

Policy Type: Governance Process**Governing Style**

The Board will govern with emphasis on End results for students rather than on interpersonal issues of the Board; encourage diversity in viewpoints; focus on strategic leadership rather than administrative detail; observe clear distinction between Board and Director roles; make collective rather than individual decisions; exhibit future orientation rather than past or present; and govern proactively rather than reactively.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the Director or staff, will be responsible for excellence in governing. The Board will use the expertise of individual Board members to enhance the performance of the board as a body, but will not substitute individual judgments and opinions for the Board's collective values. Accordingly, members will:
 - a. focus on issues rather than personalities
 - b. respect decisions of the full board
 - c. exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other
 - d. criticize privately, praise publicly
 - e. make every reasonable effort to protect the integrity and promote the positive image of the district and one another
 - f. never embarrass each other or the district

2. The Board will hold itself accountable for governing with excellence. This self-discipline will apply to attendance, preparation for meetings, adherence to policymaking principles, respect of roles, and ensuring effective governance capability into the future. To ensure that the board's business meetings are conducted with maximum effectiveness and efficiency, members will:
 - a. speak only when recognized during meetings
 - b. not interrupt each other during meetings
 - c. not engage in side conversations during meetings
 - d. ask questions for clarification
 - e. listen for content and understanding
 - f. not repeat what has already been said during meetings
 - g. support the chair's efforts to facilitate an orderly meeting
 - h. communicate in a timely manner to avoid surprises
 - i. ensure that all members' voices are heard

3. The Board will direct, control, and inspire the district through the careful establishment of written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term benefits for students, not on the administrative or programmatic means of attaining those benefits. Accordingly members will not:
 - a. assume responsibility for resolving operational problems or complaints
 - b. give personal direction to any part of the operational organization
4. Continuous Board development will include orientation of candidates for the Board and new members of the Board about the Board's governance process, and periodic Board discussion and evaluation of its process to assure continued improvement.
5. The Board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling its commitments.
6. The Board will monitor its process and performance at each meeting through a debriefing process. Board members' attendance at all meetings and work sessions will be monitored regularly. Self-monitoring will include comparison of the Board's performance with policies in the *Governance Process* and *Board-Director Relationship* categories.
7. The Board may, by majority vote of the members of Board, revise or amend its policies at any time. However, normally a proposed policy revision will be discussed at one session of the Board prior to being approved at a subsequent Board meeting.

Adopted: 4/22/03

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in September*

Metropolitan Nashville Board of Education