

# Contents

Foreword <i>by Richard F. Elmore</i>	xi
Introduction: Why Write a Book About School Boards?	xv
<b>1 Board Practices That Make a Difference for Children</b>	<b>1</b>
<b>2 Building a Foundation for Student Success</b> <i>Collaborating • Conversing • Committing</i>	<b>9</b>
<b>3 Staying Focused on Achievement</b> <i>Meeting • Setting Goals • Using Data</i>	<b>33</b>
<b>4 Avoiding Pitfalls</b> <i>Ethics, Norms, and Values • Self-Policing • Problem-Solving</i>	<b>53</b>
<b>5 When Things Go Right</b> <i>Learning • Monitoring • Communicating</i>	<b>71</b>
<b>6 Looking Ahead</b> <i>Shared Leadership • Recruiting • Sustaining</i>	<b>87</b>
Appendixes	
<b>A La Crosse School Profile</b>	<b>99</b>
<b>B Norfolk Data Dashboard</b>	<b>103</b>
<b>C Atlanta Balanced Scorecard</b>	<b>115</b>
<b>D Berlin Board of Education Self-Evaluation</b>	<b>119</b>
<b>E Districts at a Glance</b>	<b>123</b>
<b>F Additional School Board Resources</b>	<b>125</b>

Notes	131
Acknowledgments	135
About the Author	137
Index	139