

State Boards Leading: Effecting Lasting Change and Sustained Growth Over Time

Kentucky State Board of Education

Tuesday, October 6, 2020

Robert E. Hull
President and CEO



Objectives

- To explore the role of state boards of education in the greater education policy landscape.
- To examine the role of individual members on a state board of education.
- To identify the levers of influence state boards of education have to establish and support an aggressive results-driven policy agenda.
- To explore the state board's process for implementing and sustaining an aggressive/results-driven agenda.
- To examine how a state board can hold itself accountable for progress toward goals.

NASBE's Mission

- *NASBE's mission is to develop, support, and empower citizen leaders on state boards of education to strengthen public education systems so students of all backgrounds and circumstances are prepared to succeed in school, work, and life.*

NASBE's Commitment to Equity and Excellence

We believe in equity and excellence.

We believe that students of all races, genders, and circumstances deserve the supports they need to thrive in school. We believe all students can learn at high levels and must have the opportunity to do so through state policies that address their diverse learning needs.

- **We prioritize state leadership of public education:** We believe that state boards of education, in partnership with chief state school officers, governors, and legislatures, are best positioned to craft, promote, and oversee state education policies.
- **We empower citizen leaders:** We build the capacity of state board members to question, convene, and act boldly with and for students, educators, and families.
- **We elevate evidence in policymaking:** We ground our resources, tools, and services in the strongest evidence available and help our members make informed decisions in the best interest of students.
- **We build community:** We facilitate productive dialogue and nonpartisan exchange among members with diverse perspectives, creating lasting channels for the sharing of evidence-based strategies and solutions.
- **We collaborate:** We promote respectful collaboration, both among our members and between our members and the broader education community.

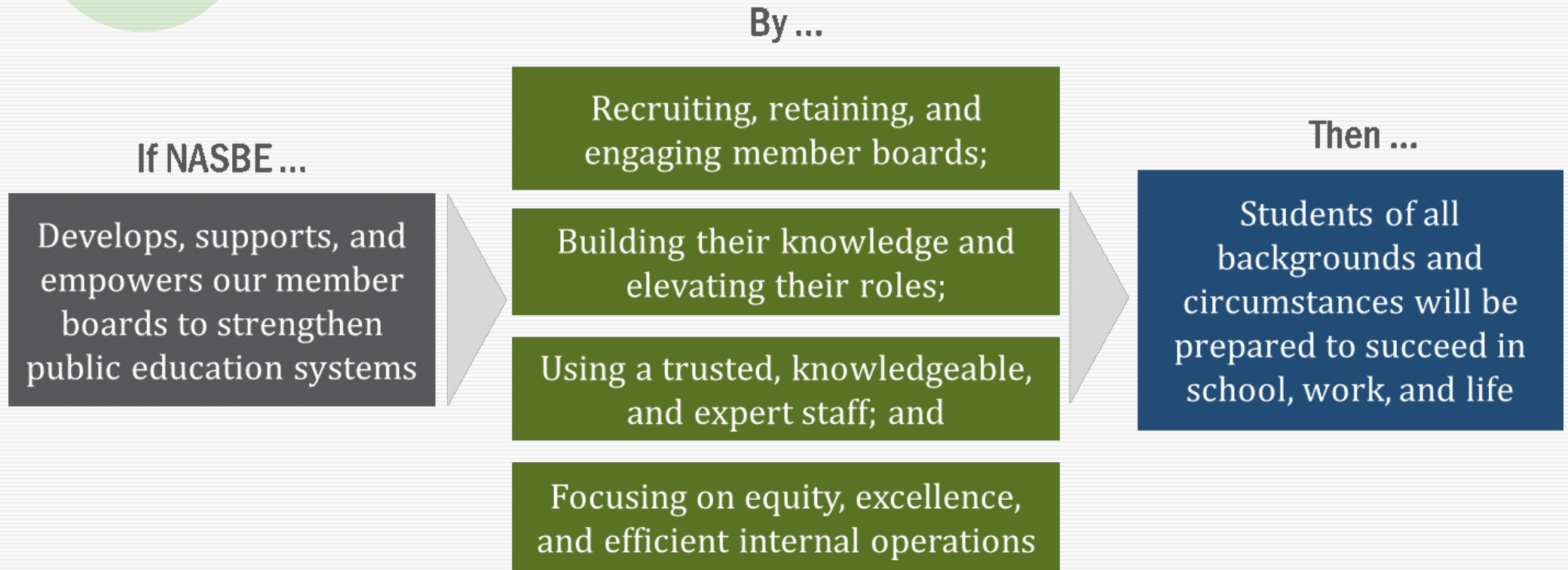
NASBE's Commitment to Equity and Excellence

We integrate equity and excellence into everything we do.

As a learning organization, we will periodically refine and reflect upon our definition of equity and how we have integrated it into our work. We define equity, diversity, and inclusion as:

- An **equitable education** is one in which all students receive what they need to thrive in school. To realize equity in learning environments, policymakers will develop informed policies to eliminate systems, institutional practices, and cultural norms that keep students of varied backgrounds and circumstances from flourishing in school.
- **Diversity.** Varied backgrounds and circumstances of individuals and groups, which schools, districts, and state leaders embrace to achieve excellence in teaching and learning.
- **Inclusion.** The creation of education systems in which individuals and groups of diverse backgrounds and circumstances operate in an atmosphere of mutual respect where they are empowered to participate fully.

Theory of Change



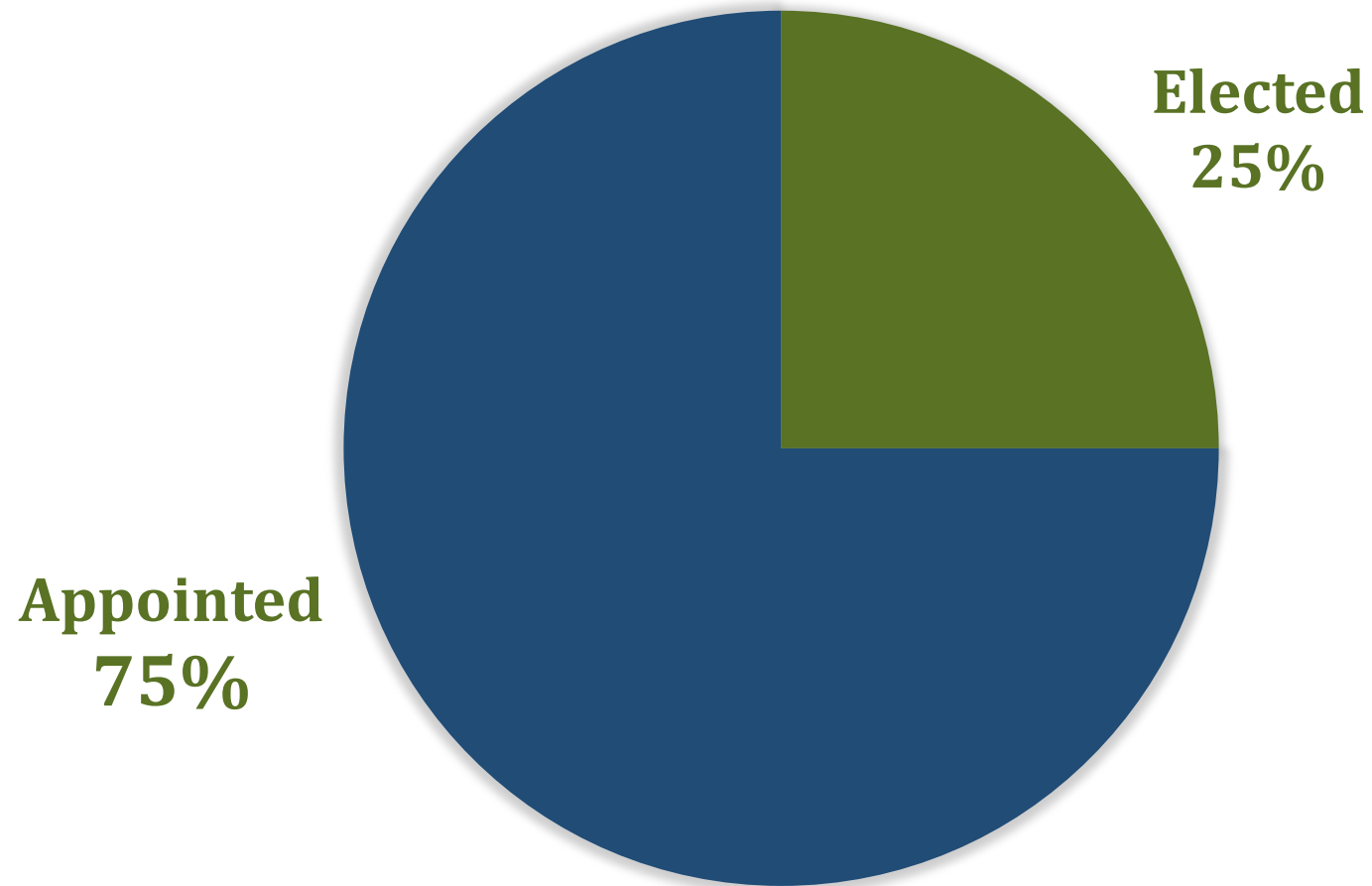
Who are State Boards of Education?

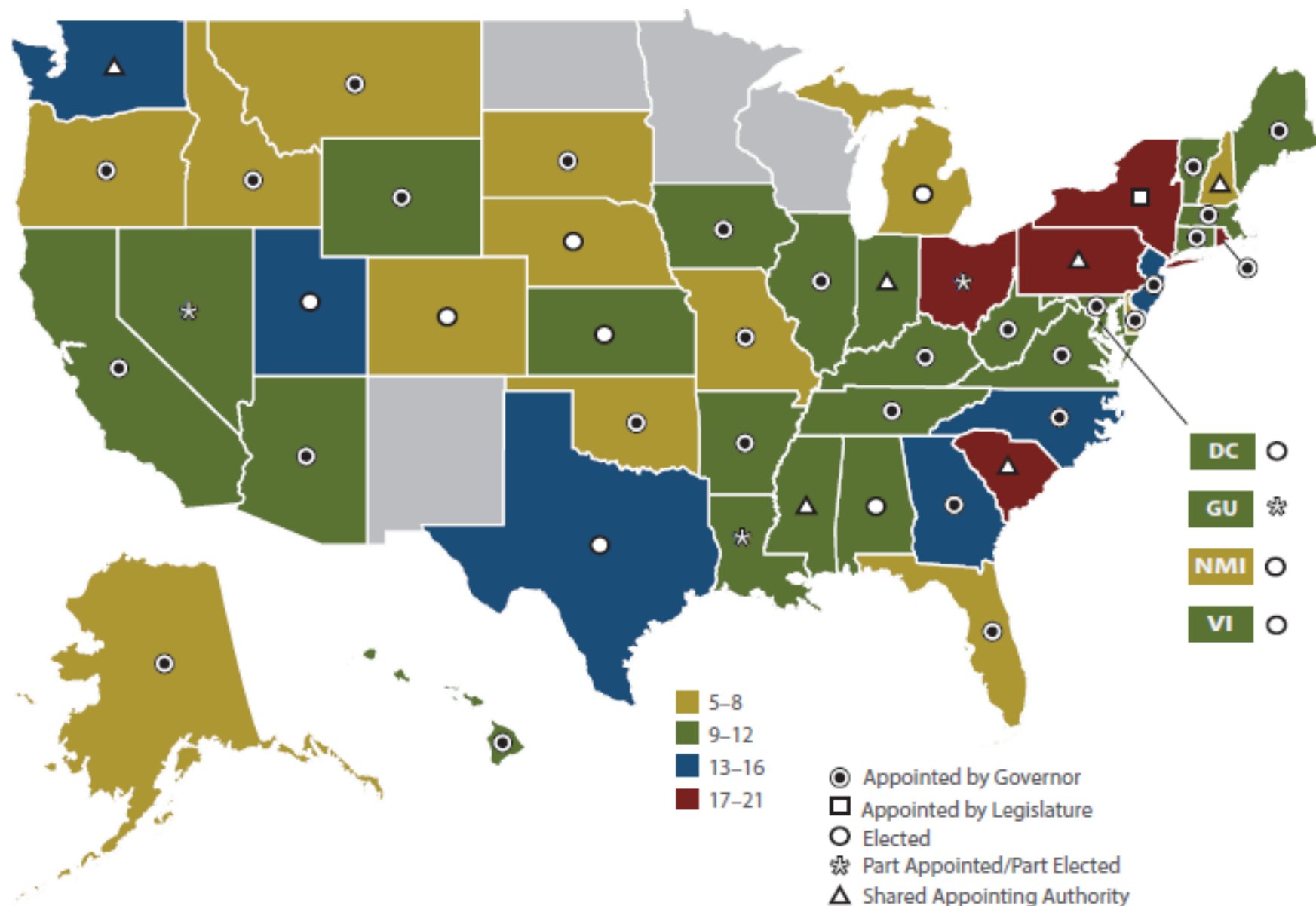
NASBE

National Association of
State Boards of Education

APPOINTED VERSUS ELECTED

(VOTING MEMBERS)





Paths to Board Membership

Elected

- Partisan ballot
- Nonpartisan ballot

Governor Appointment

- Governor appoints
- Governor and the Executive Council appoints
- Governor appoints – Legislative confirmation
- Governor appoints – Legislative advice and consent

Legislative Appointment

- Legislature appoints or nominates some or all
- Legislative leadership appoints some

Other Entity Appointment

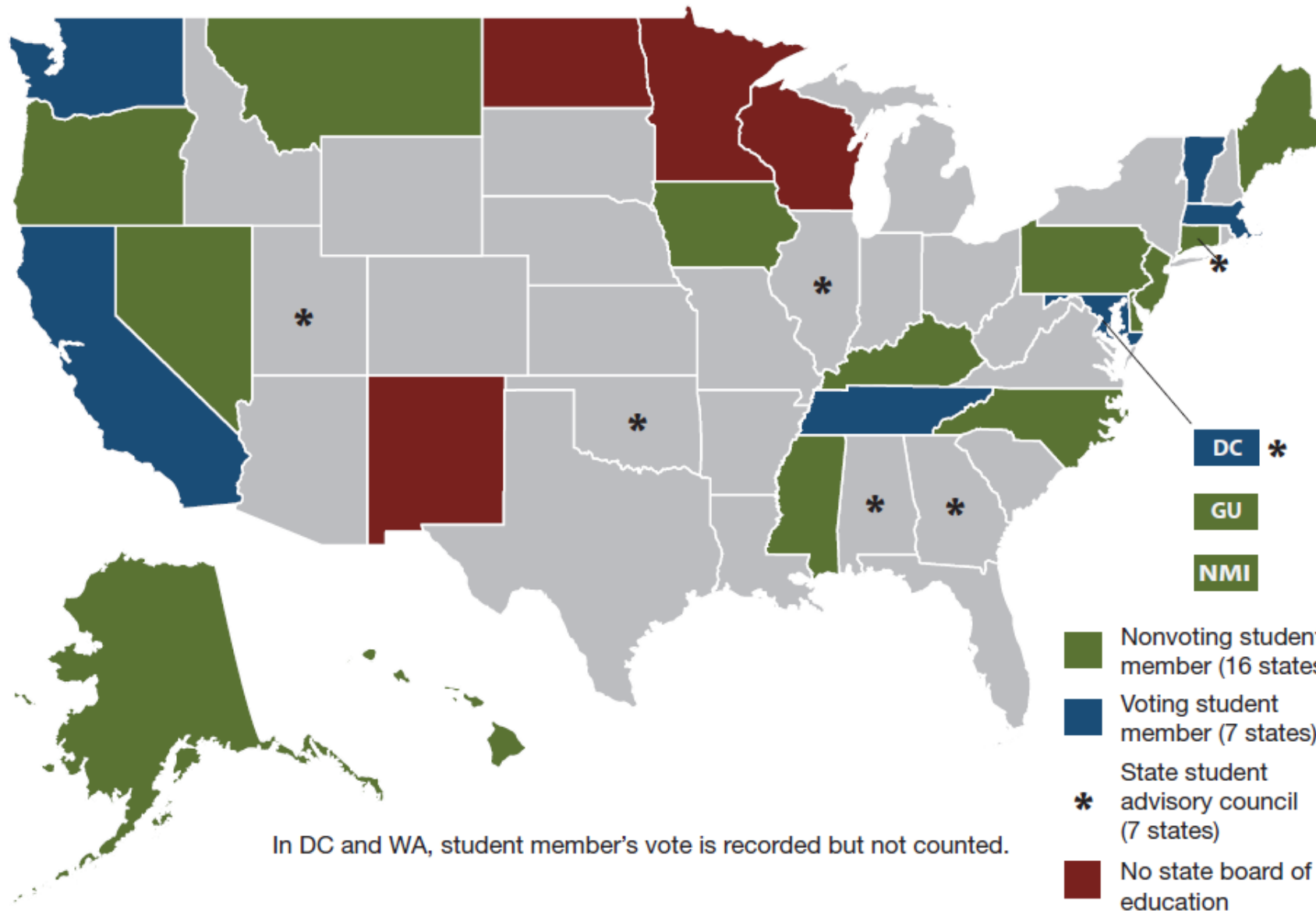
- Local boards of education elect/appoint some
- Private schools elect/appoint some

Chief State School Officer

- Voting member
- Non-voting member

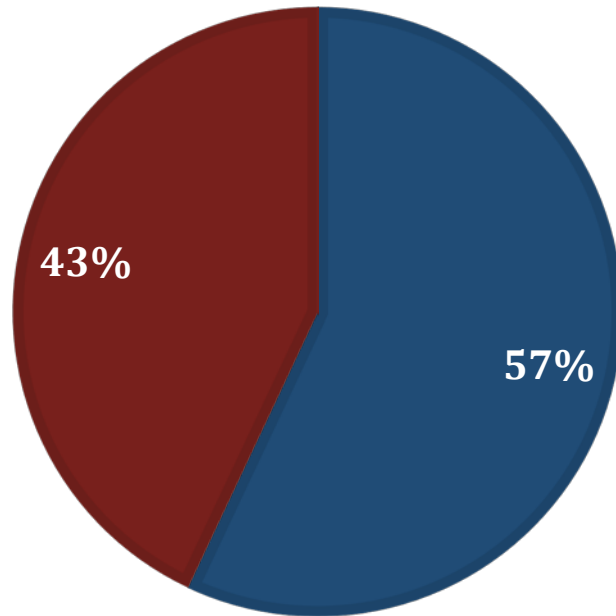
Ex-Officio Appointments

- Voting members
- Non-voting members



LENGTH OF TERMS

■ Less than 5 years ■ 5 years or more



Average
Length of Term

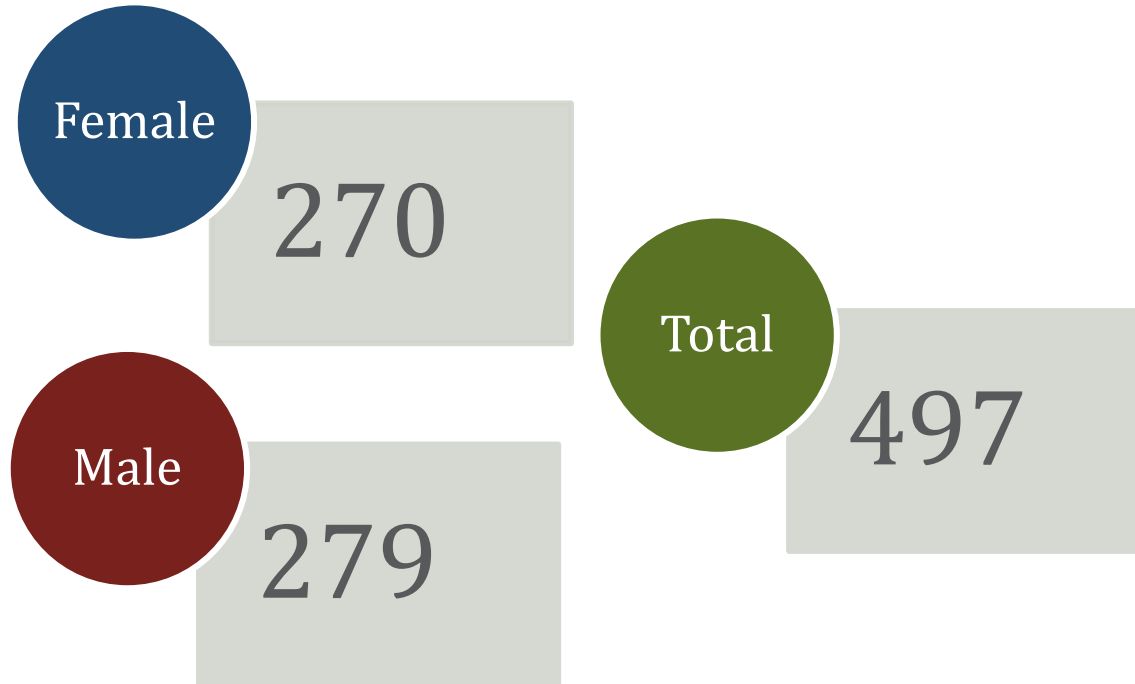
4.88 years

Longest Serving Member

- Geraldine “Tincy” Miller (TX) served 32 years non-consecutively.

State Board Members

520

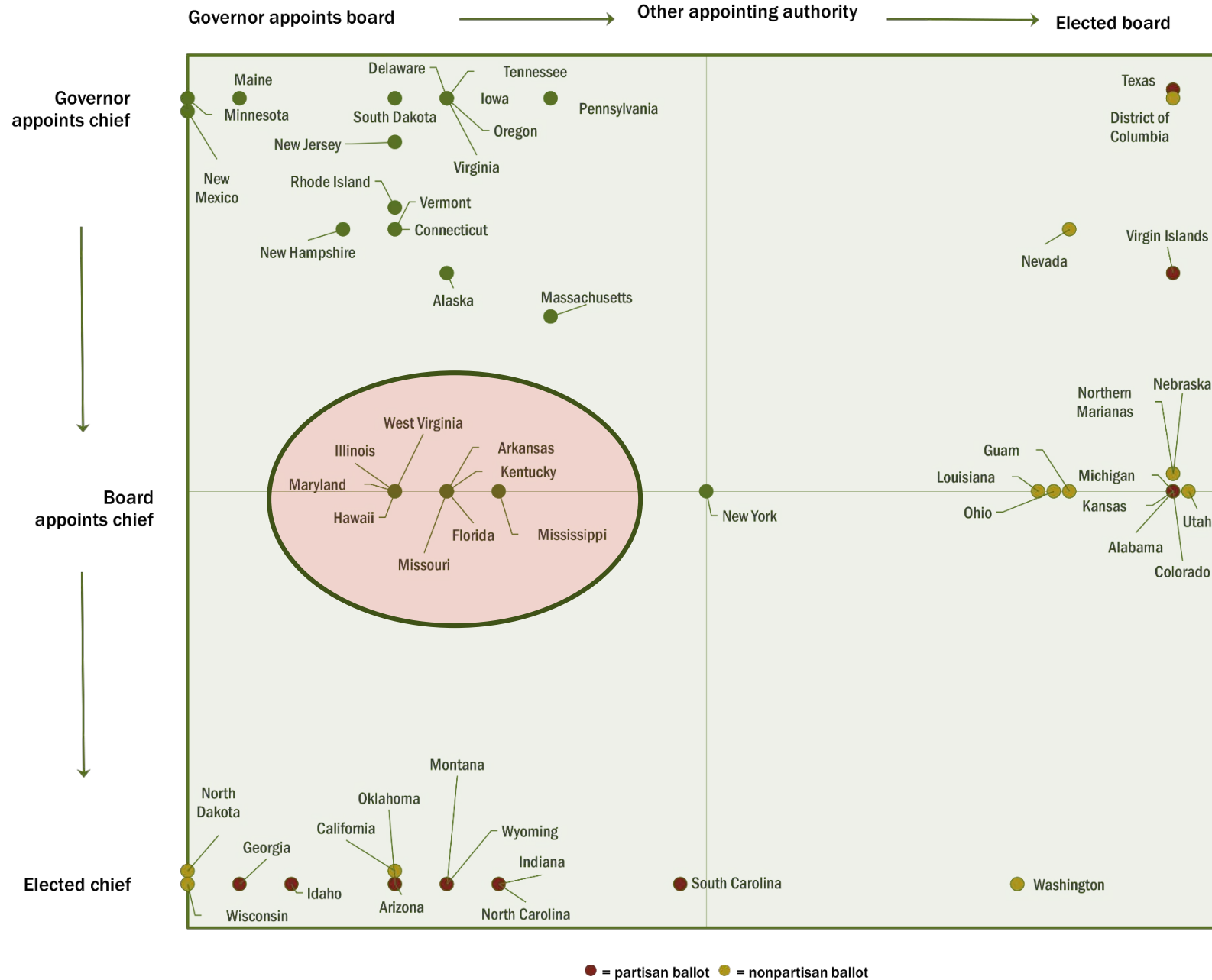


STATE EDUCATION GOVERNANCE MATRIX

Compiled by the National Association of State Boards of Education
(Updated November 2018)

STATE	SELECTION OF STATE BOARD MEMBERS	SELECTION OF CHIEF STATE SCHOOL OFFICER	SELECTION OF STATE BOARD CHAIR/PRESIDENT	NUMBER OF VOTING STATE BOARD MEMBERS	LENGTH OF TERM FOR STATE BOARD MEMBERS	STATE BOARD ESTABLISHED IN STATUTE OR CONSTITUTION	AUTHORITY FOR TEACHER LICENSURE	AUTHORITY FOR STANDARDS ADOPTION
Alabama	Partisan ballot	SBE appoints	Governor is president of SBE	8 plus governor	4	Constitution	SBE	SBE
Alaska	Governor appoints; legislature confirms	SBE appoints with approval by governor	SBE elects	7 plus 1 nonvoting student chosen by SBE	5	Statute	SBE	SBE
Arizona	Governor appoints with consent of Senate, except CSSO	Partisan ballot	SBE elects	11	4	Constitution	SBE	SBE
Arkansas	Governor appoints; Senate confirms	SBE appoints	SBE elects	9	7	Statute	SBE	SBE
California	Governor appoints with advice and consent of Senate	Nonpartisan ballot	SBE elects	11 including a voting student	4	Constitution	PSC	SBE
Colorado	Partisan ballot	SBE appoints	SBE elects	7	6	Constitution	SBE	SBE
Connecticut	Governor appoints with advice and consent of General Assembly	SBE makes recommendation to governor	Governor appoints	11 voting members; commissioner of Dept. of Higher Education serves ex officio; plus 2 students	4	Statute	SBE	SBE
Delaware	Governor appoints; Senate confirms	Governor appoints	Governor appoints	7 voting members; 1 nonvoting student	6	Statute	SBE	SBE
Florida	Governor appoints; Senate confirms	SBE appoints	SBE elects	7	4	Constitution	SBE	SBE
Georgia	Governor appoints, with consent of Senate	Partisan ballot	SBE elects	14	7	Constitution	PSC	SBE

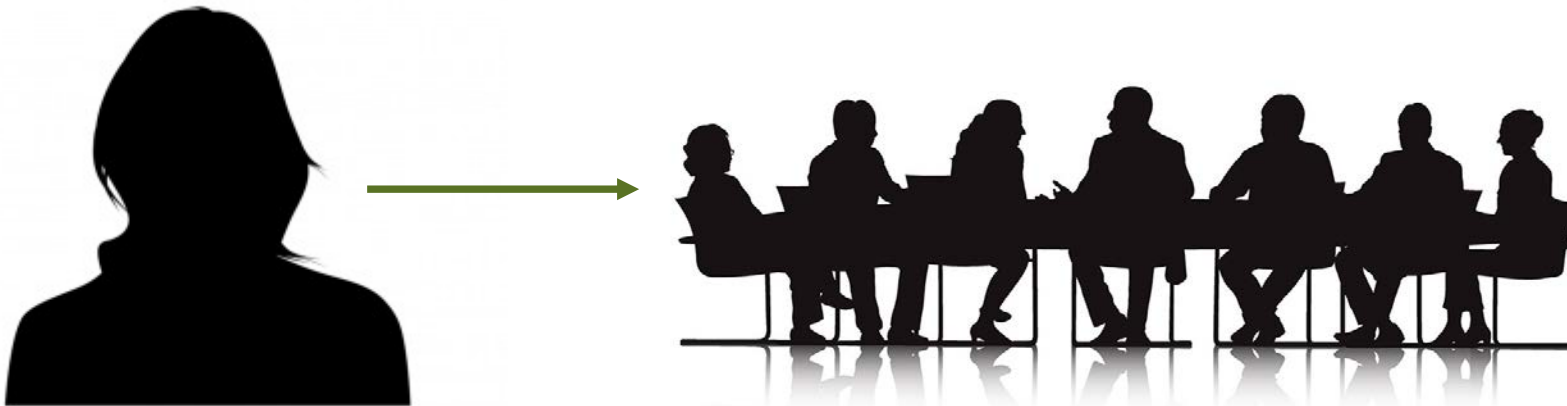
STATE EDUCATION GOVERNANCE AT A GLANCE



State Board Authority



Leading Collectively



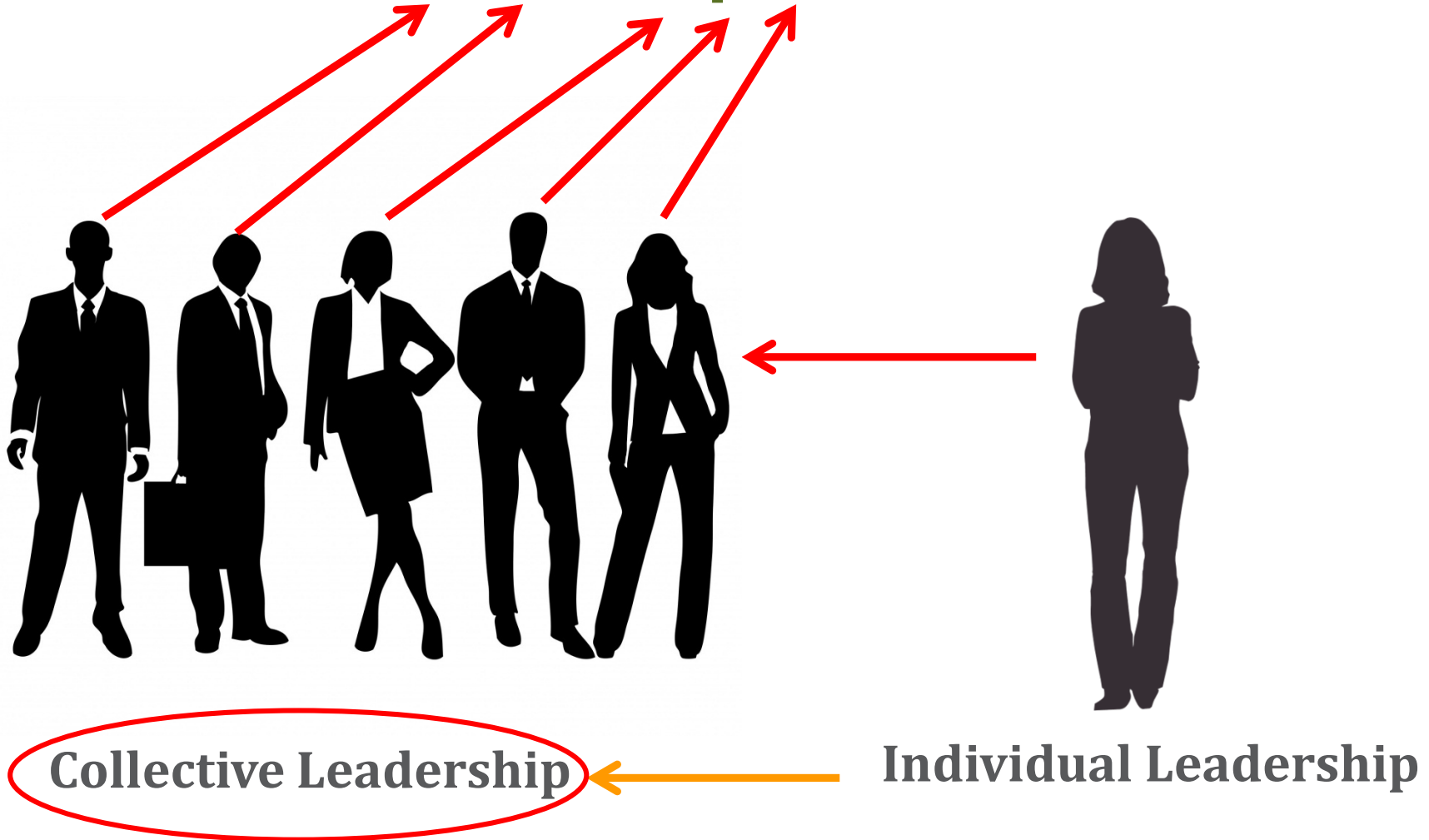
Finding Your Leadership Voice

Leadership Voice



Individual Leadership

Leadership Voice



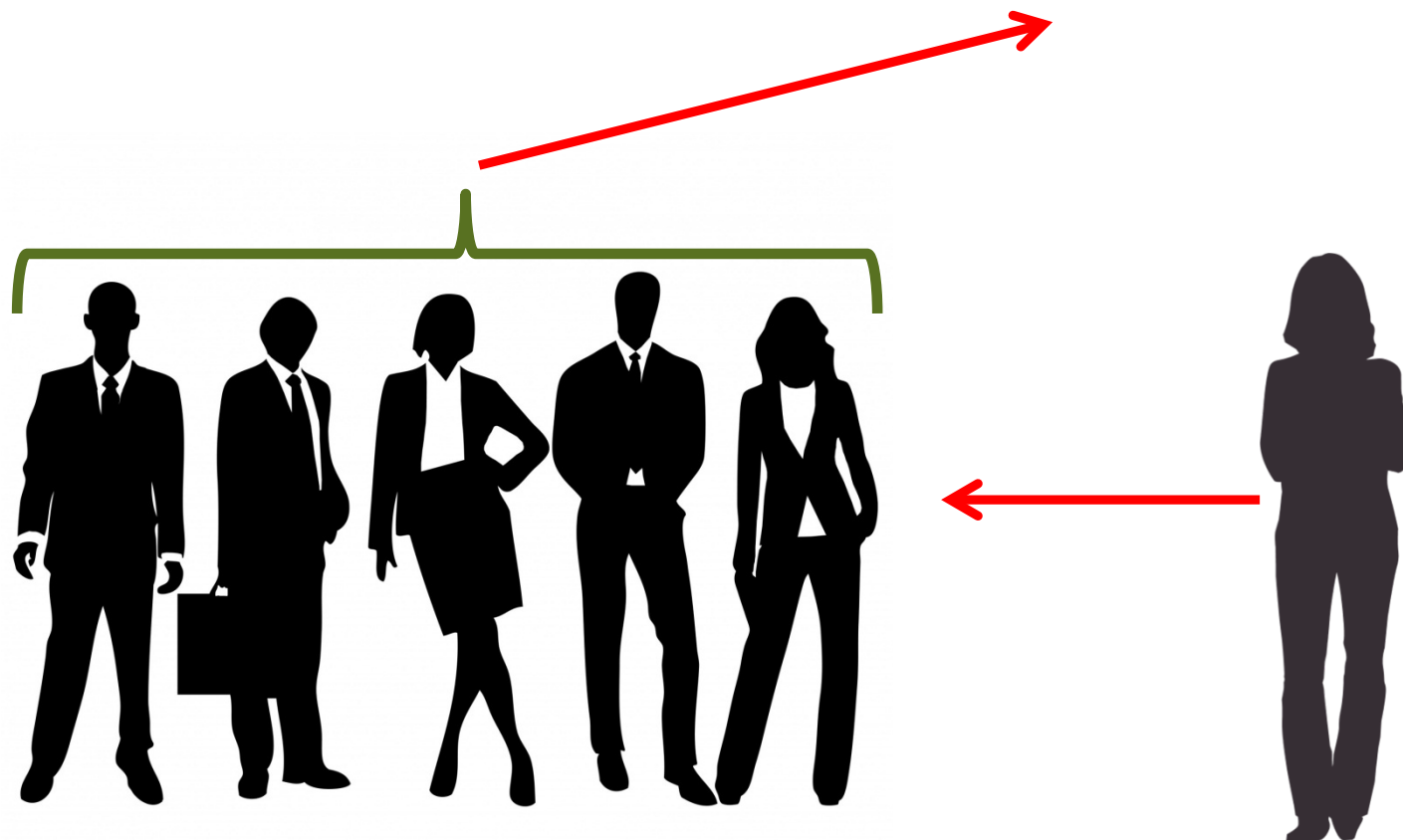
Multiple Leadership Voices ?



Collective Leadership

Individual Leadership

Power of the Collective Voice



Collective Leadership

Individual Leadership

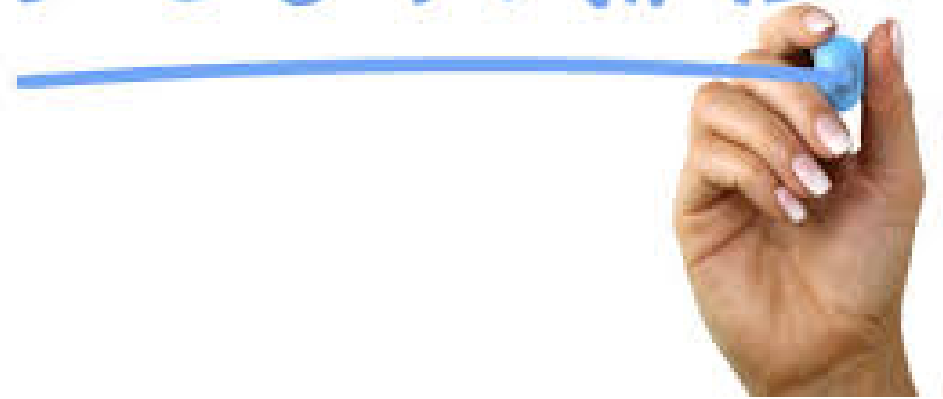
YOUR
VOICE
MATTERS



What Should State Board *Members Do?*

- 1. Focus on Student Achievement**
- 2. Devote the Time**
- 3. Do Your Homework**
- 4. Question**
- 5. Make Decisions**

DOCTRINE



Student performance is only as good as the values, actions, and beliefs of the adults who serve them – teachers, school leaders, and *policy makers*.

What Should State *Boards* Do?

1. Be the Citizen Voice in Education
2. Focus on Your Policy Maker Role
3. Build on What's Come Before
4. Check Your Party Ticket at the Door

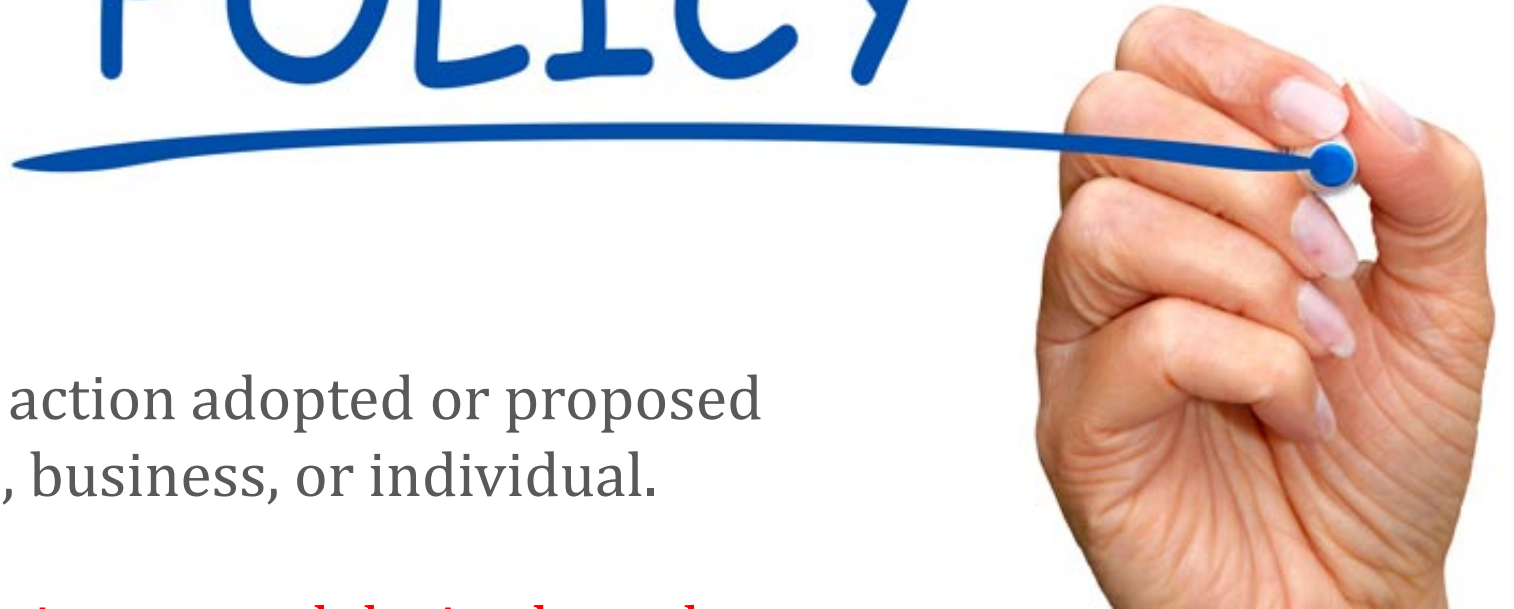
Leading for Lasting Change

1. Know and embrace your full authority
2. Utilize all your levers of influence
3. Tie all initiatives to your mission and goals – revise if necessary
4. Understand *fully* the problem you're trying to solve
5. Base all decisions and discussions on relevant evidence - data and research
6. Build internal consensus – but acknowledge differences of opinion and preferences
7. Involve all stakeholders in the process – not just the product
8. Elicit partners from all levels of the education policy landscape - know and acknowledge all the players (make your friends before you need them)

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POLICY



- A course or principle of action adopted or proposed by a government, party , business, or individual.
- A sustained course of action toward desired results.

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State Board Levers of Influence



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**“In God we trust, all others
bring data.”**

— W Edwards Deming



Why evidence and data matter:

- Data can help identify real problems that need attention.
- State boards can use evidence to weigh and compare various solutions to identified problems.
- Data and evidence help to build consensus among people with different political views.
- Data, rather than opinion and conjecture, lead to more informed policy decisions.
- Data and evidence help justify policy decisions to the legislature, the news media, and the general public.

SBE Data Tools



Power of the Question

- What data do we have on the topic? What are the caveats around the data?
- What evidence is there that a policy will be successful?
- Are there different outcomes for different contexts or circumstances?

Power of Convening

- Bring together researchers & practitioners to help understand the data.
- Learn the context of the data.



How to Spot Quality Research



Objectivity:

- Do the researchers show evidence of pre-existing bias or a policy agenda? If so, are they at least honest about their biases up-front?

Study Design:

- Is the population sample studied large enough and diverse enough to justify drawing broad conclusions applicable to the whole state?

Findings:

- Are the results convincing? Do the results make sense?

"It is a capital mistake to theorize before one has data."

— Sherlock Holmes

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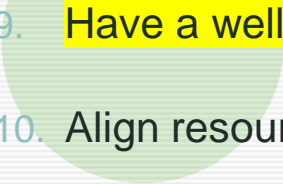
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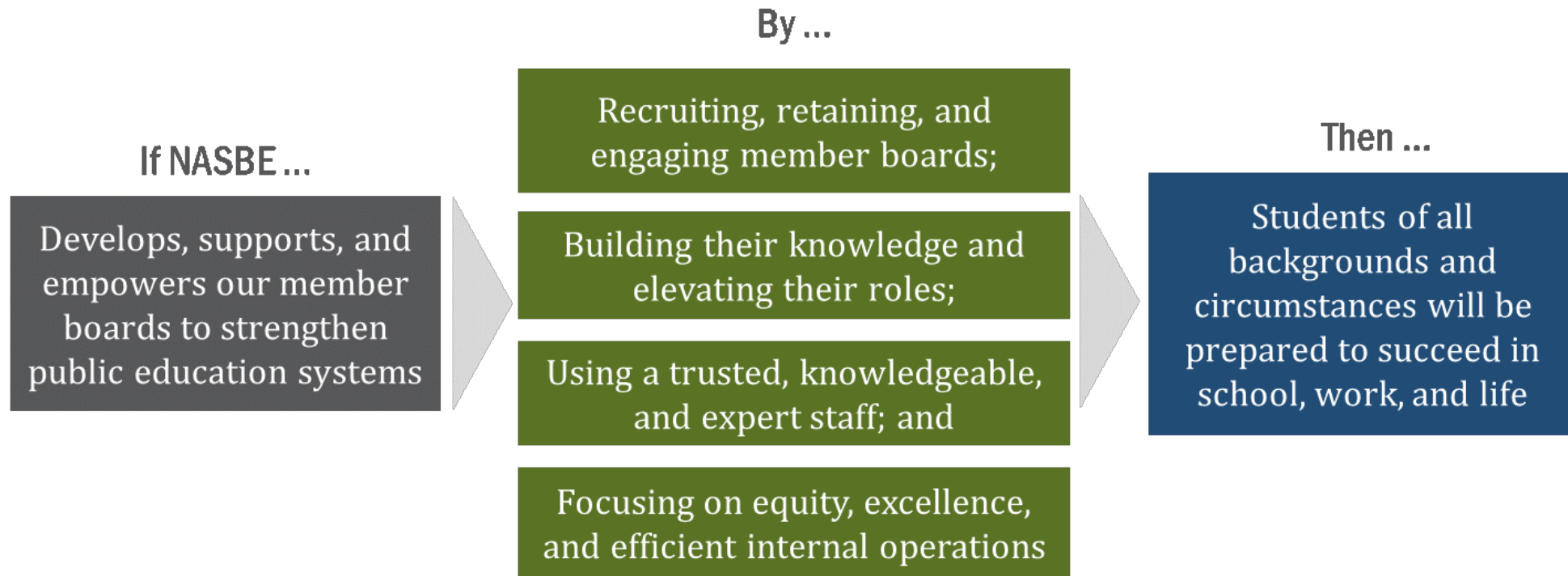
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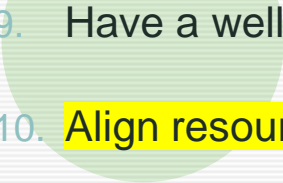
Leading for Lasting Change

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 10. Align resources and support to the identified results
 11. Stay the course – make a long term commitment to improvement
 12. Hold yourselves and others accountable for results, but willing to recalibrate as you learn – monitor, adjust, realign, move forward
 13. Stay above the noise through the process and don't get mired in the distractions and political maneuverings
 14. Communicate early and often from beginning to end
 15. Base evaluation of progress and personnel on predetermined metrics
 16. Take time to celebrate along the way and enjoy the journey, not just the destination.

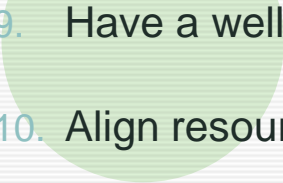
Theory of Action



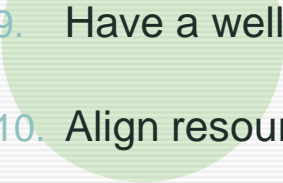
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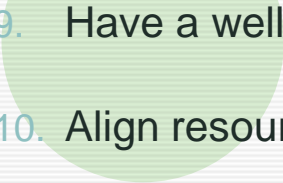
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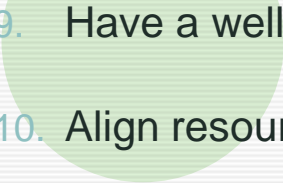
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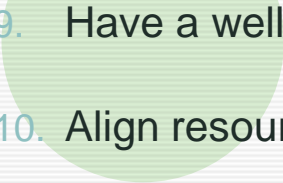
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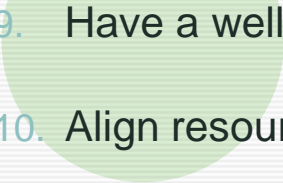
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NASBE Resources



- New Member Training – October 20, 2020
- Annual Conference – October 21-23, 2020
 - Dr. Ibram X. Kendi, best-selling author of *How to Be an Antiracist* and *Stamped from the Beginning: The Definitive History of Racist Ideas in America*
 - Dr. John B. King, Jr., CEO and President of The Education Trust and former US Secretary of Education
 - Dr. Linda Darling-Hammond, president and CEO of the Learning Policy Institute and the Charles E. Ducommun Professor of Education Emeritus at Stanford University
- Webinars, technical assistance, chief searches, chief evaluation processes, cohorts, networks, stipends, office hours
 - Dr. Ibram X. Kendi, best-selling author of *How to Be an Antiracist* and *Stamped from the Beginning: The Definitive History of Racist Ideas in America*
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