

Advanced  
Board  
Member  
Training

December 2, 2021

# THE IMPORTANCE OF BOARD NORMS



# **WELCOME, INTRODUCTIONS, AND INTENTIONS**

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# Managing that change

**WHEN  
PEOPLE  
CHANGE,  
THE TEAM  
CHANGES**



is critical for team success

# Tuckman's Stages of Group Development

**WHEN THE  
NEW TEAM  
DEVELOPS A  
PREDICTABLE  
PATTERN WILL  
OCCUR**

- Forming
- Storming
- Norming
- Performing
- Adjourning


# THE POWER OF NORMS

“Having a set of norms that an executive team consistently follows helps team members be clearer about each other’s intentions, increases trust, saves time, decreases backbiting and politics, and sets a clear operational compass for the rest of the organization. When employees observe their senior executives behaving in intentional, transparent, and consistent ways, they’re inspired to follow them and adopt those norms themselves.” Sabina Nawaz, HBR

01/18

# SEVERAL FUNCTIONAL NORMS

## Norms as Document

<h3>Board Norms</h3>	<p>Norms adopted by the Bernalillo Public Schools Board of Education for relating to one another as a Board Team. We commit as a Board Team for the benefit of all our students, staff, and community to:</p>
 <p>Our Board's adherence to these norms will be assessed at each work session</p> <p>These Board norms will be reviewed annually in January of each year.</p> <p>We honor that we cannot change the past, but that we can affect the future positively.</p>	<ul style="list-style-type: none"><li>• Show respect for one another and our administrative team and in so doing earn the respect of others;</li><li>• Make no assumptions and when we don't understand seek clarification;</li><li>• Listen without interrupting to what each of our fellow Board members is saying and seek to understand what is being said;</li><li>• Honor that the will of the majority is the voice of the Board;</li><li>• Respect the perspectives of the minority opinions.</li><li>• Stay on the team when things don't go our way and become part of the solution.</li></ul>

## Norms as Procedures

**Board Operating Procedures Page**

**East Central School Board Operating Procedures**

**Board Meeting Agenda**

The board meeting agenda is typically developed the week before the meeting. The deadline for submitting items for inclusion on the agenda is noon of the seventh working day before regular meetings and noon of the fifth working day before special meetings. A Board Member may request to the Board President any item that he wishes to have considered for placement on the agenda. The President shall ensure that all items requested by Board Members will be placed on an agenda within two regular meetings.

**Board Meeting Agenda Format**

The Regular Meeting Agenda is formatted to include citizens' comments, a consent agenda, discussion items, action items and information items.

**Addressing The Board**

Citizens may address the Board during the Public Comments section of the agenda. Individuals will be limited to five minutes, and groups of more than five shall select a spokesperson to present their issue. All comments shall be addressed to the Presiding Officer. The Board shall not enter into discussion; however, statements of fact or policy may be provided. The Board may not hear comments on individual staff or students in open session. The Presiding Officer may reasonably extend the total time allocated for public comments but may not extend an individual's time limit of five minutes. Unused time may not be given to another individual speaker. The Presiding Officer may recognize individuals during the discussion portion of agenda items.

**Meeting Procedures**

The Presiding Officer will recognize each Board Member prior to any question or discussion on agenda topics. The order in which posted agenda items are taken may be changed by consensus of Board Members.

**Communication**

Individual Board Members shall not initiate any form of discussion of school business with a quorum of the Board except at a legally called meeting of the Board. Individual phone calls, electronic communication, or any form of mail delivery to a quorum may violate the Texas Open Meetings Act. The Superintendent will communicate with all Board Members via telephone, fax, e-mail, and weekly report. The Superintendent will meet on a regular basis with the President of the Board to discuss issues of the District. The Board President will be the official spokesperson for the Board. All communications with legal counsel by the Board shall be through the President.

**ISSUES FOR COLLABORATIVE NORM  
DEVELOPMENT  
FOR ANY BOARD LEADERSHIP TEAM**

**In terms of Board Leadership Team function:**

- **What's Working Well?**
- **What Could be Improved?**
- **What's a Single Norm Which Could Lead to  
That Improvement ?**

**DATA TO DETERMINE IF THE NORMS ARE REAL  
PLUS/DELTA  
“WHAT GETS INSPECTED GETS PERFECTED!”**

**PLUSES**

- What are some ways we stayed true to our norms at tonight’s meeting:

**DELTAS**

- What are some ways we could change to improve our adherence to our norms:



**DATA TO DETERMINE IF THE NORMS ARE  
REAL  
“WHAT GETS INSPECTED GETS PERFECTED!”**

**REALTIME FEEDBACK:**

**On a 10 point scale with 10 being optimal, the best possible and 1 being suboptimal, the worst possible how would you rate our Board's adherence to our stated Board Leadership Team norms during our meeting tonight?**

# **CLOSING REMARKS AND QUESTIONS**

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