



Colorado Association  
of School Boards

2025 85th Annual CASB Convention | December 11-13 | The Broadmoor

#CASBEvents

## Effective Governance

Effective Governance – Your role in promoting good governance practices for your local Board of Education

Friday December 12, 2025

2025 Annual CASB Convention

Colorado Hall B

The Broadmoor Hotel



## Presenters



*Kristina Gutierrez – CASB Senior Policy Specialist*  
*Previously worked in the public school system, within elementary, secondary and administration for over 10 years.*  
*6th year in CASB*

*Certified in Policy Governance*



## Presenters



*Matt Cook – CASB Director of Public  
Policy and Advocacy  
Former member and Past President of the  
Aurora Public Schools Board of Education  
Former member of the CASB Board of  
Directors  
Past President of the CASB Board of  
Directors  
11<sup>th</sup> year on the CASB staff*

*Certified in Policy Governance*



## Who is in the Room

Raise your hand if:

- You have been a member of your local Board of Education for less than a year?
- You have been a member of your local Board of Education for less than six months?
- You were newly elected during the November 2025 election?



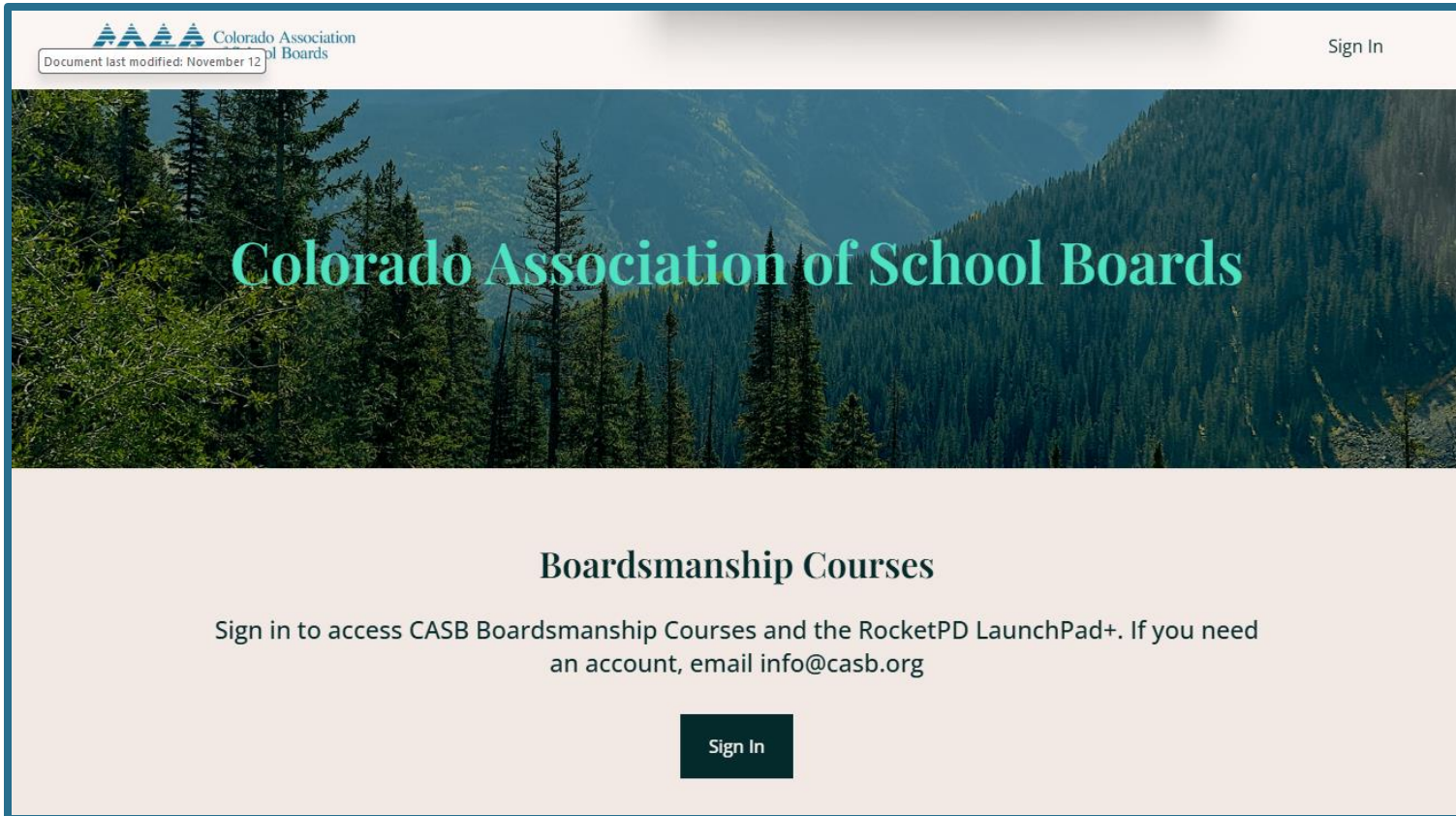
## Learning Outcomes

What we hope you take away from this session:

- Understanding your role as member of the Board, and how your community expects you to govern effectively on their behalf?
- Tools for you to assist you to become an effective Board member?
- Network, share and learn from your fellow CASB members



# “Snackable” lessons to help you become an better Board member



<http://learn.casb.org>

Separate log in from  
your main CASB  
website log in



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## Table Talk

Small group discussion at your table:

- What do you see as the role of the Board of Education?
- Does your Board, or does it not, work of their own professional development in relation to their governance role?
- Does your Board have a set of norms and agreements that all members follow to effectively govern the work of the school district?







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## Three elements of effective governance

- Board Member Code of Conduct
  - There is a legal Code of Conduct and there can be a code of conduct that the local Board agrees to follow
- Ethical concerns
  - Conflict of Interest
- Board norms and agreements
  - A set of guidelines that all Board members agree to follow when conducting Board business





When you think of policy, often  
you just think of documents,



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# Why should the Board lead by Policy?

- Under state law, one of the board's most important duties is to adopt policies to govern the school district
- C.R.S. 22-32-109(1)(b): School boards must adopt policies and prescribe regulations necessary for the efficient administration of the district

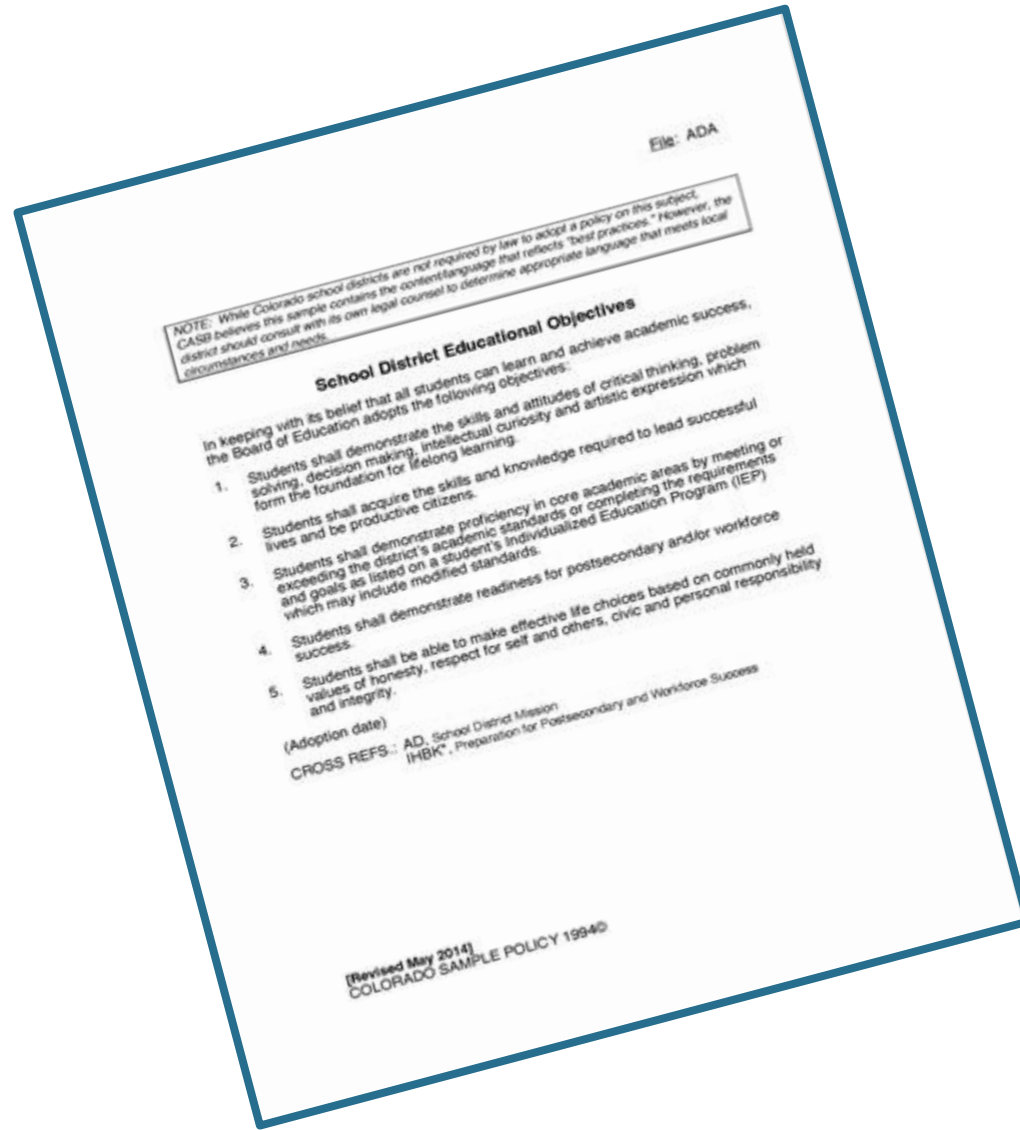


## Policy – What?

Policies are principles adopted by the Board to chart a course of action. They tell what is wanted and may include why and how much. They are broad enough to indicate a line of action to be taken by the administration in meeting a number of day after day problems; they need to be narrow enough to give the administration clear guidance.

-National School Board Association





## Adopted Policy includes:

- Legal requirements
- Cross references
- Administrative policy
- Board policy



## Regulations

Implementation of the Board's policies through detailed procedures that explain how results will be achieved. Describe how, by whom, where and when actions are to be taken.





**File: BG-R - Policy Adoption**

NOTE: While Colorado school districts are not required by law to adopt a regulation on this subject, CASB believes this sample contains the content/language that reflects "best practices." However, the district should consult with its own legal counsel to determine appropriate language that meets local circumstances and needs.

**(Waiver Requests)**

School-level accountability committees may request a waiver of Board policy to facilitate attainment of a school-level goal by submitting a written application to the Board of Education. The request for waiver or renewal of an existing waiver must be supported by a majority of committee members and the building principal.

Waivers will be good for two years and may be renewed without limit for additional two-year periods after review by the Board.

The waiver or waiver renewal request must include:

1. Coding and title of the policy to be waived.
2. Specific documentation demonstrating how the policy prohibits the school from achieving a school goal.
3. Expected outcome of the waiver or waiver renewal.
4. Duration requested for the waiver or waiver renewal.
5. Explanation of how the waiver or waiver renewal would assist the school in reaching its goal.
6. Financial impact of the waiver.

The written request for a waiver or waiver renewal must be received by the Board at least \_\_\_\_\_ days prior to proposed implementation.

The waiver or waiver renewal will be granted if the Board determines that the school has clearly demonstrated that the waiver or waiver renewal will result in the school's accomplishing its goal.

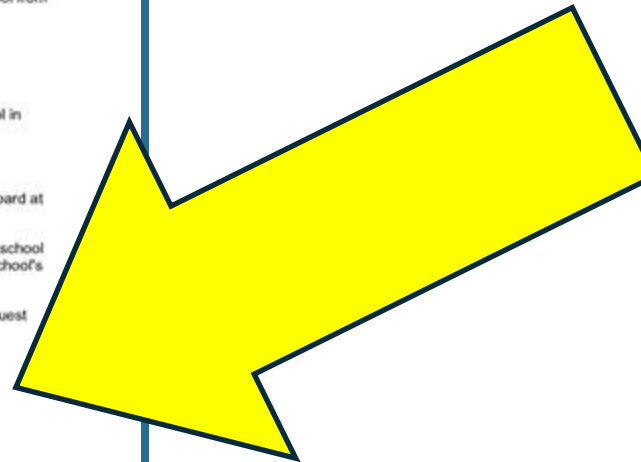
The Board will provide a written response to the waiver or waiver renewal request within \_\_\_\_\_ days of receipt of the request.

(Approval date)

**[Revised January 2008]**

COLORADO SAMPLE REGULATION 1992

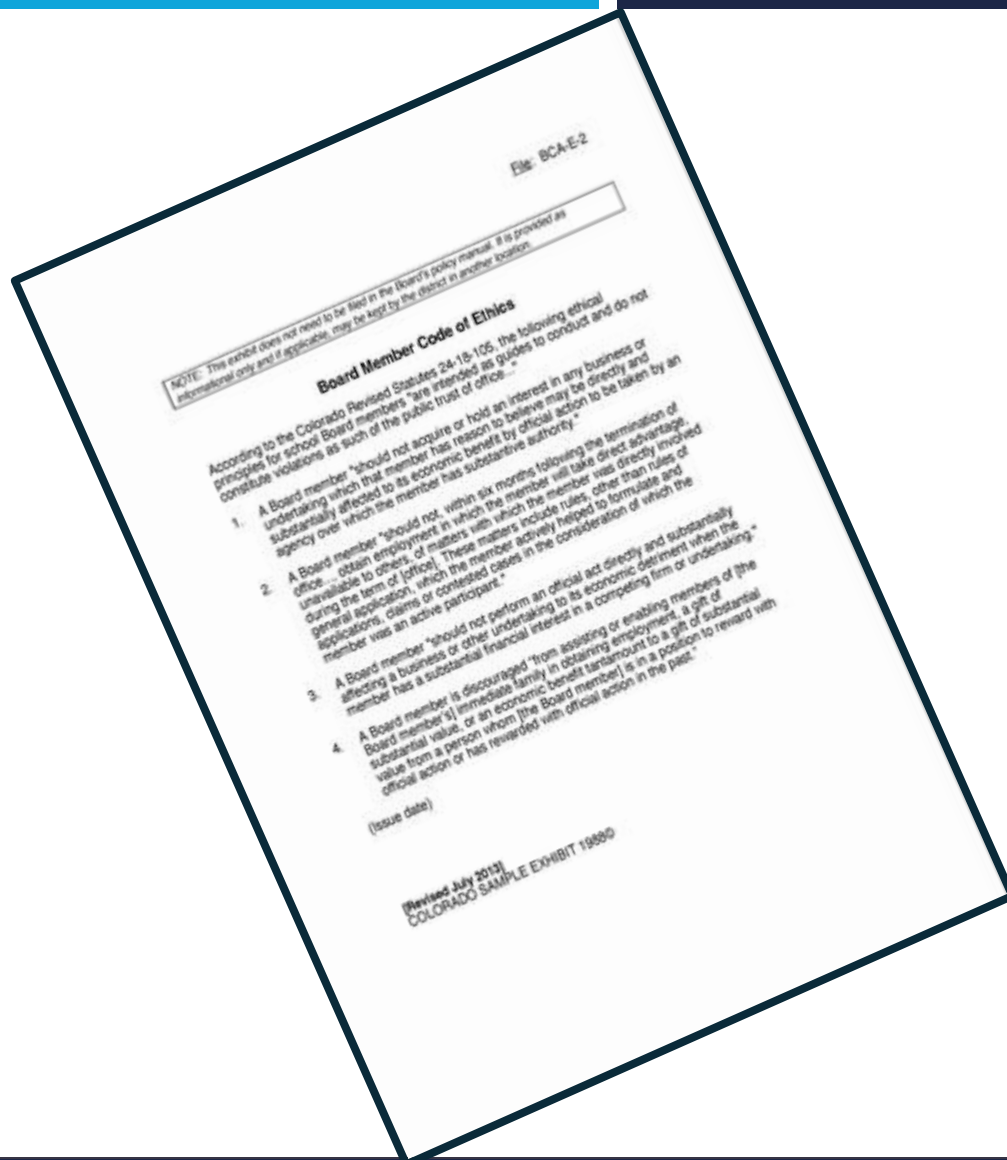
# Information to update when a policy is adopted



## Exhibits

Exhibits are explanatory materials or forms that assist in the understanding of the Board's policies. They are maintained by the administration and should be given to the Board as informational items.





# POLICY ROLES

## The School Board

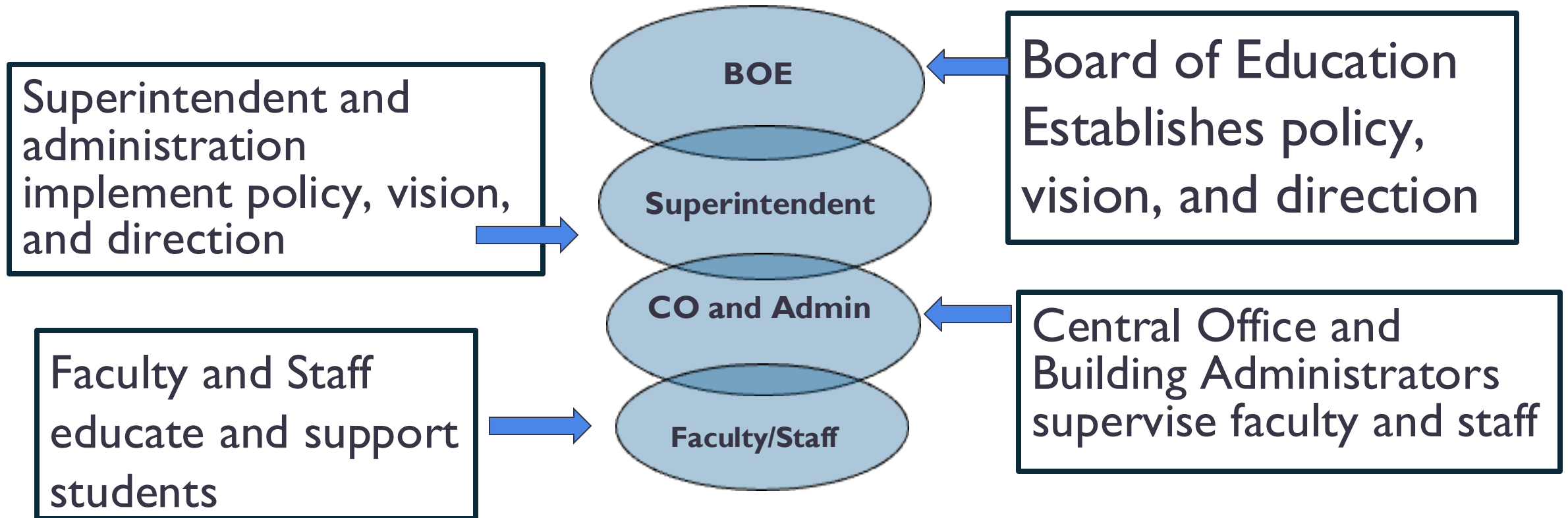
- Is a legislative body
- Establishes written policies for the administration of the District
- Reviews, evaluates, and adopts Board policy

## The Superintendent

- Advisor to the board
- Administers the affairs of the District in conformity with the policies adopted by the Board
- Conducts studies and investigations necessary to development of policy
- Recommends appointment of personnel



# Chain of Command



## Policy questions a school boards should ask

- I. Do we have a process in place to identify new policy areas and to review/revise existing policies?
- II. Have we involved stakeholders at appropriate points in the policy development and implementation process?
- III. Do our administrative procedures/regulations align with our policy, vision, values, and goals?



## Table Talk

How will you use what you have learned?

- What is one thing you will take back to your fellow Board members to work on?
- What is something you now know that you did not know before this session?
- What additional questions do you have?
  - How will you use the CASB Leadership book to answer your questions?
  - How will you access the resources you need that are provided by your CASB Staff?





## CASB Contacts

Main Phone Number

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[www.casb.org](http://www.casb.org)

[www.learn.casb.org](http://www.learn.casb.org)



# Thank You!

  
Merci

  
Graciàs

  
Danke

  
Arigato


  
Arigato

  
Spasibo

  
Obrigado

  
Mahalo

  
Dhanyavaad

  
Xie Xie



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