

# SIX ESSENTIAL SCHOOL BOARD ROLES WITH THE LCAP

---

**Mary G. Briggs**

Director, Research & Education Policy Development  
California School Boards Association

**Sacramento City Unified School District**  
**March 11, 2021**



# OVERVIEW

- Source: CSBA brief on the six essential school board roles in LCAP implementation & development
- Written in coordination with 2 Professional Learning Networks supported by the California Collaborative for Educational Excellence
  - 2-year collaboration
  - 30+ board members and superintendents
  - 1 network for small school districts; 1 for medium and large districts

# SIX ROLES OF THE BOARD

1. Develop a deep understanding of the LCAP purpose & process
2. Develop LCAP goals & the supports necessary to achieve effective implementation of the strategies outlined in the LCAP
3. Encourage & participate in ongoing engagement with a diverse range of stakeholders
4. Build an understanding of the data to inform board discussions & actions related to the LCAP
5. Serve as key communicators & advocates with stakeholders about LCAP decisions & strategies
6. Continuously monitor & evaluate progress of LCAP implementation & outcomes

# UNDERSTAND THE LCAP

- The board role is not simply to approve or reject the LCAP proposal brought by the district at the end of the year
  - Understand the intent of LCFF
  - Focus on equity, with strategies and resource allocation according to student needs, especially in relation to student groups prioritized in LCFF & reported in the Dashboard
  - Ensure the LCAP aligns with other initiatives and plans (e.g., the strategic plan)
  - Should be an ongoing process, not an annual “one-and-done” event
- Engage in ongoing learning

# DEVELOP GOALS & SUPPORTS

- Establish board priorities aligned to the mission and vision of the district
- Ensure LCAP goals are aligned with board priorities
  - Focus on improving equitable opportunities and outcomes
  - Identify specific strategies to address the goals
  - Set clear timelines (and metrics) for implementation & monitoring
- Ensure the board & superintendent are working with shared definitions of key terms & expectations
- Support successful staff implementation

# STAKEHOLDER ENGAGEMENT

- Support superintendent and district staff in ensuring a diverse range of stakeholders can provide meaningful feedback
- Ensure opportunities are in place to engage all stakeholders
  - Ensure outreach plans have been designed to support engagement of stakeholders who have historically not been included in decision-making, especially from LCFF priority groups
- Provide resources to implement meaningful engagement opportunities
- Demonstrate how stakeholder input contributes to the final LCAP plan

# USE DATA TO INFORM ACTIONS

- Create the conditions for effective data discussions
  - Professional learning about the uses & limitations of data (e.g., board workshops, study sessions, etc.)
  - Can spread data discussions throughout the year to monitor LCAP implementation & outcomes
- Determine which data are required for informed discussions of implementation and progress towards LCAP
  - Develop protocols for requesting disaggregated data from staff in relation to LCAP goals
- Ensure data is meaningful and accessible to stakeholders
  - Can be used to inform stakeholder engagement through activities like “data walks”

# SERVE AS KEY COMMUNICATORS

- Develop common messages
  - Clear and concise messages and themes about LCAP goals strategies
  - Emphasize how equity is integrated into the LCAP plan
- Streamline messages
  - Graphics with key goals, strategies, and resource allocation
- Ensure outreach and communication to all stakeholders
  - Liaisons, translation, presentations to school sites & stakeholder groups
  - Range of formats (e.g., videos, handouts, webinars/video meetings)



# MONITOR & EVALUATE PROGRESS

- Understand the LCAP goals, strategies, & metrics
- Have ongoing discussions about implementation and outcomes
  - Consider checkpoints throughout the year to allow for mid-course correction, if needed
- Promote a long-term view and work toward coherence & sustainability
  - Review the LCAP goals in relation to other initiatives and plans

# ADDITIONAL CONSIDERATIONS

- Next few years will require attention to issues exacerbated by the pandemic
  - Try to align spending of COVID-relief funding with LCAP goals & strategies
  - Remember that not all stakeholders have been impacted in the same way
  - Extra efforts to reach out to those who might not have historically been included in the decision-making process
- Stakeholder engagement should inform the policies you set
- Revisit progress on recent LCAP goals & strategies to identify what was missing, what “adopt, amend, or abandon”