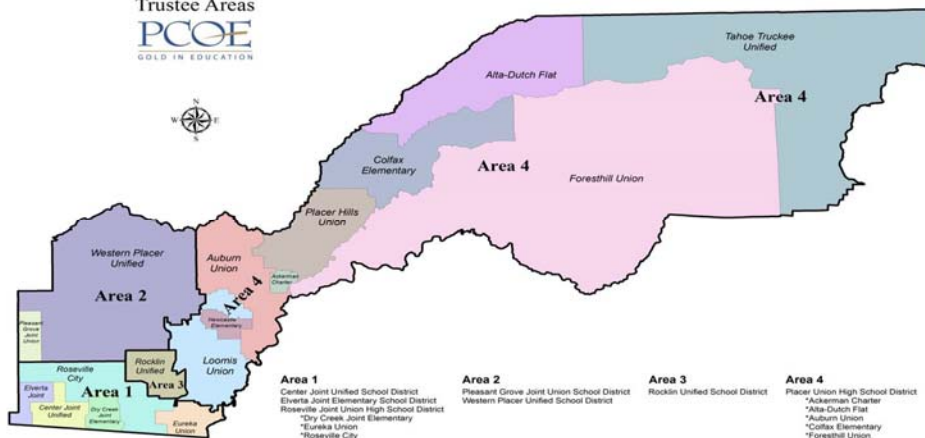
Rocky first 12 months...

- Ageism and sexism
- Disputes over elected vs. appointed
- Disputes over legal counsel
- Disputes over salary



Placer County Board of Education 2017

Placer County Board of Education



Effective Governing Body

- Vision
- Accountability / Continuous Improvement
- Set Policy
- Community Leadership
- Board / Superintendent Relationship

- National School Board Association



Board & Superintendent Relationship

- Be prepared
- Be professional
- Be fair and objective
- Be honest and open
- Be a team player

- National School Board Association



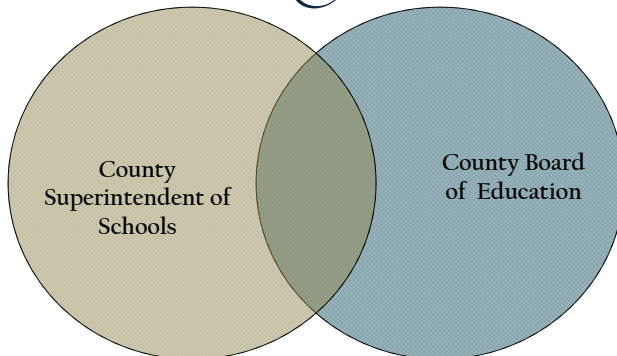


“We take the time to get to know each other and attempt to understand the basis of each individual’s perspective on the issues. We don’t take opposing views personally and respect the right of everyone to have an opinion. We are also open to listen, re-consider and believe the best in each other.”

- Kelli Gnile, Member Placer County Board of Education, Area 2

Relationship between the County Board of Education & County Superintendent

Shared Governance



Shared Governance

Empower each entity to deliberate and make decisions within each entity's authority



County Board & County Superintendent Relationships

- To deal with the “middle of the Venn diagram” much of the success is dependent upon “relationships”
 - Recognizing that both entities are elected / public officials
 - Each entity represents a constituency
 - Each entity has their own distinct duties that they must carry out
 - Each member of the entity has their own beliefs.



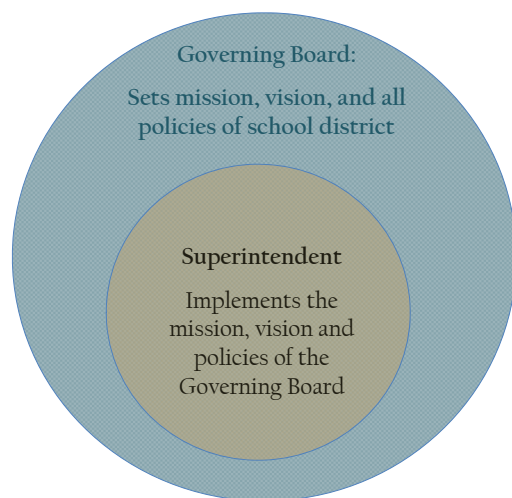
Issues that may challenge the “Relationship”

- **Authority & Ambiguity** - Infringing upon other entities legal responsibilities due to unclear understanding of policies, regulations and practices
- **Vision & Communications**- Competing visions and/or priorities; Lack of protocol for communications between Board and County Superintendent and staff; outside groups and media.
- **Organization & Operations** - Poorly conducted meetings
 - Many split votes
 - Disregard for staff/board members/public
 - Ill prepared for public meeting
- **Diplomacy** - Recognizing we all have a little bit of an “ego”



AUTHORITY & AMBIGUITY

Relationship between District Governing Board & District Superintendent



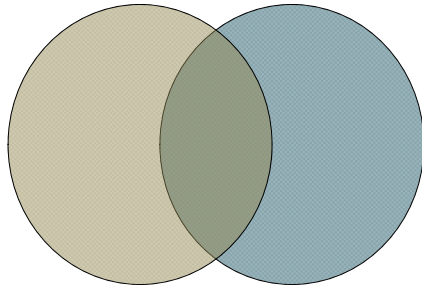
County Board of Education & County Superintendent Relationship - Important Considerations

- The county superintendent and the county board of education have separate duties and responsibilities. **This is true whether the superintendent is separately elected (53 out of 58 counties) or is hired by a board (5 out of 58 counties)**
 - One exception: Abolishment of Redevelopment Agencies to Successor Agencies (H&S §34170)
 - “One member appointed by the county superintendent of education to represent schools *if the superintendent is elected.*”
 - “If the county superintendent of education is appointed, then the appointment made pursuant to this paragraph shall be made *by the county board of education.*”



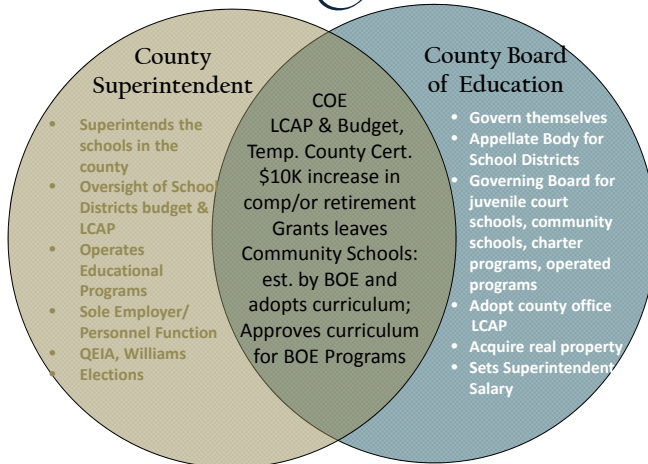
Work with a partner and come up with an example of a duty that fits in each portion of the “shared governance Venn diagram”

ACTIVITY



Relationship between the County Board of Education & County Superintendent

Shared Governance



Practical Tips for Center of Venn Diagram

- Budget Adoption
 - Board Receives Budget Calendar
 - Business office conducts “rounds” for budget development
 - Summary sheet for each department is provided to BOE at meeting to keep them apprised of budget process
- School District LCAPs
 - Role of the County Superintendent only
 - County Superintendent calls together an “ad hoc” meeting of 2 members to meet with staff to review themes in districts LCAPs
 - Information is shared at Spring Board Meeting and information is incorporated into budget development



Practical Tips for Center of Venn Diagram

- Temporary County Certificates
 - Board took action to have county superintendent sign the TCC's on their behalf
 - Quarterly county superintendent reports to BOE on how many were signed, in what area and if any where revoked

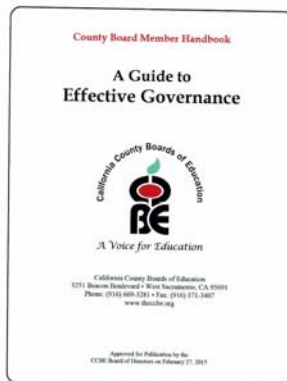


The interaction between the county board and the county superintendent, whether elected or appointed, is distinct from the relationship of a school district governing board and its employed superintendent.

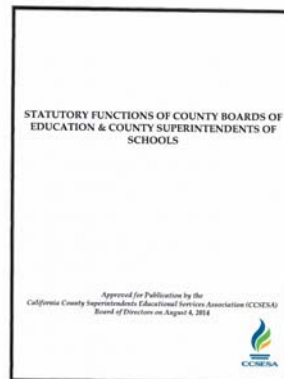


Roles & Responsibilities Resources

CCBE



CCSESA



VISION & COMMUNICATION

“One factor is your experience and competence and the trust that the Board has in you and your ability to make difficult decisions.”

- Bob Tomasini, Member, Placer County Board of Education, Area 1

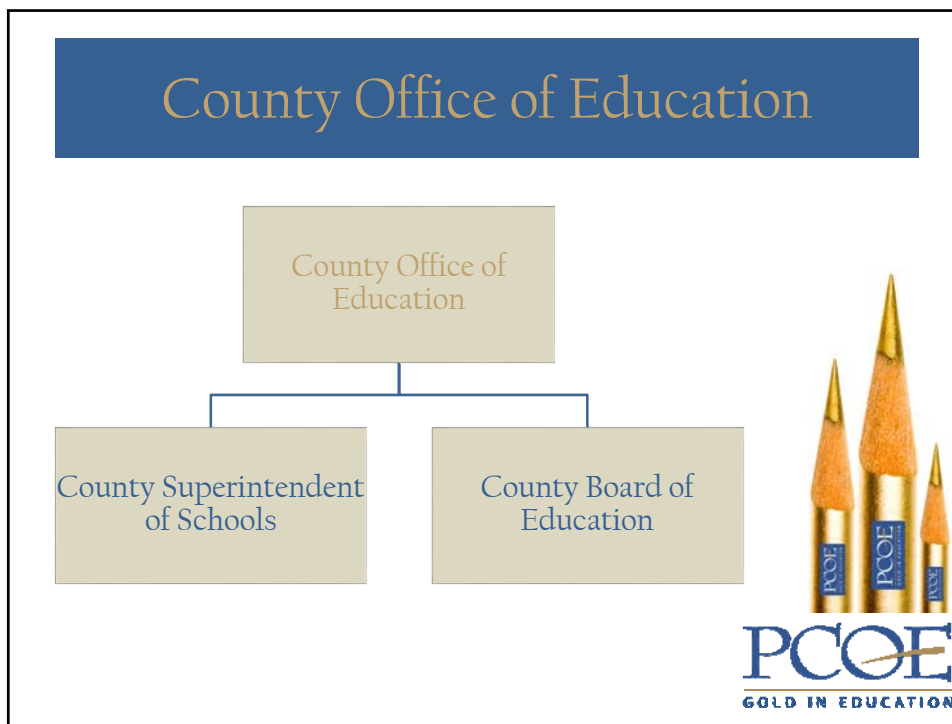




“Gayle keeps the board updated on the political processes in the State and Federal government with monthly reports on the happening in education. These are very informative reports and give each board member a better understanding of what is impacting education and how we can communicate this with the public.”

-Ken Tokutomi, Member, Placer County Board of Education, Area 4

WHO HAS THE VISION?



Vision Statements

Vision (prior to 2014)

- The vision of the Placer County Superintendent of Schools and the Placer County Office of Education is to provide exemplary leadership and service to school districts, students, parents, and the community as we work to provide a comprehensive, systematic, rigorous, and relevant education to all students in Placer County.

Vision (after 2014 and currently)

- The vision of the Placer County Superintendent of Schools *and the Placer County Board of Education* is to provide exemplary leadership and service to schools, parents, and the community as we work together to provide a *globally competitive*, comprehensive, rigorous and relevant education to all students.

PCOE
GOLD IN EDUCATION

Vision, Mission & Goals

(2014)

VISION

The vision of the Placer County Superintendent of Schools and the Placer County Board of Education is to provide exemplary leadership and service to schools, parents, and the community as we work together to provide a globally competitive, comprehensive, rigorous and relevant education to all students.

MISSION

The Placer County Office of Education is an educational leader and a valuable and respected resource in fiscal practices, educational programs, and student services.

The Office provides successful educational programs designed to educate a wide variety of students with diverse needs, birth through adult.

The Office monitors the fiscal health of districts and provides support services to insure availability and appropriate use of resources to students served by schools districts.

The Office offers its technical and professional expertise to partnering agencies.

The Office collaborates with schools districts, governmental agencies, and community based organizations to increase student achievement and to enhance the development of youth in our county.

Students enrolled in PCOE programs will grow academically and will be school, college, or career ready

Develop innovative educational and administrative programs to respond to regional needs.

Leverage technology to increase internal efficiency and external productivity to promote quality service to schools districts and the community

Placer County Board of Education Goals

- The Board of Education will streamline and strengthen their IDT process to provide greater opportunity for the appellants and respondents to state their case so that the board can make an informed decision consistent with their policy. (MET)
- The Board of Education will incorporate "Future Agenda Items" at the end of its agenda to explore topics of interest in education. (MET)
- The Board of Education will hear from the school districts in the county to learn about their unique educational programs. (MET)
- The Board of Education will adopt a Charter School approval, denial, renewal and revocation policy process that embraces both best practices and California laws. (In Process)
- *-Adopted August 2014*
- The Board of Education will develop guidance for charter school applications and guidance for oversight of County Charter Schools. (In Process)
- The Board of Education will create an Ad Hoc Committee to focus on LCAP outcomes for Placer County. (MET)
- The Board of Education will become stronger advocates for the County Office of Education students.
- *-Adopted November 2015*



“The superintendent strives to keep the Board informed on all relevant topics through email, phone calls, and Board Meeting reports. She facilitates tours of PCOE facilities and programs and accompanies Board members on these tours.”



-Lynn Oliver, Member, Placer county Board of Education, Area 4

Placer County Board of Education “NORMS” for Conduct of Members

- Support Decisions
- Treat with Respect
- Address Conflicts
- Avoid Surprises
- Model Productive and collaborative deliberation
- Expectation of excellence in our work

*ADOPTED: JULY 11, 2013
REVISED: AUGUST 9, 2014
ADOPTED: SEPTEMBER 18, 2014
ADOPTED: NOVEMBER 12, 2015*





“There is a mutual respect between the Superintendent and the Board Members. She suggests participation and attendance in outside activities sponsored by PCOE but doesn’t require our attendance. This demonstrates an appreciation of Board member’s time.”

-Lynn Oliver, Member, Placer County Board of Education, Area 4

Communication happens all the time

- Communication at Board Meetings
 - Superintendent Reports
 - Board Member Reports
 - Up-Coming Events
- Communication between Board Meetings
 - Emails as needed on hot topics*
- Standing and Ad Hoc Committees
- School and County Office Events
 - Invitations to all county office events
- Publications, Marketing Materials
 - Letterhead
 - Annual Report
- Designated County Office Staff
 - Executive Assistant
 - Community Affairs Director
- Community Events



ORGANIZATION & OPERATIONS

Tips for Organization

Board Meetings are your time to Shine!

- Web based online agenda (Board Docs)
- Equipment and support to access documents
- Outline for meeting and/or hearing
- High quality agenda items and back up information
- Deliberations and consensus building
- Prior meeting with Board President



Policies & Regulations

County Board of Education

- Board Bylaws
 - Governs how the Board conducts its business
- Board Policies
 - Guidance and framework that outline the Board's Responsibility
 - Mandated by the state / federal government
 - May refer to the Superintendent Policy
- <http://www.placercoe.k12.ca.us/Governance/Pages/BoardBylaws.aspx>

County Superintendent of Schools

- Superintendent Policies
 - Personnel
 - Operations
 - Business
 - Students
 - Instruction
 - Facilities
- Superintendent Regulations
 - Administrative practices that carry out the Superintendent Policy
- <http://www.placercoe.k12.ca.us/Governance/Pages/SuperintendentPolicies.aspx>



Completed Board Evaluations

Annual Evaluation of Board

1. Board Policies
2. Board's Role
3. Board Unity
4. Board Structure, Organization and Operation
5. Board Culture
6. Budget Adoption
7. Charter School Oversight
8. Meeting Preparation
9. Conduct of Meetings
10. Managing Transitions
11. Sense of Purpose
12. Implementing LCFF & LCAP

- Completed 2013
- Completed 2014
- Completed 2015



Annual Retreat

- Each year, either in town or in Squaw Valley, the Board of Education comes together for 36 hours to have meaningful discussions on issues facing the board.
 - Allows members to get to know each other
 - Allows an informal public meeting to interact and discuss
 - Allows for better understanding of each others perspectives and builds consensus



“The Board and the Superintendent have and continue to have planning retreats which include senior staff. We pre-plan an agenda, promote open discussions and prior to the retreat, we complete a board survey. This survey leads to discussion to the interworking of the board and the senior staff. This retreat also allows the group to better get to know each other individually in a non professional setting, which helps with the bonding of the board and senior staff.”



- Ken Tokutomi, Member, Placer County Board of Education, Area 4

DIPLOMACY

NOUN

- *the profession, activity, or skill of managing relations amongst others with a different viewpoint*
- *the art of dealing with people in a sensitive and effective way*
- *“sharing the stage”*

Practices to Promote the “Relationship”

- Understand and support each entity’s role
- Setting aside time to focus on higher level issues
 - Retreats
 - Common Vision Statements
 - Empowerment in each other goals
- Address authority of each entities through appropriate policies
- Prioritize Board Meetings so that there is ample information and time to deliberate
- Providing opportunities for board members to be visible and interact
 - Community events
 - County office programs
- “Sharing the Stage”



“The success of our Board/Superintendent relationship and good governance is directly attributed to the efforts to treat us with respect, to provide the tools we need to do our job, and to make the entire experience worthwhile, challenging and enjoyable.....with the sense of humor and perspective!”



-Lynn Oliver, Member, Placer County Board of Education, Area 4

For more information, please
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