

2012 Winter Governance & Legal Seminar

PLANNING DESCRIPTORS



Don't forget!

Before selecting sessions you'll be attending at this year's Winter Governance and Legal Seminar (WGLS), make a note of the student population of presenting districts, the focus of the session as identified using the legend below, and whether the session has been identified to specifically benefit **small and rural** districts.

LEGEND

WGLS sessions are primarily for school board members. The topics are appropriate for ALL audience types and experience levels unless noted with an "N" for newly elected board members.

The following topic notations have been added at the end of each descriptor to give a quick glimpse of that session's focus.

- FAC** Facilities
- FIN** Finance
- GOV** Governance
- LV** Leadership/Vision
- STA** Student Achievement
- TCH** Technology
-  TASB Staff Presentation
-  From One Room to One World

General sessions, continental breakfasts, Student Panel, and lunches will be automatically added to attendee's personal agenda based upon the registration option selected.

New this year!

"Connecting the Dots..."

*To help you quickly identify the **hot topics** for this event, we're listing them along with the session identifier code below. We're hoping this will guide you in finding sessions that are useful in your work as a school trustee.*

Communications/Transparency

ET230, ET325, F315, F515, F625, S210

Facilities/Funding

ET615, F525, S225

Personnel

ET330, ET620, F215, F535, S320

Testing/Accountability

ET225, ET515, F230

THURSDAY, FEBRUARY 16

7–8 a.m. Continental Breakfast

8–9:15 a.m. General Session

In-Depth Session: New Board Members

9:30 a.m.–12:15 p.m.

ET110 Boardsmanship Basics

Especially designed for first-year board members, this 2.5-hour workshop, presented by TASB staff, is an overview of the school board member's job. Participants will discuss how to handle personal and public demands that come with the new job. They'll also learn the board's basic responsibilities and how their duties differ from the superintendent's.

• **N, GOV,** 

*Newly elected board members should also consider the following sessions: **ET410, F110, S110, and S115.***

Breakout Sessions: All Audiences

9:30–10:45 a.m. (Choose one.)

ET210 Children in Stress: The ‘Baggage’ Kids Bring to School with Them (Master Mind Series Session #1)

What does it mean to have a safe, secure, and stress-free environment to ensure ALL students receive the education they deserve? Participants will discuss and interact with a panel of experts on what promises to be a powerful and eye-opening session. *This series is for motivated board members who desire practical information, professional expertise, and ongoing networking. All cynics and fence sitters should find another session to attend. Seating is limited.*

• GOV, LV

This is the first session in the Master Mind Series. Each focuses on a different topic. Also see sessions ET310, F210, and F310.

ET215 Preparing a Skilled Work Force for Industry

The Craft Training Center of the Coastal Bend’s (CTCCB) training program currently serves 216 students from 15 different high schools during the day and 169 adult students in the evening. Originally developed in 1987 to alleviate manpower shortages, local industrial owners and contractors work together to develop and train craft professionals. All programs provided by CTCCB are fully accredited through the National Center for Construction Education and Research. Housed in a state-of-the-art facility are welding, electrical, instrumentation and pipe-fitting labs, as well as computer labs, multiple classrooms, and administrative offices.

• LV

ET220 From One Room to One World

Today’s educational system is dealing with a world of unprecedented technological growth that has broken down geographic boundaries. This speculative

brainstorming session about the options that digital technology has made available to schools and how to be prepared to make the most of those options is part of an ongoing examination of *From One Room to One World*. Join TASB consultants as we explore together how school boards can lead the way in responding to the needs of society and education.

• LV, , 

ET225 Accountability Update

In 2012, Texas will begin building a new accountability system anchored to college and career readiness for all students. Next year, students will take the new, more rigorous State of Texas Assessments of Academic Readiness (STAAR™). The state will report the first ratings for this new accountability system in 2013. This session will be an opportunity to learn about accountability performance in 2011 and hear the latest information about the upcoming

accountability system. • GOV, STA, , 

ET230 Trustees, Technology, and Social Networking

Do e-mails between board members violate the Open Meetings Act? Are text messages on a district phone subject to the Public Information Act? Is social networking a new way to reach out to the community—or a mishap waiting to happen? Even the most experienced board members can have trouble answering these questions in the digital age. This session with a TASB Legal Services attorney examines the application of open government laws to board member communications, including e-mails, text messages, phone calls, and social networking.

• GOV, , 

— AND —

Breakout Sessions: All Audiences

11 a.m.–12:15 p.m. (Choose one.)

ET310 When Duct Tape, Baling Wire, and Super Glue No Longer Work (Master Mind Series Session #2)

When is it time to retire a building? How do you know when it's beyond repair? How do you plan for this retirement and get community buy-in? Interact with a panel of experts to find out how to ensure facilities are safe, secure, and meet the needs of the community. *This series is for motivated board members who desire practical information, professional expertise, and ongoing networking. All cynics and fence sitters should find another session to attend. Seating is limited.* • GOV, LV
This is the second session in the Master Mind Series. Each focuses on a different topic. Also see sessions **ET210**, **F210**, and **F310**.

ET315 Feeding a Stronger Student Population

Hungry and unhealthy children greatly affect the educational environment in academics, discipline, and absenteeism. And now, more and more middle-class Americans are forced to choose between buying food or paying for rent and utilities. Implementation of a community-enhanced school program can be effective in reducing the prevalence of childhood hunger and obesity and hopefully prevent other problematic issues at the same time. • LV, STA

ET320 What's in Your District's Risk Management Toolbox?

Board members of all experience levels will get an in-depth look into the essential elements all successful risk management programs provide. Critical tools to be reviewed include coverage, service capabilities, mission, financial strength, history, loss prevention, legal expertise, and more. Having these tools in YOUR risk management

toolbox will help you become a more productive, efficient, and safer district.

• GOV, 

ET325 Myth Busters: Sorting Fact from Fiction in Texas Public Education

With another legislative session on the horizon, there will be renewed attacks on Texas public education related to school efficiency, staffing, funding, and other elements. This session will inform board members about the most common lines of misinformation related to public education and to arm them with the truth so that they may advocate more effectively on behalf of Texas students.

• LV, 

ET330 Reducing Personnel Costs

The 2011 Legislative Session concluded with significant cuts to public education funding. These cuts will undoubtedly lead to reductions in spending on school personnel, the largest portion of any district budget. In this session, we will discuss new statutory options for reducing costs, including reducing compensation and furloughs. The discussion with a TASB Legal Services attorney will focus on ways to lower costs while avoiding a reduction in force (RIF) and how to successfully apply the district's RIF policy when necessary.

• GOV, 

Lunch 12:15–1 p.m.

In-Depth Session: New Board Members

1:15–4:15 p.m.

ET410 Teamwork Basics

Especially designed for first-year board members, this 2.5-hour workshop looks at why it is important for trustees to act as a board rather than as individuals, what makes a team effective, and how each member can contribute to that effectiveness. Key team procedures, communication strategies, and ethical

behavior are explored to help new board members gain trust and get things accomplished quicker. •

N, GOV, 

Newly elected board members should also consider the following sessions: ET110, F110, S110, and S115.

— — — — — OR — — — — —

Breakout Sessions: All Audiences

1:15–2:30 p.m. (Choose one.)

ET510 Building Success within Your Team

Through collaboration with the board of trustees, *Southwest ISD (13,200 ADA)* was able to move beyond average and to build a team that gets everyone involved. As financial resources become tighter and we are all asked to do more with less, there is a need to build a team in which everyone is working toward the same common goal. During this presentation, participants will learn how one school district started by developing a strategic plan that involved everyone coming together to build success for students. • LV

ET515 Don't Leave Our Gifted Behind

This session will review responsibilities of school boards to ensure that the district complies with all applicable requirements of the state-mandated gifted programs. We will review the changes to the gifted and talented state plan that went into effect with the 2010–11 school year. • GOV

ET520 Technology and Digital Content Directions: Free Agent Learning Enabled

Mobile technologies and an explosion of digital content are enabling a movement toward what many are calling “free agent learning.” This session will focus on the significant digital trends that are reshaping education today and in the future. Topics will include the emerging role of iPads in learning, how open educational resources (OER) are engaging learners, the potential of blended learning

environments, where these innovations are taking hold, and how district leaders can stay ahead of the learning curve on embracing these trends. • LV,

, TCH

ET525 Goals: The School Board Playbook for a Championship Team

After your board's annual goal-setting process, do you check that off the to-do list until it's time to do it again? Here's your opportunity to avoid a delay of game penalty. This session will discuss why having a plan matters in moving the team forward, typical disillusionment with the goal process, and some of the reasons districts are blocked from getting to the goal line. Before the administrative team huddles, clearly established goals are critical to executing the decisions pivotal to meeting the board's expectations. We will then run through the TASB model for goal setting using crowd interaction to develop sample goals based on common critical issues.

• GOV, 

ET530 Your Role in Student Discipline

Students know the boundaries but don't always stay within them. Join a TASB Legal Services attorney and a TASB Policy Service consultant for an overview of statutory requirements and legislative changes, with a focus on board and administrative roles in disciplining students; practical tips; and answers to frequent questions that arise in student discipline.

• GOV, 

—AND—

Breakout Sessions: All Audiences

3–4:15 p.m. (Choose one.)

ET610 The Importance of Organizational Beliefs

For an organization to move forward successfully, it must have purpose and direction. Articulating these is the job of the organization's leadership. So is the

task of following through on commitments to these beliefs. Too often, we fall back on vague statements that sound good but are not the product of hard discussion about what we are really committed to doing. Explore ideas on making organizational beliefs a meaningful driver for your district.

- **LV**, 

ET615 Long-Range Planning: Where Do We Start?

School facilities grow older and the dollar must be stretched more and more each day. Unfortunately, your budget doesn't know when building components and systems should be replaced, and those components and systems do not care about the replacement costs. Districts are tasked with determining the most effective and efficient replacement plan. This session will outline how a district can create and maintain a successful long-range facility plan.

- **FAC**, 

ET620 What Do They Think? Measuring Employee Attitudes

The financial stress in districts can take a toll on employee morale and attitudes. Many districts conduct surveys to measure employee perceptions and attitudes, and this year it is more important than ever. How can districts use employee surveys to check on the well-being of the work force, identify opportunities, manage change, and celebrate success? TASB HR Services shares real examples of how to measure employee attitudes and use data to increase employee engagement.

- **GOV**, 

ET625 Oh, No! Not Another Policy Manual Update!

Do you feel overwhelmed when you see a policy update from TASB Policy Service on your district's board meeting agenda? This session with a TASB Policy Service consultant will provide quick and easy strategies for managing TASB policy updates, beginning with review of the materials in the board

packet through the adoption process, and beyond. Learn about working with the available electronic resources, focusing on important aspects of the update, and asking key questions about particular policies. Come away with a great plan to make your job easier as you review and adopt future updates.

- **GOV**, 



ET630 Legal Update

What is fun, informative, and full of the latest school law news? TASB Legal Services' annual legal update! Join us for an overview of recent legal and legislative developments related to public school governance, personnel, purchasing, student issues, and more. You can count on this group to cover today's hot topics in an entertaining format.

- **GOV**, 

FRIDAY, FEBRUARY 17

Legend

FAC	Facilities
FIN	Finance
GOV	Governance
LV	Leadership/Vision
STA	Student Achievement
TCH	Technology
	TASB Staff Presentation
	From One Room to One World

7–8 a.m. Continental Breakfast

8–9:15 a.m. General Session

In-Depth Session: New Board Members

9:15 a.m.–noon

F110 District Planning and Budget Basics

Especially designed for first-year board members and presented by TASB staff, this in-depth session provides an overview of the board’s role in district vision and goal setting, planning, and the budget process. It also summarizes the planning and budgeting cycle and key decision points for board

members. • N, GOV, 

*Newly elected board members should also consider the following sessions: **ET110, ET410, S110, and S115.***

— — — — — **OR** — — — — —

Breakout Sessions: All Audiences

9:15–10:30 a.m. (Choose one.)

F210 Don’t Kill the Messenger or the Message (Master Mind Series Session #3)

While trying to be transparent, can over communicating kill the message? How do you know when the district

is sending out the right amount of information to parents, staff, and the community? How much information is enough for the board, especially newly elected members? *This series is for motivated board members who desire practical information, professional expertise, and ongoing networking. All cynics and fence sitters should find another session to attend. Seating is limited.* •

GOV, LV

*This is the third session in the Master Mind Series. Each focuses on a different topic. Also see sessions **ET210, ET310, and F310.***

F215 Something to Talk about: Teacher-Led Vertical Teams that Work and Improve Student Achievement

More than ever, teachers must stay abreast of the latest and greatest in their fields to engage and prepare today’s learners for new tests, new challenges, and new careers. They all can’t go to workshops and don’t need to if they use resources available in their own district. A team of teachers from *Port Aransas ISD (650)* will share how it has implemented and sustained effective vertical teams that provide meaningful staff development, encourage camaraderie, and improve student achievement. • **STA**

♦ *Small District Session* ♦ *This session is one in the series designed specifically for **small and rural districts.** Also see sessions **F320, F510, and F610.***

F220 iTunes U Unleashed: Learning from around the World

From Lit2Go to the Library of Congress, from the Physics of Baseball to the halls of MIT—iTunes U has created a blended learning renaissance. It is a powerful distribution system for everything from lectures to language lessons, films to labs, audio books to tours. This session will focus on how educators and learners are using this innovative system to change teaching, enhance learning, and break down the walls of education. • **LV, TCH,**



F225 Board Operating Procedures: Are You Smarter than a Fifth Grader?

Test your knowledge of board operating procedures in a lively, interactive game format based on the popular TV show. Discover how operating procedures promote efficient, respectful deliberations. Identify key content, consequences, and caveats in board operating procedures. All board members can adopt best practices in crafting procedures that support your board's mission. First game question: Are board operating procedures legally binding? Come find out! • **GOV**

F230 Grading and Graduation under the STAAR

In a few short years, grading decisions have gone from being local district choices to being the focus of several important legislative changes. The state's new grading and accountability systems raise difficult questions about grade assignments, promotion, end-of-year exams, and graduation honors. Meanwhile, age-old questions about student prayer and speeches, end-of-year discipline, and class rank complications still persist. This session, with a TASB Legal Services attorney and a TASB Policy Service consultant, explores the effect of recent legislative changes and case law to help guide your district's grading and graduation decisions.

• **GOV**, 

—AND—

Breakout Sessions: All Audiences

10:45 a.m.–noon (Choose one.)

F310 Were You Elected to Govern or Do You Govern to Be Elected? (Master Mind Series Session #4)

Closing schools, redistricting, staff reductions—there are a lot of challenging decisions to be made at every board table. Are you willing to face defeat when you know you're waging the right battle for your district, your students, your staff, and your

community? *This series is for motivated board members who desire practical information, professional expertise, and ongoing networking. All cynics and fence sitters should find another session to attend. Seating is limited.* • **GOV, LV**
*This is the fourth session in the Master Mind Series. Each session focuses on a different topic. Also see sessions **ET210, ET310, and F210.***

F315 Five Simple Things: Regaining Community Support of Your School

This session shares innovative ways that involve the community in promoting a successful school. Participants will learn several easy steps to expose their community to positive headlines and create a community of public school advocates, including the use of text messaging to communicate to parents, Facebook to announce events, and incentive programs to promote a quality school environment. • **LV**

F320 Wearing Many Hats: A Risk Management Way of Life for Small Districts

With the continuing challenge of tight budgets and uncertain financial times, district staff members are wearing many different hats while performing their duties. This session gives a fundamental overview of some of the most common risk management exposures smaller districts face and how proactive risk management can assist districts in maximizing their efforts to identify these exposures and reduce associated risks of financial loss.

• **GOV**, 

♦ *Small District Session* ♦ *This session is one in the series designed specifically for **small and rural districts**. Also see sessions **F215, F510, and F610.***

F325 Is This a New Meaning of Transparency?

Kemp ISD (1,900 ADA) is moving to the next level of transparency with the Superintendent Student Advisory Council (SSAC). SSAC members are ad hoc board members at board meetings. Discover

the benefits of involving students at this level. It doesn't have to be scary or risky. The benefits are fantastic! Learn what transparency means to Kemp ISD. • LV

F330 Board Officer Elections: Sticky Issues Addressed

Board officer elections are essential to board success, but they can be difficult and divisive. Sustain board effectiveness and avoid negative fallout by reviewing best practices in officer elections. Learn how to establish procedures that create and support a transparent officer election process. • GOV

Lunch Noon–12:45 p.m.

Student Panel 12:45–1:30 p.m.

Breakout Sessions: All Audiences

1:45–3 p.m. (Choose one.)

F510 Small and Rural Districts Café Conversations: Board-Superintendent Relations—The Good, the Bad, the...!

Join board members and superintendents from **small and rural districts** for a chat at the local café. During this session, board presidents and superintendents from local districts will guide a dialogue session about how the relationship between the superintendent and the board affects the tenure of the school's CEO and the overall success of the district. They will share their collective wisdom and point out some of the common challenges unique to this all-important relationship. • GOV

♦ *Small District Session* ♦ *This session is one in the series designed specifically for **small and rural districts**. Also see sessions **F215, F320, and F610**.*

F515 Transparency as Your Friend

Hear about a unique communication tool that helps change community perception and cools down those hot spots. Transparency and community involvement go hand-in-hand. Don't cheat your district and community. Get all the buzz and see how transparency can be your friend. • GOV

F520 21st Century and Beyond: Campus and District Instructional Design

Talk is cheap! We know what we want from our schools of the future, but how do we get there? Is it 1:1 initiatives? Do we need different teachers? Surely, we need more money? Questions abound when we think about designing for 21st century education. Let us answer with a real work in progress at *Manor ISD (8,000 ADA)* to demonstrate that it isn't about more money or thinking outside of the box, but rather thinking within the box. Learn about the board's policy for 21st century education, teacher training model, school design concept, and mistakes made in implementing the process.

• , STA, TCH

F525 Understanding Project Delivery Methods and Services with Architects

What does construction management/agent mean? What about CM/R? How about design/build, and how is the relationship between the general contractor and architect affected? Which one is best for your school? Join this highly interactive session as we explore the various ways your school can approach a new project or facility update. Costs, expectations, types of services, and delivery methods are among the many important topics that will be covered. • FAC

F530 Creating Opportunities through an Education Foundation

Learn how the community and school district can work together through an education foundation to enhance opportunities for the district. Every school district will benefit from an education foundation no matter the size or wealth of the community. In

this session, national experts will detail the critical components of successful education foundations, including legal structure for a transparent, sustainable, and effective education foundation. • FIN

F535 Nonrenewals after SB 8

Senate Bill (SB) 8, passed in the 2011 Special Session, contained several changes to Texas Education Code, Chapter 21, on personnel, including changes to the nonrenewal procedure. Should school districts apply the new procedures this spring? This session with a TASB Legal Services attorney explores the controversy around these legislative changes and offers a road map for successful nonrenewals in 2012 and beyond.

• GOV, 

—AND—

Breakout Sessions: All Audiences

3:15–4:30 p.m. (Choose one.)

F610 You Know What They Say ‘When You Don’t Know What You’re Doing’: Communicating in Small Communities

Join board members and superintendents from **small and rural districts** for a chat at the local café. During this dialogue session, attendees will discuss how to confront the challenges while capitalizing on relationships and building on the natural interconnectedness of a small community to strengthen school-community ties. • GOV

♦ *Small District Session* ♦ This session is one in the series designed specifically for **small and rural districts**. Also see sessions **F215, F320, and F510**.

F615 Let’s Play the Homeschool Feud!

Like the relationships in families, homeschoolers and school districts are often feuding over who can provide the best education for their children. Why do parents homeschool? How did homeschooling come about? What is the effect of homeschool withdrawals and reenrollments on your district? In this fun and interactive presentation by graduates

of the 2011 Leadership TASB Class, you will find common ground. We surveyed homeschool parents and school districts from across the state to find answers. Top five answers are on the board! Come on. Let’s play the Homeschool Feud! • LV

F620 What Does PR Really Mean?

Every school district has great success stories to tell. How do you tell them? What public relations (PR) techniques do you use? School districts are recognizing the important role that PR can play in creating a positive buzz within their community. Participants in this session will be led through a quick study on establishing communication goals, identifying target markets, understanding PR techniques, and looking at how the media influences the public’s perspective on education.

• GOV

F625 Governing in the Age of Transparency

Requests for greater transparency from all types of public institutions have increased dramatically over the last several years. As trustees of public schools, you have a unique opportunity to improve the exchange of information with your community. Discover ways to be more accountable to your community members that can improve their perception of what is happening in their schools. Learn what it means to be a transparent district.

GOV, 



F630 Elections Update

Did Senate Bill 100 cause a change in your election date or affect trustee terms of service? Whether your district has already determined the best direction or you are still figuring it all out, this session with a TASB Legal Services attorney will provide helpful information about the recently passed Military and Overseas Voter Empowerment (MOVE) Act and will highlight other changes in election procedures from the 82nd Legislature, with a focus on the practical effect on school district elections.

• GOV, 

SATURDAY, FEBRUARY 18

Legend

FAC	Facilities
FIN	Finance
GOV	Governance
LV	Leadership/Vision
STA	Student Achievement
TCH	Technology
	TASB Staff Presentation
	From One Room to One World

7:30–8:30 a.m. Breakfast

Breakout Session: New Board Members

8:30–9:45 a.m.

S110 School Law Basics (TASB ISD)

Especially designed for first-year board members, this session with a TASB Legal Services attorney highlights the fundamentals of school law. The session covers key information trustees need to know when they join the board, including how to avoid nepotism and financial conflicts of interest and the basics of school district personnel contracts.

• N, GOV, 

Newly elected board members should also consider the following sessions: ET110, ET410, F110, and S115.

—AND—


Breakout Session: New Board Members

10–11:15 a.m.

S115 Introduction to the Texas Open Meetings Act

Designed for new board members, this session is your chance to learn and ask questions about the Texas Open Meetings Act (OMA). A TASB Legal Services attorney covers OMA requirements relevant

to school boards, including posting notices, conducting open meetings, and holding closed meetings. *This presentation has been approved by the Texas Attorney General and satisfies the OMA training requirement found in Texas Government Code,*

Section 551.005. • N, GOV, 

Newly elected board members should also consider the following sessions: ET110, ET410, F110, and S110.

— — — — — **OR** — — — — —

Breakout Sessions: All Audiences

8:30–9:45 a.m. (Choose one.)

S210 Through the Looking Glass: A District Approach to Transparency and Communication

Many districts believe being transparent means that they are doing a great job communicating with their stakeholders. Good transparency builds trust. Trust allows you to communicate better with all constituents. This session explores techniques that merge good transparency into great communication. You'll leave with some great tips and return to your district encouraged to listen, answer, show, and tell.

• GOV

S215 Safety in the Boardroom

With so much attention focused on security in schools, districts are taking a closer look at keeping board meetings safe. The horrifying incident at a Florida school board meeting has hit home in districts nationwide. A video of the incident shows how quickly a tense situation escalated. It's a glimpse at how a security breakdown can put lives at risk. With cuts in school funding leading to school closures and staff layoffs, the potential for an angry backlash from staff, parents, and community members is high. Learn how districts can be proactive in providing a safe environment for board meetings, district offices, and staff who may be most at risk.

• FAC, 

S220 Promoting Student Respect for Self and Others

This program is designed to encourage students and staff to review and evaluate their relationships with others and their intrinsic desire for mutual respect. Humor is used to ease this message so that individuals will think reflectively about their day-to-day interactions with others. A substantial cause of bullying in school and work environments is due to internal respect issues. We promote the acceptance of strength and weakness of ourselves and more tolerance of others. Come with an open mind and depart with a lighter heart. • GOV, STA

S225 It's a Business: Effective and Efficient Operations

This session, presented by *Warren ISD (1,400 ADA)*, will discuss how all support operations are tied together and must support each other. Data on funding and cost analysis of running a support operation as a business will also be presented. • FIN

—AND—

Breakout Sessions: All Audiences

10–11:15 a.m. (Choose one.)

S310 Educating in a Tough Economy

Do you want to learn new and exciting ways to educate our youth in today's economy? This interactive session, presented by graduates of the 2011 Leadership TASB Class, focuses on great ideas and suggestions that are no or low cost to implement in any district. Attendees will leave this session energized and full of ideas. • FIN, STA

S315 Gather Successful Boards from All over the State: What Would They Have in Common?

The way they think! Now you can think as they do and revolutionize your board work. Based on John Maxwell's bestseller *How Successful People Think*, TASB's Leadership Team Services consultants will

teach you how to be more creative and when to question popular thinking. Learn to capture the big picture while focusing your thinking. Find out how to tap into your board's potential, develop shared ideas, and learn from the past to better understand the future. With these 11 keys to more effective thinking, you'll clearly see the path to success.

• GOV, 

S320 Round and Round and Round She Goes: Where She Stops, No One Knows

Having already cut excess personnel and campus operating budgets, what efficiencies, programs, or changes are left? Is your district prepared for the next inevitable round of cuts? What are your numbers and are you forecasting in real time? Find out what *Warren ISD (1,400 ADA)* is doing. • FIN

S325 Structuring the Work of the Board

What are the key practices that lead to effective and efficient board leadership? This session presents a concise picture of essential practices in governing and overseeing the management of the district, and shows how the board can use TASB's new *Effective Board Practices: An Inventory for School Boards* to incorporate these practices into its routine work.

• GOV, 