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until adult behaviors change.**

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The Challenge:

Almost everything else you hear this week about how to improve outcomes for students will have to be supported by local school boards. Research tells us that effective school boards can have a powerful impact on improving student outcomes. But challenges exist:

- **Legislative Ambiguity:**
 - State laws often fail to identify improving student outcomes as the sole reason for which school district exist
 - State laws often fail to identify school boards as being directly accountable for improvements in student outcomes
- **Insufficient Preparation:**
 - Board member behavior can be influenced by deeply misaligned incentives
 - Board members are lay people who often are not governance and education experts on day one
 - Most of us typically don't have a mental model for governing — but we all have a mental model for managing (because we've all had a manager)
 - Few realize that governing isn't managing
- **Insufficient Support:**
 - Which adult behaviors need to change?
 - What is needed to support adult behavior change?
 - How can this be done consistently, sustainably, and at scale?

The Response:

To support board members, a three-part initiative was created that identified ideal adult behaviors in the boardroom aligned to improving student outcomes in the classroom, provided training in these behaviors, and provided certification for specialists who can support implementation:

- **Framework:**
 - A continuous improvement framework that school boards can use to evaluate whether or not the school board's collective behaviors are intensively focused on improving student outcomes.
- **Workshops:**
 - A workshop series that orients board members to the framework and provides the tools necessary to be successful with the framework. During these 2-day workshops that are attended by the full board and superintendent, participants learn how to address that challenges that stand between them and improving student outcomes.
- **Coaches:**
 - A coaching system that certifies coaches who have demonstrated the knowledge, skill, and mindset necessary to support school boards. Coaches lead the workshops and then provide monthly support to governing teams to implement the tools they have learned about.