Standard 1: Visionary Team

Effective school boards operate as a visionary governance team in partnership with the superintendent.

Competencies	Indicators/Examples of Best Practice
Vision and Planning – Develops a shared vision and plans for student achievement that reflects common values and core beliefs of the school community.	1. Approves a comprehensive planning process to create a district vision and goals focused on student achievement. 2. Develops district definition of high expectations for all students. 3. Builds ownership with entire community. 4. Supports existing multi-year plan through board decision-making and annual board review. 5. Understands rationale that describes how goals will lead to achievement of district vision. 6. Determines that understandable indicators exist and are used to clarify goals.
Operating Practices – Uses productive practices for its own operations and development.	7. Develops shared understanding of principles of governance and the distinction between governance and management. 8. Clarifies rules for meeting procedure and conduct in written policy. 9. Expresses expectations for agendas to focus on the district vision and goals. 10. Dedicates sufficient meeting time to addressing district goals and priorities. 11. Demonstrates respect for each other and board decisions. 12. Orients new board members to board operating procedures. 13. Uses self- evaluations to strengthen board focus and operations. 14. Regularly participates in individual and whole-board development activities.

Decision-Making – Ensures board decisions are based on data and deliberation.	15. Allows time for administration to research, analyze, and provide data. 16. Uses data and information as the primary source to inform and guide decision making. 17. Engages in deliberative dialogue to ensure all perspectives are considered in decision making. 18. Makes decisions aligned with district vision, goals, and student needs. 19. Ensures stakeholder needs are considered in decision making processes. 20. Supports majority decisions of the board to ensure ongoing progress of the district. 21. Provides constructive feedback to staff on information most helpful in reaching good decisions.
Board/Superintendent Relations – Cultivates a strong relationship and partnership with the superintendent, based on clear expectations and accountability.	22. Establishes clear practices for effective board and superintendent communication. 23. Works collaboratively with the superintendent to set goals and priorities. 24. Uses board policy to delegate appropriate authority to the superintendent to manage the district. 25. Supports ongoing professional development for the superintendent. 26. Engages in regular discussions to support and hold the superintendent accountable for progress toward goals and the Iowa Standards for School Leaders. 27. Evaluates the superintendent annually in relation to goals and the Iowa Standards for School Leaders.