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The governance team self-assessment, which is based upon the Georgia State Board of Education Standards for Effective Governance, will provide the board and superintendent a status review on implementation of identified best governance practices. The roles and responsibilities of the governance team are clarified and quantified. The self-assessment instrument is not intended to be utilized as an evaluation instrument. However, it is design to provide benchmarks for the governance team and for their consideration in establishing improvements of governance best practices.

The self-assessment instrument can be used by the governance team internally, or an internal review committee or an external review committee.

After completion of the review, recommendations and action plans should be developed for the board's consideration. The recommendation may impact the system's strategic planning goals, the superintendent evaluation instrument, policy changes and financial planning.

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#### **Domain 1. Governance Structure**

#### Description

The board of education and superintendent form the governance leadership team of the local school system, and act in a manner that focuses on improving student achievement and organizational effectiveness.

**Board:** The local board of education has "legislative," "executive" and "judicial" duties or functions in exercising control and management over a school district. A local board's "legislative" function is to adopt policies to govern the operation of the schools and have the authority to determine the amount of school taxes to be levied upon property in the school district. A board's "executive" function includes the employment and assignment of personnel on the recommendation of the superintendent, acquiring or disposing of real estate and other property, construction of facilities, preparation and adoption of an annual budget using the procedures mandated by the State Board of Education, entering into contracts, and borrowing money and signing promissory notes, subject to certain limitations. The "judicial" role of the board is to serve as a tribunal or school law court in order to resolve local matters of school law when specifically authorized or required by Georgia law.

**Superintendent:** The school superintendent is appointed by the board and who "shall be the executive officer" of the board of education. The "fundamental role" of a superintendent is to administer the implementation of policy established by the local board. In addition the superintendent serves as secretary to the board and is responsible for maintaining the minutes of board meetings. Additionally, the superintendent serves as the liaison between the State School Superintendent, makes all employment and assignment recommendations of school system personnel to the local board for approval, signs all employment contracts on behalf of the board, is responsible for any money borrowed and received by the school district to the same extent that the superintendent is responsible for other public school funds, signs notes along with the board chair to borrow money for the school system, acts as the agent of the board in procuring school equipment and materials, is responsible for ensuring that students receive and use prescribed textbooks, enforces all rules and regulations of the State School Superintendent and the local board according to the laws of the State, visits all schools in the school system; counsels with the faculty; files reports with the State Department of Education required by the State Board of Education from time to time; and performs any additional duties and responsibilities prescribed by the local board of education as part of the job description of the superintendent or contained within the contract of the superintendent.

to	omments				
	Standard(s)				

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STANDARD: The governance leadership team is comprised of the local board of education and the superintendent, and adheres to appropriate roles and responsibilities, as defined in the state constitution, state law, local act, and board policy. Element(s) The board elects officers using procedures defined in state law, local legislative act and local board policy. **Rating** Always Often Rarely Never Not Sure **Comments** ii. The board designates the superintendent as the Executive Officer of the school system and fully delegates the authority to provide educational leadership, manage daily operations, and perform all duties as assigned by law. **Rating** Always Often Rarely Never Not Sure **Comments** 

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Standard(s)	
i. The superintendent acts as board secretary.	
Rating	
O Always	
Often	
O Rarely	
O Never	
O Not Sure	
Comments	
mments	
state constitution, state laws, and state board rules consistent with local board	
lement(s)	
The board establishes and follows local board policies, procedures, and ethica standards governing the conduct of the governance leadership team, board, and individual board members.  Rating	I
O Always	
Often	
© Rarely	
O Never	
O Not Sure	
	Rating Often Rarely Never Not Sure Comments  STANDARD: The governance leadership team executes its duties as defined in t state constitution, state laws, and state board rules consistent with local board policies, accreditation standards, procedures and ethical standards, which govern conduct.  The board establishes and follows local board policies, procedures, and ethical standards governing the conduct of the governance leadership team, board, and individual board members.  Rating Always Often Rarely Never

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	Standard(s)					
		Comments				
	ii.	The board adopts, commits to, and follows a Code of Ethics, including a Conflict of Interest policy consistent with Domain VIII - Ethics.  Rating				
		O Always				
		O Often				
		O Rarely				
		O Never				
		O Not Sure				
		Comments				
(	Comn	ments				
C.		STANDARD: The board acts as a policy-making body separate from the roles and esponsibilities authorized to the superintendent.				
		ment(s)				
	i. The board establishes and follows written policies governing its work in compliance with state constitution, state law, local legislative act(s) and policy.					
		Rating				
		O Always				
		Often				

	Standard(s)
	O Rarely
	O Never
	O Not Sure
	Comments
ii.	The board fully supports and recognizes that operational issues are the responsibility of the superintendent and school system personnel.  Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
omr	nents
g	TANDARD: The governance leadership team demonstrates a unified approach to overning the school system in order to assure effective fulfillment of roles and esponsibilites.
Eler	nent(s)
i.	The board participates in annual professional development that meets or exceeds the requirements of Georgia Law and the State Board of Education.

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# Standard(s) The superintendent's participation in this training, while voluntary, is strongly encouraged. **Rating** Always Often Rarely Never Not Sure **Comments** ii. The governance leadership team differentiates professional development curriculum and delivery for the whole board and individual members based upon the experience and needs of members. **Rating** Always Often Rarely Never Not Sure **Comments** New members are provided with induction, orientation, and mentoring in order to support their effectiveness as members of the governance leadership team. **Rating** Always

Standard(s)	
Often	
O Rarely	
O Never	
O Not Sure	
Comments	
Comments	
Comments	

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#### **Domain 2. Strategic Planning**

#### **Description**

The governance leadership team, in collaboration with the community, adopts and enacts a planning process that results in an adopted system strategic plan designed to improve student achievement and organizational effectiveness.

**Board:** The board members participate in the development of the strategic plan and as a board adopts the system strategic plan based upon the superintendent's recommendations. Monthly, quarterly, but at least annually, the board reviews the performance measures of the strategic plan and reports to the community the results.

<u>Superintendent</u>: The superintendent participates in the development of the strategic plan and recommends to the board the adoption of the system strategic plan. The superintendent, as chief executive officer, implements, monitors, provides data reports on the strategic plan performance measures and makes recommendations to the board for consideration to improve the system's student achievement and effectiveness.

Comm	ents	
	Standard(s)	
	STANDARD: The governance leadership team provides input to and adopts the system strategic plan.	
Ele	ement(s)	
i.	The governance leadership team, in collaboration with the community, provides input to and the Board adopts a strategic plan that contains the systems beliefs, vision, mission, and strategic goals, performance objectives, performance measures and targets for improving student achievement and organizational effectiveness.	
	Rating	
	O Always	
	Often	
	O Rarely	

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	Standard(s)
	O Never
	O Not Sure
	Comments
ii.	At least annually and as needed, the governance leadership team reviews, assesses the system strategic plan and the Board readopts.
	Rating  C Always
	O Often
	© Rarely © Never
	O Not Sure  Comments
iii.	The governance leadership team conducts the strategic planning process consistent with Domain VIII: Ethics. Rating
	O Always
	Often
	© Rarely
	O Never
	<ul><li>Never</li><li>Not Sure</li></ul>

	Standard(s)
mn	ments
р	TANDARD: Annually and as needed, utilizing the adopted strategic planning rocess, the governance leadership team monitors and reports progress on erformance measures.
len	ment(s)
	The board implements board action plans for monitoring and reporting performance objectives, performance measures and targets, and effectiveness that is aligned with the school system's strategic plan.  Rating  Always
	○ Often
	Often Rarely
	O Rarely
	O Rarely O Never
	<ul><li>Rarely</li><li>Never</li><li>Not Sure</li></ul>
<b>i.</b>	<ul><li>Rarely</li><li>Never</li><li>Not Sure</li></ul>

	Standard(s)
	Often
	© Rarely
	O Never
	O Not Sure
	Comments
i.	The governance leadership team annually and as needed self-asseses performance in fulfilling its duties, responsibilities, and ability to work as a team in support of implementing the strategic plan.  Rating
	© Always
	© Often
	© Rarely
	O Never
	© Not Sure
	Comments
	Comments
/.	The governance leadership team meets annually to appropriately focus upon:
Des	scription
	<ul> <li>Analyzing appropriate data to assess progress toward fulfilling the school system's strategic plan</li> <li>Assessing the strengths and needed improvements of the school system</li> <li>Addressing compelling problem(s) or emerging issue(s) that may prevent the school system from accomplishing its strategic plan.</li> <li>Identifying and address emerging opportunities for advancing the school</li> </ul>
	<ul> <li>system's strategic plan</li> <li>Self-assessing the governance leadership team's educational, governance and leadership performance</li> </ul>

	Standard(s)	
Rati	ng	
0	Always	
0	Often	
0	Rarely	
0	Never	
0	Not Sure	
Com	nments	
Comments		
<u> </u>		

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#### **Domain 3. Board and Community Relations**

#### **Description**

In order to ensure improved student achievement and organizational effectiveness, the governance leadership team creates and sustains healthy community relations, models professional relationships, creates a culture of mutual respect, and serves as a public school advocate for effective collaboration and engagement of internal and external stakeholders.

**Board:** As the elected officials charged with the constitutional authority to "manage and control" our state's public school districts, school board members have an obligation to communicate what they are doing to the citizens in the communities they serve. Effective communication, media relations, advocacy, crisis communications and planning, community relations, public engagement, outreach -- school board members must plan for and engage in these activities if they are to reach a level of excellence in governance.

<u>Superintendent</u>: The superintendent, with board guidance will develop, recommend and implement a communications plan for the school district and board to promote better public understanding and accountability. This communication plan needs to build relationships with the school district staff, the community, parents, legislators, county and city governments, community groups and more so that there is mutual trust and opportunities for information to be exchanged, not just handed out.

Cor	omments				
		Standard(s)			
A		TANDARD: The governance leadership team develops a process for creating a ulture where input is sought, heard, and valued.			
	Elen	nent(s)			
	i.	The governance leadership team aligns its actions and decisions, which impact board and community culture, to the school system's strategic plan.  Rating			
		O Always			
		Often			
		O Rarely			

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		Standard(	5)	
		Never		
		Not Sure		
	Co	nments		
i	cre co	interactions of the governance leaders te a culture in which ideas are sought, aborative review of research and data.		
		ng		
		Always		
		Often		
		Rarely		
		Never		
		Not Sure		
	Co	nments		
	mment			
В.	engag	OARD: The board develops policies to ement of all stakeholders' which supportions improvement of the school system	t the strategic plan, desired culture	
Е	lemen	s)		
i		governance leadership team develops munications plan aligned with the scho		

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	Standard(s)
	Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
	stakeholders, its strategic plan, desired culture and improvement needs, and student performance expectations progress, targets, and results.  Rating
	Comments
ii.	The governance leadership team and individual member's communication demonstrate transparency of intentions, actions, decisions, successes, progress statuses, benchmarks and barriers to achievement of goals and performance targets.
 ii.	demonstrate transparency of intentions, actions, decisions, successes, progress statuses, benchmarks and barriers to achievement of goals and

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	Standard(s)	
	O Rarely	
	O Never	
	O Not Sure	
	Comments	
iv.	The governance leadership team will implement a communication plan consistent with Domain VIII – Ethics. Rating	
	O Always	
	Often	
	© Rarely	
	O Never	
	O Not Sure	
	Comments	
Comr	ments	
c r	STANDARD: The governance leadership team ensures processes that develop, communicate and maintain procedures for communications by stakeholders which esult in resolution of issues and concerns supporting the strategic plan, desired culture and continuous improvement of the school system.	h
	ment(s)	
i.	The governance leadership team follows an approved communication plan	

	Standard(s)	
	that supports clear two-way communication with stakeholders (i.e. Chain of Command process).	
	Rating	
	O Always	
	Often	
	© Rarely	
	O Never	
	O Not Sure	
	Comments	
ii.	The management of all communications of the governance leadership team promotes shared accountability and collaborative action in support of the strategic plan, desired culture and continuous improvement of the school system.  Rating  Always  Rarely  Never  Not Sure  Comments	
iii.	The board, working with their superintendent, establishes a process for monitoring and reporting the school system's performance in analyzing, addressing, and resolving issues or concerns raised by stakeholders.  Rating  Always	

Standard(s)	
Often	
O Rarely	
O Never	
O Not Sure	
Comments	
Comments	
Comments	

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#### **Domain 4. Policy Development**

#### **Description**

**Comments** 

The board adopts, revises, and follows written policies in accordance with laws and state board rules that include but are not limited to those that support improved student achievement, fiduciary responsibility, community and stakeholder engagement, organizational effectiveness, and continuous improvement.

<u>Board:</u> The Georgia Constitution delegates the control and management of public schools to local boards of education. The board is a group of individuals operating as a single entity through the policies it adopts or let stand. Board policies carry the force of law in the school system. Policies are principles and goal statements adopted by the board to define the parameters within which the superintendent and staff carry out their assigned duties. Policies, then, are statements describing what the board expects and requires. Once adopted, they continue in effect until revised or rescinded.

<u>Superintendent:</u> Regulations are the superintendent's plan to meet the policy expectations and requirements of the board. As long as the administration operates within the guidelines of policy adopted by the board, it may issue regulations without prior board approval unless board action is required by law or unless the board has specifically directed that certain types of regulations be submitted to the board for approval. The superintendent recommends policy actions to the board for adoption.

	Standard(s)	
A	STANDARD: The board of education adopts, revises, and follows written policies are clear, up-to-date, and in compliance with the school system's strategic plan, st constitution, state and federal laws and state board rules.	
	Element(s)	
	<ul> <li>The governance leadership team promotes policy development that is aligned with the system strategic plan and supports improved student achievement and organizational effectiveness.</li> <li>Rating</li> <li>Always</li> </ul>	

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	Standard(s)
	Often
	© Rarely
	O Never
	O Not Sure
	Comments
•	The board, through a local board policy, adopts, revises, and follows effective procedures for:
)es	scription
	<ul><li>a. Policy development, adoption, revisions, and repeal</li><li>b. Emergency adoption of policies, and</li><li>c. Policy dissemination</li></ul>
	Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
i.	The board solicits and receives recommendations from the superintendent on any proposed policies.
	Rating
	O Always
	Often

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	Standard(s)
	O Rarely
	O Never
	O Not Sure
	Comments
iv.	The board provides opportunities for public review on proposed policies before final board action is taken.  Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
<b>v.</b>	The board approves procedures for policies to be systematically reviewed.
	Rating
	O Always
	C Office
	Often
	© Rarely
	O Rarely

	Standard(s)
vi.	The board holds the superintendent accountable for the consistent implementation of adopted policies.  Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
vii.	The governance leadership team develops policies consistent with Domain
vii.	VIII - Ethics.
vii.	
vii.	VIII - Ethics. Rating
vii.	VIII - Ethics. Rating  O Always
vii.	VIII - Ethics. Rating  O Always  O Often
vii.	VIII - Ethics. Rating O Always O Often O Rarely

	Standard(s)	
Cor	mments	
Ī		
		_

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#### **Domain 5. Board Meetings**

### **Description**

In order to conduct official business for the purpose of improving student achievement and organizational effectiveness, the governance leadership team plans and conducts board meetings in accordance with Open Meetings law and local board policy.

**Board:** The board conducts all meetings of the board with approved agendas in accordance with state laws and local board policies.

<u>Superintendent:</u> The superintendent assists the board in conducting all board meetings and maintains the "official" record of the meetings.

Commen	ts	
	Standard(s)	
l	「ANDARD: The board announces and holds meetings in accordance with local bolicy and the Open Meetings Law (O.C.G.A. §50-14-1).	oard
Elem	nent(s)	
i.	The board adopts a policy defining the process for developing board meeting agendas, to include, but not limited to:	
Des	cription	
	a. how the agenda is prepared and by whom	
	<ul><li>b. a process to remove or place items on the agenda</li><li>c. a process to allow requests for additional information on agenda items,</li></ul>	
	and	
	d. procedures through which the public can provide information, ideas, or input on agenda items.	
	Rating	
	O Always	
	Often	
	O Rarely	
	O Never	

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	Standard(s)
	O Not Sure
	Comments
i.	Board of education meeting agendas consistently include components that demonstrate alignment with the system's strategic plan.  Rating
	O Always
	Often
	© Rarely
	O Never
	O Not Sure
	Comments
<b>ii.</b>	The superintendent posts board meeting agendas for public review.
	Rating
	O Always
	Often
	© Rarely
	O Never
	O Not Sure
	Comments

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Rating	1	The board of education uses a "consent agenda" procedure when appropriate
Conten Rarely Never Not Sure  Comments  Once meeting agenda is approved, the board of education conducts meeting in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-1-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating Always Often Rarely Never Not Sure		
Often Rarely Never Not Sure  Comments  Once meeting agenda is approved, the board of education conducts meeting in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-1-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating Always Often Rarely Never Not Sure		
<ul> <li>Rarely</li> <li>Never</li> <li>Not Sure</li> </ul> Comments Once meeting agenda is approved, the board of education conducts meeting in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-1-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy. Rating <ul> <li>Always</li> <li>Often</li> <li>Rarely</li> <li>Never</li> <li>Not Sure</li> </ul>		,
Once meeting agenda is approved, the board of education conducts meeting in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often  Rarely  Never  Not Sure		
Comments  Once meeting agenda is approved, the board of education conducts meeting in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-1-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often  Rarely  Never  Not Sure		•
Once meeting agenda is approved, the board of education conducts meeting in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-1-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often  Rarely  Never  Not Sure		
Once meeting agenda is approved, the board of education conducts meeting in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-1-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often  Rarely  Never  Not Sure		
in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Ohlways  Often  Rarely  Never  Not Sure		Comments
in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Ohlways  Often  Rarely  Never  Not Sure		
in accordance with the meeting agenda and departs from the agenda only under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Ohlways  Often  Rarely  Never  Not Sure		
<ul><li>Rarely</li><li>Never</li><li>Not Sure</li></ul>		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.
O Never O Not Sure		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating
O Not Sure		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always
		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often
Comments		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often  Rarely
		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often  Rarely  Never
		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often  Rarely  Never  Not Sure
		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often  Rarely  Never  Not Sure
The Board is trained in, and conducts meetings in a manner consistent with, parliamentary procedure.		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Often  Rarely  Never  Not Sure  Comments  The Board is trained in, and conducts meetings in a manner consistent with,
The Board is trained in, and conducts meetings in a manner consistent with, parliamentary procedure.  Rating		under circumstances allowed under the Open Meetings Law (O.C.G.A. §50-14-1) and by a majority (simple majority, super majority, or unanimous vote) previously specified in local board policy.  Rating  Always  Never  Not Sure  Comments  The Board is trained in, and conducts meetings in a manner consistent with, parliamentary procedure.

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	Standard(s)
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
ii.	The superintendent ensures accurate records are recorded and maintained as prescribed by the Open Records Act (O.C.G.A. §50-18-70).  Rating
	O Always
	○ Often
	O Rarely
	O Never
	O Not Sure
	Comments
iii.	The board of education plans and conducts business meetings in open and closed sessions in a manner consistent with the Open Meetings Law (O.C.G.A. §50-14-1).
	Rating
	C Always
	Often
	O Rarely
	O Never
	I

ix.	The governance leadership team conducts meetings consistent with Domain VIII – Ethics. Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
 omn	nents

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#### **Domain 6. Personnel**

### **Description**

The Board of Education employs, sets performance expectations for, and evaluates the work of the superintendent; sets personnel policies and approves or denies personnel actions recommended by the superintendent in order for him/her to manage the system workforce to improve student achievement and organizational effectiveness.

**Board:** The school superintendent is appointed by the board and who "shall be the executive officer" of the board of education. Georgia Law [§ GA Code 20-2-210] requires the board to conduct an annual evaluation of the superintendent and, if deficiencies are noted, to prepare a professional development plan.

Additional Summary Points .....

- Evaluations shall be performed by the local board of education and trained to conduct evaluation
- Instrument must be a board approved instrument
- Performance evaluation records shall be part of the personnel evaluation file and shall be confidential

The board reviews and updates personnel policies to be in compliance with state statutes and state board rules. The board practices the board member code of ethics policy and maintains confidentiality pertaining to personnel. As with student records, in a rare case, the board may have a need to review a teacher's evaluation or a group of evaluations in order to carry out its lawful duties. In that case, the board may require the teacher evaluations to be produced to the board for its inspection or review during an executive session.

<u>Superintendent:</u> The "fundamental role" of a superintendent, as executive officer, is to administer the implementation of policy established by the local board. She/he assists the board in the development of an evaluation instrument which measures the board goals, strategic plan goals and system's operational effectiveness. The superintendent recommends to the board personnel policies for adoption, implements adopted policies, recommends personnel actions to the board and provides personnel data reports.

Comments		
	Standard(s)	
	Standard(3)	

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### Standard(s)

A. STANDARD: The board of education employs a superintendent who acts as the Executive Officer of the school system.

Flement(s)

wit tha	board's search and hiring processes result in selecting a superintendent h the verified knowledge, expertise, skills and prior performance history t predict successful performance in execution of Superintendent duties I responsibilities in alignment with the school system strategic plan.
Rati	
	Always
C	Often
C	Rarely
C	Never
C	Not Sure
Con	nments
The	a hoard sets performance expectations for the superintendent through th
ado ado	e board sets performance expectations for the superintendent through the option of a strategic plan, the adoption of a current job description, the option of professional development and evaluation plan, and adherence to te law.
ado ado	option of a strategic plan, the adoption of a current job description, the option of professional development and evaluation plan, and adherence to te law.
ado ado stat Rat	option of a strategic plan, the adoption of a current job description, the option of professional development and evaluation plan, and adherence to te law.
ado ado stat Rat	pption of a strategic plan, the adoption of a current job description, the option of professional development and evaluation plan, and adherence to te law.
ado ado stat Rati	option of a strategic plan, the adoption of a current job description, the option of professional development and evaluation plan, and adherence to te law.  ing  Always
ado ado stat Rati	option of a strategic plan, the adoption of a current job description, the option of professional development and evaluation plan, and adherence to te law.  ing  Always  Often
ado ado stat Rati	option of a strategic plan, the adoption of a current job description, the option of professional development and evaluation plan, and adherence to te law.  ing  Always  Often  Rarely

development to ensure alignment to the school system strategic plan, and current job description.
Rating
O Always
Often
© Rarely
O Never
O Not Sure
Comments
D - 1!
Rating
O Always
C Always C Often
<ul><li>Always</li><li>Often</li><li>Rarely</li></ul>
C Always C Often
<ul><li>Always</li><li>Often</li><li>Rarely</li><li>Never</li></ul>
<ul><li>Always</li><li>Often</li><li>Rarely</li><li>Never</li><li>Not Sure</li></ul>
<ul><li>Always</li><li>Often</li><li>Rarely</li><li>Never</li><li>Not Sure</li></ul>

Standard(s)	
Often	
O Rarely	
O Never	
O Not Sure	
Comments	
vi. The governance leadership team develops personnel policies consistent with Domain VIII - Ethics.  Rating	
O Always	
Often O	
O Rarely	
O Never	
O Not Sure	
Comments	
Comments	
B. STANDARD: The board of education evaluates the professional performance of th superintendent.	ıe
Element(s)	
i. The board annually evaluates the superintendent's job performance as	

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Ratin  C  C  C  Comr  The eccollal perforstrate Ratin	Always Often Rarely Never Not Sure nents  valuation instrument and process are developed by the board in coration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
Comr The eccollal perforstrate Ratin	Always Often Rarely Never Not Sure nents  valuation instrument and process are developed by the board in coration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
Comr The ecollal perforstrate Ratin	Often Rarely Never Not Sure nents  valuation instrument and process are developed by the board in coration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
Comr The eccollal perforstrate Ratin	Rarely Never Not Sure nents  evaluation instrument and process are developed by the board in coration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
Comr The e collal perfo strate Ratin	Not Sure nents  valuation instrument and process are developed by the board in coration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
The e	Not Sure  nents  Evaluation instrument and process are developed by the board in coration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
The e collal perforstrate Ratin	evaluation instrument and process are developed by the board in coration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
The ecollal performance strate	evaluation instrument and process are developed by the board in coration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
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collal perfo strato Ratin	poration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
collal perfo strato Ratin	poration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
collal perfo strato Ratin	poration with the superintendent; based on clear, written measurable rmance targets and indicators; and aligned with the school system's egic goals.
_	Always
0	Often
0	Rarely
0	Never
0	Not Sure
Comr	nents

	Standard(s)	
	Often	
	O Rarely	
	O Never	
	O Not Sure	
	Comments	
iv.	The superintendent's evaluation will be reflected in meeting agenda minutes, noting participating members; however, the results of the evaluation of the superintendent will remain confidential.  Rating	
	C Always	
	O Often	
	© Rarely	
	© Never	
	O Not Sure	
	Comments	
Comi	ments	
	STANDARD: The board adopts personnel policy that is implemented by the superintendent.	
Eler	ment(s)	

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The board adopts personnel policies that are aligned with the school syste strategic plan and organizational effectiveness and consistent with applica statutes.
Rating
O Always
Often
© Rarely
O Never
O Not Sure
Comments
The board and individual board members do not engage in the implementation of personnel policy, including the employment, assignment or dismissal of personnel, except to accept or reject the recommendations the superintendent.
implementation of personnel policy, including the employment, assignment or dismissal of personnel, except to accept or reject the recommendations
implementation of personnel policy, including the employment, assignment or dismissal of personnel, except to accept or reject the recommendations the superintendent.  Rating
implementation of personnel policy, including the employment, assignment or dismissal of personnel, except to accept or reject the recommendations the superintendent.  Rating  Always
implementation of personnel policy, including the employment, assignment or dismissal of personnel, except to accept or reject the recommendations the superintendent.  Rating  Always  Often
<ul> <li>implementation of personnel policy, including the employment, assignment or dismissal of personnel, except to accept or reject the recommendations the superintendent.</li> <li>Rating</li> <li>Always</li> <li>Often</li> <li>Rarely</li> </ul>

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	Standard(s)
	Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
iv.	The board follows state laws in matters of school system employee discipline.
	Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
V.	The board makes personnel decisions consistent with Domain VIII - Ethics.
	Rating
	O Always
	Often
	O Rarely
	O Never

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Standard(s)						
Not Sure						
Comments						
Comments						

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#### **Domain 7. Financial Governance**

#### **Description**

Comments

The board provides guidance to the superintendent and sets sound fiscal policy so that the school system is an effective steward of all resources to support student achievement and organizational effectiveness.

<u>Board:</u> One of the most important tasks for a local board is adopting the budget. The budget authorizes the targeted expenditure of revenue available to the school district, serves as a vehicle to control spending and clarifies the strategic goals and priorities of the school system. The board approves a process for budget development, community input and adopts each fiscal year budget consistent with strategic plan goals and State law provisions. The board adopts fiscal management policies to ensure effectiveness and efficiency for the implementation of adopted fiscal year budget.

<u>Superintendent</u>: The superintendent follows the board budget development processes as prescribed by board, state law provisions and recommends to the board the fiscal year budget. The superintendent provides monthly, quarterly, annual budget reports to the board, monitors the budget and makes budget recommendations when needed, manages the effectiveness and implements the budget accordingly to the state provisions and local board policies.

•					
	Standard(s)				
A	A. STANDARD: The board of education upon recommendation of the superintendent adopts a budget that adheres to State law provisions and consistent with its strategic plan.				
	Element(s)				
	<ul> <li>The board provides guidance to the superintendent, who develops and manages the budget in accordance with the school system's strategic plan, and adopts fiscal policies that assure improved student achievement and organizational effectiveness.</li> <li>Rating</li> <li>Always</li> </ul>				

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	Standard(s)	
	Often	
	O Rarely	
	O Never	
	O Not Sure	
	Comments	
ii.	The board conducts budgeting discussions with the superintendent and	_
	establishes specific budget parameters where deemed necessary or appropriate.	
	Rating	
	O Always	
	Often	
	O Rarely	
	O Never	
	O Not Sure	
	Comments	
iii.	The governance leadership team seeks community and stakeholder input, review, and feedback on the budget.	
	Rating	
	O Always	
	O Always	
	O Often	
	O Often	

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	Standard(s)					
		Comments				
	iv.	The board approves, after careful consideration of sound business and fiscal practices, the school system's budget reflecting the strategic plan.  Rating				
		O Always				
		Often				
		O Rarely				
		O Never				
		O Not Sure				
		Comments				
C	comm	nents				
В.	B. STANDARD: The board of education adopts policy for sound fiscal management and monitors the implementation of the budget in accordance with state laws and regulations.					
	Element(s)					
	i.	The board develops policies to ensure sound fiscal management, including but not limited to: balanced budget requirements, spending level authorizations and permissions, deficit spending restrictions, establishment of special funds, and reserve maintenance requirements.  Rating				
		O Always				

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	Standard(s)
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
ii.	The board holds the superintendent accountable for the implementation of the budget in a manner consistent with the strategic plan and state board rules.
	Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
	Comments
iii.	The board establishes, through policy, the level of spending beyond the budget for which the superintendent must seek board approval.  Rating
	C Always
	© Often
	© Rarely
	© Never
	O Not Sure

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Comments
The board, working through the superintendent, monitors the school system's audits, reviews monthly financial reports and additional financial reports needed to make informed decisions and to ensure execution of the budget in a manner consistent with the strategic plan and strategic goals of the school system.
Rating
O Always
Often
• Rarely
O Never
O Not Sure
Comments
The board reviews and addresses annually audited financial records and audit findings, with a goal of proactively preventing audit exceptions.  Rating
• Always
Often
© Rarely
O Never

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	Standard(s)
ri.	The board addresses fiscal matters in a manner consistent with law, sound business practice, and ethical principles regarding conflicts of interest in Domain VIII - Ethics.  Rating
	O Always
	Often
	© Rarely
	O Never
	O Not Sure
	Comments
⁄ii.	The board operates in a manner such that the board's financial decisions and actions do not provide unfair financial or other opportunistic advantages to any member of the governance leadership team, their family members, associates, or individual constituents.  Rating
rii.	actions do not provide unfair financial or other opportunistic advantages to any member of the governance leadership team, their family members, associates, or individual constituents.  Rating  Always
	actions do not provide unfair financial or other opportunistic advantages to any member of the governance leadership team, their family members, associates, or individual constituents.  Rating
⁄ii.	actions do not provide unfair financial or other opportunistic advantages to any member of the governance leadership team, their family members, associates, or individual constituents.  Rating  Always
rii.	actions do not provide unfair financial or other opportunistic advantages to any member of the governance leadership team, their family members, associates, or individual constituents.  Rating  Always  Often
rii.	actions do not provide unfair financial or other opportunistic advantages to any member of the governance leadership team, their family members, associates, or individual constituents.  Rating  Always  Often  Rarely

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	Standard(s)						
Coı	Comments						
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#### **Domain 8. Ethics**

#### **Description**

The governance leadership team conducts themselves, collectively and individually, in an ethical and professional manner.

**<u>Board:</u>** The board adopts and practices their Code of Ethics and Conflict of Interest policies that at a minimum meets the State Board of Education requirements.

<u>Superintendent:</u> The superintendent practices the Code of Ethics for Professional Educators as prescribed by the Professional Standards Commission.

Comme	nts						
	Standard(s)						
a	A. STANDARD: The governance team adheres to, adopts and practices a Code of Ethical avoids conflicts of interest, and annually reviews ethical standards to ensure and enhance governance structure and organizational effectiveness.						
Eler	ment(s)						
i.	The board adopts and adheres to an ethics policy that includes, as a minimum, an ethical code of behavior based on the State Model Code of Ethics.  Rating  Always  Often  Rarely  Never  Not Sure  Comments						

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	The superintendent adheres to the Georgia Professional Standards  Commission Code of Ethics for Educators.
	Rating
	O Always
	Often
	O Rarely
	O Never
	O Not Sure
C	Comments
P	tate law requirements, as outlined in the State statutory Conflict of Interest Provisions.
P	Provisions. Rating
P	Provisions. Rating  C Always
P	Provisions. Rating  C Always  C Often
P	Provisions. Rating  Always  Often  Rarely
P	Provisions. Rating
F	Provisions. Rating
C ]	Provisions. Rating
C ]	Provisions. Rating

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CCBOE Exemplary Committee	Superintendent
Chairman	