



New Superintendent Transition Workshop and Goals Discussion

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Jefferson Twp.
Public Schools

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Congratulations!



**Jefferson Twp.
Public Schools**



Tonight's Purpose

- ☐ Reflect on the superintendent transition process
- ☐ Strengthen governance practices
- ☐ Examine Board operations and committee effectiveness
- ☐ Identify Board priorities aligned with the Strategic Plan
- ☐ Establish themes for future Board goal development



Today's Process

☐ **Reflect**

How is the transition going?

☐ **Clarify**

How can we support the new Superintendent by being the most effective Board we can be?

☐ **Focus**

What deserves Board attention?

☐ **Prioritize**

What themes/topics should guide setting 2026-27 Board goals?

☐ **Next Steps**

Identify topics for Board goals and assign goal writing.



Superintendent Transition - How are we doing so far?





Phase 1: Preparation Before Start Date

How are we doing?

- ✓ Coordinate with outgoing superintendent for handoff
- ✓ Prepare background materials: strategic plan, policies, contacts
- ✓ Announce transition to staff and community
- ✓ Set initial expectations with new superintendent





Phase 2: Onboarding and First 90 Days, How are we doing?

- ✓ Schedule welcome meetings with staff, community leaders
- ✓ Encourage school visits and stakeholder listening sessions
- ✓ Meet with individual board members
- ✓ Develop clear communication protocols
 - Establish short-term goals / transition goals and benchmarks (action plans)
 - Identify expectations and critical issues collaboratively with the board



Phase 3: Long-Term Integration

- Hold regular check-ins between Board and superintendent
- Engage in reflective discussions about progress and challenges
- Align leadership actions with district goals and Board priorities
- Encourage professional development and support networks



Board



Superintendent



A few quick notes on . . .

Roles & Responsibilities

DIFFERENT ROLES. A SHARED COMMITMENT.



SET DIRECTION
Establish vision,
goals and policies



MONITOR
Ensure accountability
and progress



ENGAGE
Listen to and
represent the
community



UPHOLD
Follow laws, ethics
and governance
best practices

BOARD OF EDUCATION

GOVERNANCE
OVERSIGHT
COMMUNITY LEADERSHIP



SUPERINTENDENT

LEADERSHIP
IMPLEMENTATION
DISTRICT OPERATIONS



LEAD
Turn board vision
into action



MANAGE
Oversee day-to-day
operations



DEVELOP
Support and
empower staff



FOCUS
Drive student
achievement and
continuous improvement

Working Together

FOR OUR STUDENTS' BRIGHTER TOMORROW

PEOPLE
PURPOSE
POSSIBILITY



Board of Ed and Superintendent Purview

☐ Board of Education Purview (Governance / "What")

- ☐ Adopt and revise board **policies**
- ☐ Approve the **annual budget**
- ☐ **Set Board goals and priorities**
- ☐ **Approve curriculum adoption**
- ☐ **Hire, evaluate, renew, or non-renew the superintendent**
- ☐ Approve **negotiated collective bargaining agreements**
- ☐ Approve **major capital projects and referendum questions**
- ☐ Approve **school calendar (where board approval is required)**
- ☐ Approve **new programs or significant program changes**
- ☐ **Monitor district performance** through reports and data
- ☐ Decide whether **district goals are being met**
- ☐  **Act as the final level of appeal when required by law**
or policy

☐ Superintendent Purview (Administration / "How")

- ☐ Assign and **supervise administrators and staff**
- ☐ **Develop regulations and procedures** to implement board policy
- ☐ **Recommend personnel appointments**, transfers, and promotions
- ☐ **Manage day-to-day** school operations
- ☐ **Select instructional resources and oversee implementation**
- ☐ **Prepare and administer the budget**
- ☐ **Conduct staff evaluations**
- ☐ Handle **student discipline consistent with policy & law**
- ☐ **Manage transportation, facilities, and operations**
- ☐ **Respond to parent concerns** through the **administrative chain of command**
- ☐ **Negotiate and administer vendor contracts** within board-approved parameters
- ☐ **Lead professional development and instructional improvement efforts**

Examples of Situation and Purview

Situation	Board	Superintendent
Community wants full-day kindergarten	Decide whether the district should offer it	Develop implementation plan
New attendance policy needed	Adopt policy	Enforce and administer policy
School safety improvements	Set expectations and approve funding	Implement procedures and training
Staff morale concerns	Monitor climate through superintendent evaluation	Address personnel and management practices
Parent complaint about a teacher	Refer through chain of command	Investigate and resolve administratively





Making it Work

Teacher

Principal

CSA

Board

When a community member approaches you with a concern, they may believe they are “*going right to the top.*” This practice **impedes a solution** and creates morale problems, complicates communication, and involves board members outside their area of responsibility.

Let the chain of command work. The Board should be the **final arbiter** on issues unresolved at other steps in the chain. When used properly by citizens and board members, communications are improved.



Chain-of-Command



- Allows an issue to be handled in the most expedient manner.
- For issues brought to your attention:
 - By parents, community members
 - By staff or administrators
- **Do NOT Solicit**
- Board member refers individual to **lowest level** in the Chain-of-Command
- Board member **notifies Superintendent** of issue / complaint and advises Superintendent that he / she has referred individual back to the Chain-of-Command

**An item will appear on the screen.
Decide if it is a Board Responsibility or a Superintendent Responsibility.**

Board

Approve

Strategic Plan

Board

Evaluate

superintendent

Superintendent

Oversee

**instructional
programs**

Superintendent

Administer

contracts

Board

**Establish and
adopt policy**

Superintendent

Recommend

**and implement
policy**

Board

Approve

**Curricular
Materials**

Superintendent

Oversee

**district
leadership**





- Transitions are a team responsibility
- Thoughtful onboarding sets the tone for success
- Clear communication and collaboration are essential
- The Board's support is foundational to superintendent and district success!

Building a Strong Governance Team **Is Also A Great Support For The Superintendent**

- Clarify roles and responsibilities
- Commit to shared goals and open dialogue
- Use self-assessment to strengthen Board-Superintendent collaboration
- Model respectful, transparent governance



Code of Ethics Summary

I will:

a. Uphold and enforce all laws, rules, & regulations of State BOE & court ...

b. Make decisions in terms of the educational welfare of children and meet the individual needs of all children ...

c. Confine my board action to policy making, planning, and appraisal ...

d. Not administer the schools, but together with my fellow board members, see that they are well run ...

e. Recognize authority rests with the Board of Education – make no personal promises ...

f. Refuse to surrender my independent judgement or to use the schools for personal gain ...

g. Uphold confidentiality, provide accurate information, and interpret community aspirations ...

h. Vote to appoint the best qualified personnel after consideration of CSA's recommendation ...
i. Support & protect staff in proper performance of duties ...

j. Refer all complains to chief administrative officer and only act after failure of administrative solution.



The Role of the Individual Board Member

As individuals, Board members **cannot:**

- **Make decisions** for the board
- **Take actions** for the board
- **Speak** for the board

...unless the board has authorized them to do so. (Check your Policy Manual.)

- **Direct any staff member or administrator**
- **Direct the Superintendent**



Act with a Majority

- Board members only have power when they act with a majority of the board. **It takes a majority to accomplish anything.**
- The real power of the board is **finding common ground on behalf of the whole community.**
- Common ground can only emerge when **all the voices are heard** and attended to and the **minority opinion is respected.**



COMMITTEE MEETING



What do Effective Committees Have?

What do they Do?



Effective Committees

Meet clearly defined needs;

Are established in an appropriate manner;

Operate under clearly defined bylaws;

Lessen the total work of board members;

Explore issues related to board goals and objectives in depth;

Develop and investigate, as requested by the full board, either options or recommendations

Meet in a timely fashion;

Have an effective chairperson;

Have a clearly defined reporting process;

Include appropriate administrators and staff;

Provide for minority opinions;

Make recommendations to the full board.



Healthy Committee Culture

- Focus on issues, not individuals
- Assume positive intent
- Encourage all members to participate
- Respect differing viewpoints
- Seek understanding before seeking agreement
- Maintain a solutions-oriented mindset



Staying in the Committee Lane



- Committees recommend; the Board decides
- Avoid creating unofficial positions or commitments
- Focus discussion on the committee charge
- Bring significant issues back to the full Board
- Respect governance and management roles

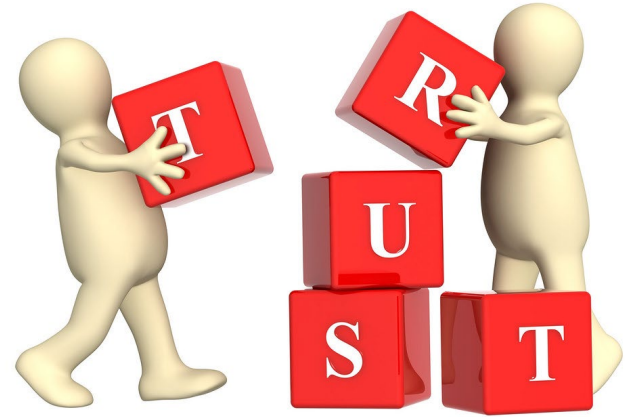
Managing Disagreement Productively



- Ask questions before making assumptions
- Separate facts from preferences
- Challenge ideas respectfully
- Allow minority viewpoints to be heard
- Work toward consensus while honoring differences

Building Trust with Administration

- Request information through the administrative liaison
- Provide sufficient notice for information requests
- Avoid directing staff independently
- Clarify expectations and desired outcomes
- Recognize administration as a key resource



Committee Work: Looking Forward, Not Back

After Board action, committee energy should generally shift from:

From	To
Re-arguing the merits	Monitoring outcomes
Revisiting the same positions	Evaluating results
Recreating Board debate	Supporting implementation
Relitigating previous votes	Identifying future improvements

Governance Principle: Once the Board Decides on Committee Recommendations, the Board Moves Forward

- Participate fully in discussion before a vote
- Support the Board's decision after the vote
- The will of the majority becomes the action of the Board
- Individual members do not have authority separate from the Board
- The Board's credibility depends on speaking with one voice after official action
- Repeatedly revisiting settled decisions distracts from district priorities

Debate vigorously. Vote your conscience. Support the Board's action.



The Rock Band Playlist Analogy

All members may not agree on the song list when going on tour but it has to get done and everyone must play their best once the show starts.

If the minority of the band members don't agree with the majority's decision, they get to make their case for the songs they want on the list but once it is decided, they must then play their best.



Board Goals



Goal Development

District Goals

- **Program**
- **Instruction**
- **Staff**
- **Professional Development**
- **Facilities**
- **Finance**

Board Goals

- **Process**
- **Procedures**

Everyone owns the District Goals

They are collaboratively set by the Board and the CSA. The Board supplies the “What” and resources necessary for their attainment. The CSA provides the “How” (action plans) and is responsible for their completion.

Board Goals are set by the Board to improve process/tasks “owned” by the Board. They are evaluated in conjunction with the Board Self-Evaluation.



Effective school boards....



Define clear goals for student achievement and classroom instruction based on a vision of **high expectations** and **shared beliefs and values** about what's possible for ALL students.



Alignment of Vision, Mission & Goals

- Ensure the district's vision, mission and goals are all in alignment
- Review the vision, mission, strategic planning goals, and district goals from the previous year.



Vision & Mission Statements

- The **VISION** focuses on tomorrow and provides a destination. It answers the question: What do we want to become?
- The **MISSION** focuses on today and what we do. It guides us to our destination (vision) and answers the question: What will we do to achieve our Vision?



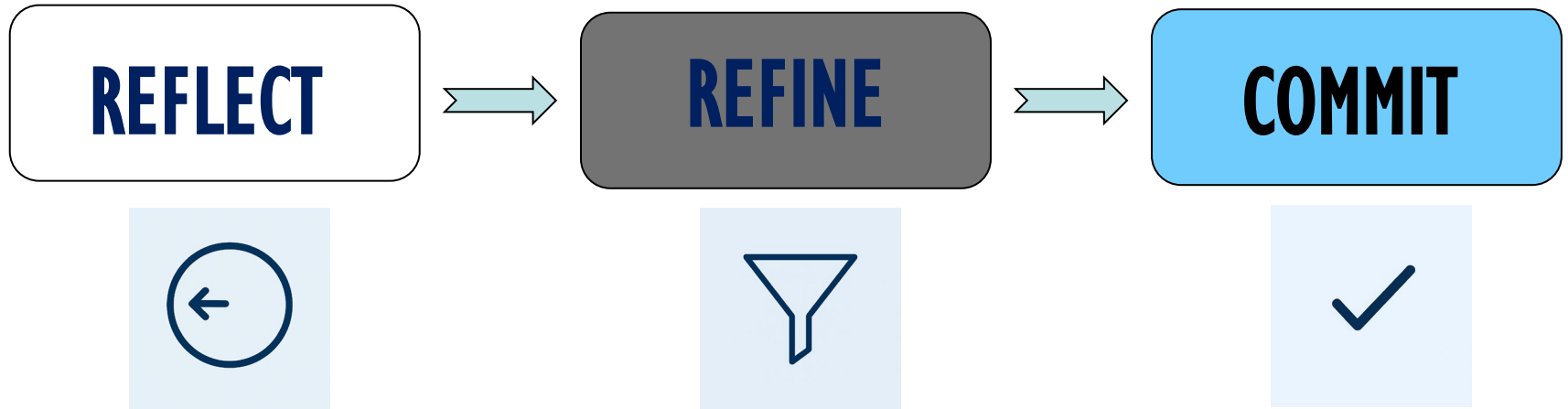
Mission Statement

Jefferson Township Schools Mission and Vision Statement

We strive to foster academic excellence by engaging students in meaningful learning experiences that meet the highest educational and ethical standards, while supporting every learning style – in a caring, inclusive, and collaborative learning environment, supported by the greater community.



GOAL SETTING PHASES



REFLECT

Looking back before looking forward

What does the evidence tell us about our current reality?

- Where is the district now, and how did it get there?
- Have we analyzed our fiscal realities – budget history, ESSR impact, fund balance, cost driven data and long-term sustainability?
- Have we reflected on the progress of prior district and board goals?
- What is the community seeking from the district?

Strategic Planning Goals



The review of Strategic Planning Goals is to ensure we stay focused on the achievement of the Action Plans, which will ensure the goals are accomplished.

Strategic Planning Goals 2023 - 2028

Target Areas for Goals

- Student Achievement
- Student Well-being and School Climate
- Citizenship and Community Contribution
- Community Relations and District Reputation



REFINE

Focus & Prioritize

Narrow the focus to the most critical district needs

Given our reality, what should the board focus on most?

- Prioritizing the most critical needs affecting students
- Aligning priorities to the district mission and strategic direction
- Testing ideas against fiscal capacity, sustainability and governance
- Eliminating “wish list” thinking in favor of impact and feasibility

Reflection Worksheet – Identifying Topics for Goals

1. What Does the Board Need to Focus On?

What is working well that should continue?

What concerns or challenges should the Board address?

Where could the Board become more effective?



Reflection Worksheet - Identifying Topics for Goals

2. Brainstorm Possible Areas of Focus

- | | |
|--|--|
| ☐ Governance & Board Roles | ☐ Community Engagement & Public Trust |
| ☐ Board/Superintendent Relationship | ☐ Advocacy & Board Leadership |
| ☐ Strategic Planning & Long-Term Vision | ☐ Board Training & Development |
| ☐ Goal Monitoring & Accountability | ☐ New Board Member Orientation |
| ☐ Board Meeting Effectiveness | ☐ Board Communications |

Other?



Reflection Worksheet – Identifying Topics for Goals

3. If You Could Pick Three Priorities...

Priority #1 _____

Priority #2 _____

Priority #3 _____



Reflection Worksheet – Identifying Topics for Goals

TODAY'S GOALSETTING OBJECTIVES

- ✓ Share ideas
- ✓ Identify common themes
- ✓ Prioritize topics

Common Themes We've Heard Today:



Next Steps – Topics into Goals

NEXT STEPS:

COMMITTEE WORK → Convert topics/themes into formal Board goals

Committee/Goal Development Stage

After the meeting, a committee (or designated group) can:

Themes → Topics → Goals

Example:

Need Identified: "Communication with the public is inconsistent."

Theme: Communication & Community Engagement

Topic: Improve Board communication practices and transparency.

Possible Goal: Develop and implement a Board communication and community engagement framework by June 2027, including regular updates on Board priorities and progress.





District Goals vs. Board Goals

Different Focus. Shared Purpose. Stronger Results.

*Students
Today.
Brighter
Tomorrows.*



Examples of Board Goals

- Complete the superintendent/CSA evaluation within the statutory time frame (annually by July 1st)
- Review and revise bylaws to ensure they reflect current practices.
- Develop a schedule for reviewing and revising the Policy Manual.
- Engage in Professional Development to achieve Board Certification or Master Certification by 20__.
- Become more knowledgeable on finance and budget to ensure financial sustainability.
- Provide the support and resources necessary to achieve the district's strategic planning goals.
- Support administration's efforts in recruiting and retaining a highly qualified and diverse staff that reflects our community.
- Strengthen communication strategies.
- Develop Board Norms.





G O A L S



SPECIFIC

What do you
want to do?



MEASURABLE

Can your
progress be
tracked?



ATTAINABLE

Is it within your
scope?



REALISTIC

Is it relevant to
your life?



TIME-BASED

When do you
want to achieve
it?

Board of Education Goals - Action Plans

Board Goal:

Objective:

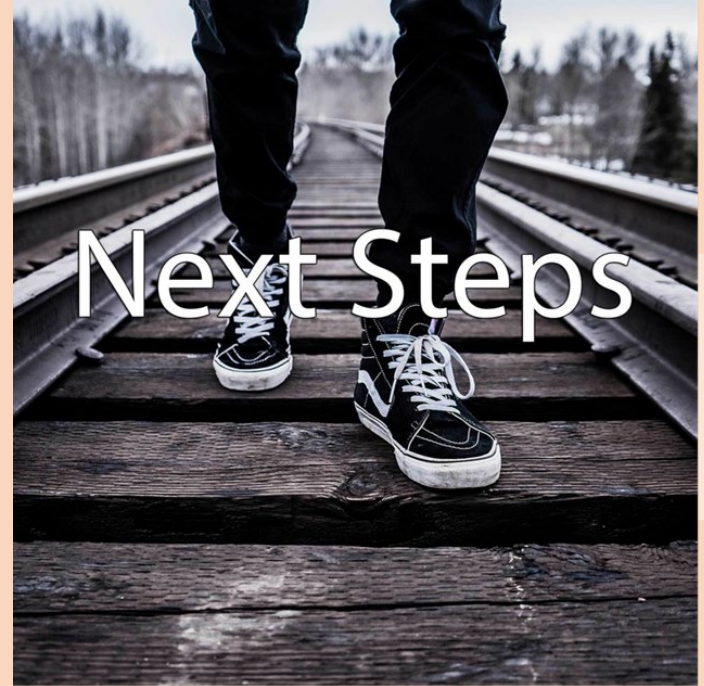
Major Activities	Board / Staff	Resources	Timelines	Indicators of Success
1.				
2.				
3.				
4.				
5.				



Next Steps

Board Goals

- Board develops action plans for the Board goals
- Board implements action plans for goals
- Board & Superintendent establish dates for frequent progress reports on goals



QUESTIONS?

ANSWERS!



