



Effective Governance for School Trustees

Governance Management Strategists Ltd
for the Ministry of Education
June 2010

Session Topics

- Who is the board?
- What is effective governance?
- What is the board's role?
- What information do trustees need?
- What training and support is available?

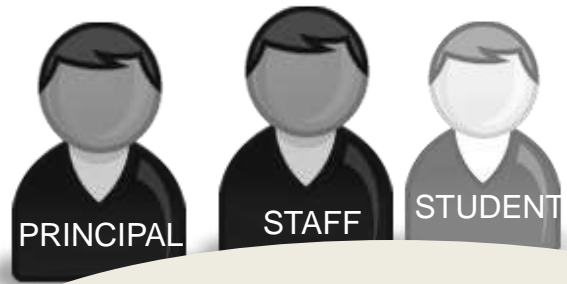
Around the Board Table

1 Principal

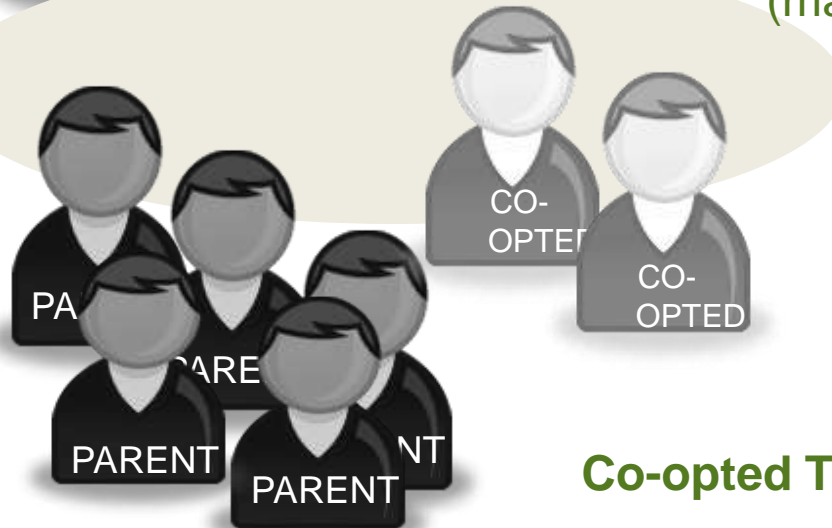
1 Staff Trustee

1 Student Trustee
(schools with students
above year 9)

**3 – 7 Parent Elected
Representative**



Proprietors Appointees
(maximum of 4)



Co-opted Trustees

(less than number of parent reps)

Role of the Board

- Receive advice from its principal (chief executive and chief advisor)
- Bring its own skills and experience to bear on the issues
- Regularly discuss and debate strategic issues.

Board members

- Governance, ***not management***
- Equal rights and responsibilities
- Portfolios and sub committees
- Members interests
- Working as a team
- Confidentiality

Purpose, Principles & Practices

- Trustees need to have an understanding of the purpose, principles and practices of effective governance.



Purpose of governance

- Accountability for student achievement
- Recognising & enhancing the particular characteristics of the school
- Allocating decision-making responsibilities
- School compliance
- Keeping the school on track



Management of Board Time

- Setting strategic direction and priorities
- Setting policy
- Characterising and managing risk
- Monitoring and evaluating school / student achievement
- Engaging and communicating with its stakeholder communities

Board Policies

- Are the rules and boundaries that provide direction for the board and principal
- Must be consistent with legislation, the Charter and employment agreements
- Can be a written document or simply a resolution
- Boards must have a signed "Schedule of Delegations"

National Administration Guidelines (NAGs)

- NAG 1 - Curriculum requirements
- NAG 2 - Documentation, self-review and reporting
2a- National Standards reporting requirements
- NAG 3 - Employer responsibilities
- NAG 4 - Financial and property management
- NAG 5 - Health and safety
- NAG 6 - Administration

Principles of Governance

- Meet the needs of a school's key stakeholders
- Govern on behalf of all stakeholders
- Decide how it will govern
- Main responsibility is designing the future
- Is hands off and mainly makes policy decisions
- Make collective decisions & speak with one voice
- Monitor performance by reference to policy



Governance practice

- Fully engaged board members
- Clearly define the board's role
- Ensure the Charter is central to the board's strategic direction
- Monitor and evaluate school performance
- Manage risk
- Actively engage with stakeholders



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Strategic thinking

'Preparing for our next five years'

- What will the academic results be like?
- What will our students be like?
- What will the leadership be like?
- What will we be doing differently?

Self Review

- o Strategic Planning

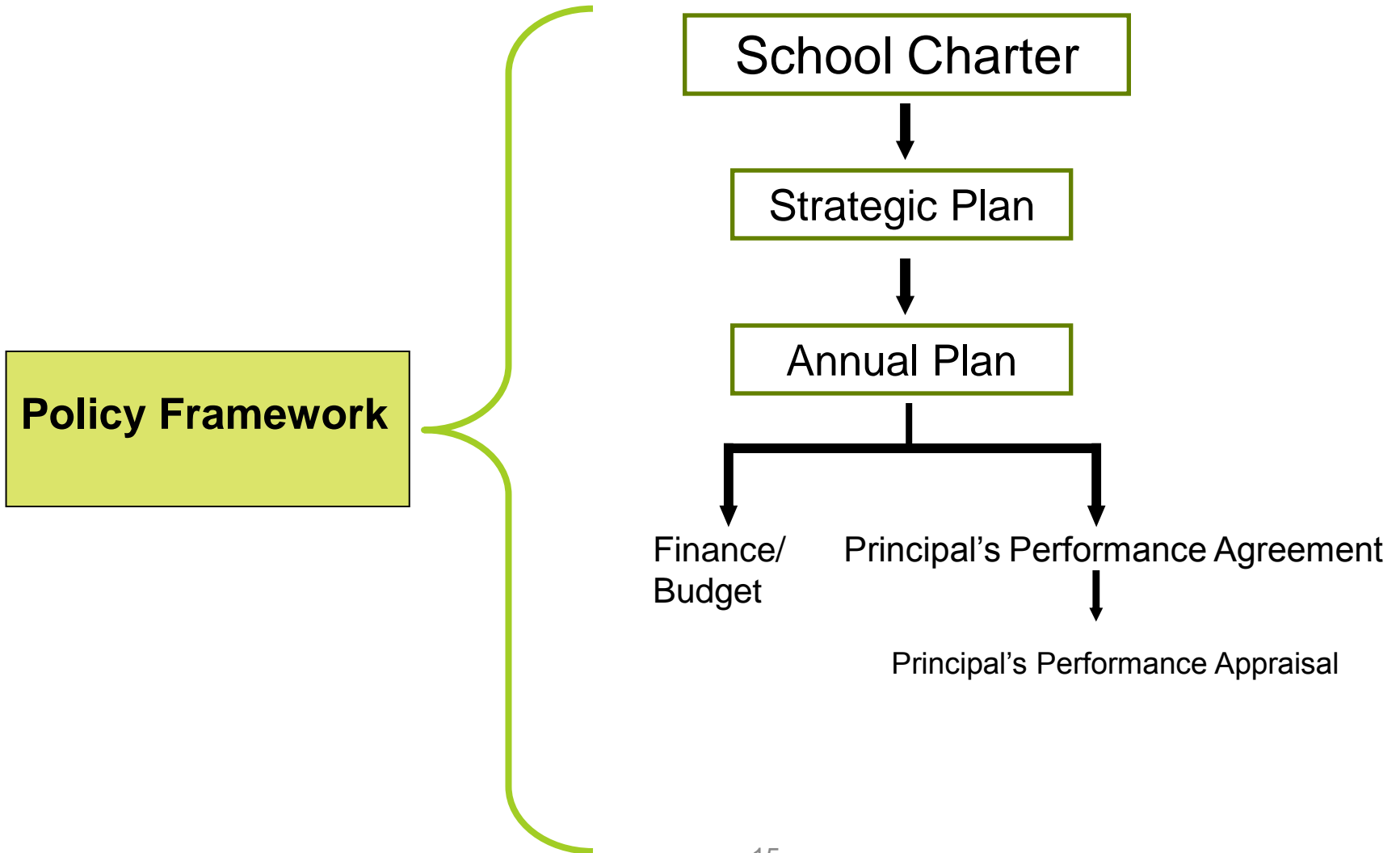
- o Do we have a process for continuous review?

- o Annual Planning

- o How do we know our what our targets are and how they are being met?

- o Are we meeting reporting requirements?

How it fits together



Key Requirements

Board members must;

- ▶ Have a sound understanding of board procedure
- ▶ Receive detailed information for good decision making
- ▶ Undertake consultation and reporting imperative to “big picture” decisions
- ▶ Once decision is made, all work together to see that it is achieved - no member to act independently of the Board
- ▶ Have a capable Chairperson as the face of the Board and the school
- ▶ Run well-controlled and timely meetings

Crucial elements for success

- The personal qualities and values of the principal's leadership
- The professional working relationship between the board chair and the principal

What information do trustees need?

- The Charter
- Board Policies
- Code of Conduct
- Current Budget
- Triennial Review Plan
- Last Annual Report
- Last ERO Report
- Last 6 months' minutes
- Staff Organisation Chart
- Policy Review Reports
- Curriculum Review Reports
- Trustee Register
- Effective Governance resource
- Information about training and support

Now on www.gmsonline.co.nz

Training & Support Opportunities

- Webinar and e-workshop training
 - www.e-admintraining.co.nz/schools/
- Face-to-face tailored training and support
 - www.gmsonline.co.nz
- General information and support
 - www.minedu.govt.nz/Boards
- Industrial and advisory services
 - NZSTA 0800 782 435 (STA HELP)
 - www.nzsta.org.nz

Follow up

- There may be specific issues that board members might like to explore in more depth
- We are happy to provide this in more detail on a cluster or board by board basis
- Could have relevance to new board chairs
- We can accommodate the divergent needs of experienced and new board members

Presenters



Alan Curtis & Larry Forbes

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