Board and Superintendent Roles And Responsibilities

Successful relationships for successful districts

KSBA
KENTUCKY SCHOOL BOARDS
ASSOCIATION

The Board-Superintendent Team

Three key topics

Leadership

Teamwork

Ethics

Effective leadership team

A Board that Governs and a Superintendent that Administers

Board of Education

1. Appoint the Superintendent
2. Adopt a budget; levy taxes
3. Establish schools; acquire sites and buildings
4. Adopt regulations, rules and bylaws
5. Adopt policies on school safety; discipline
6. Assess progress; make policy changes as needed

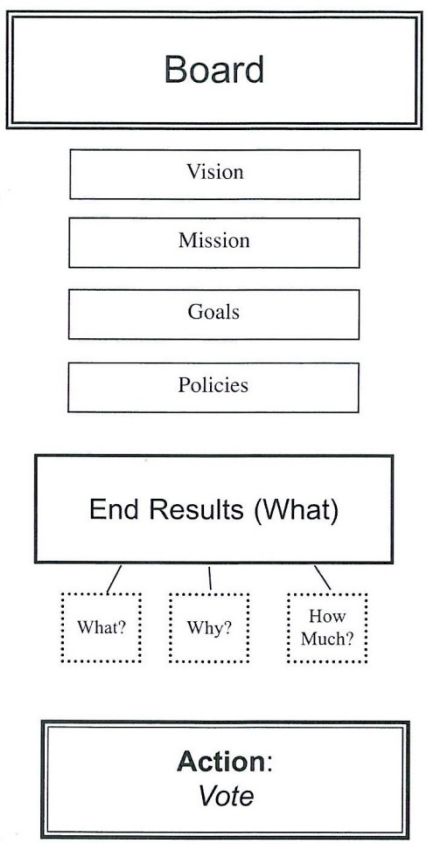
Kentucky Revised Statutes - KRS

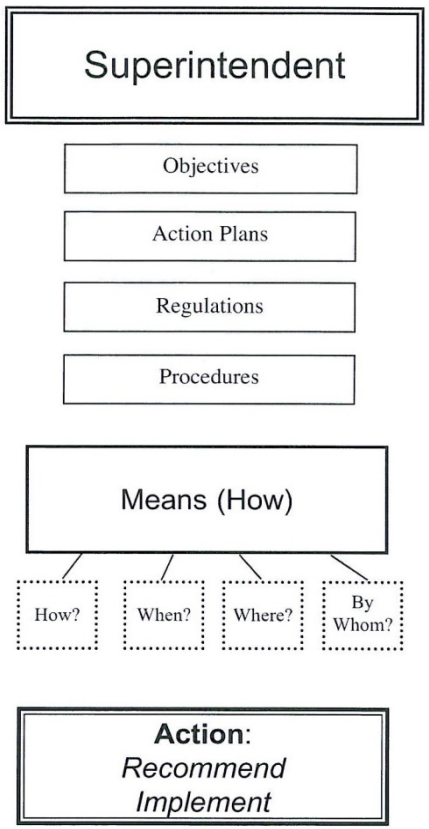
Superintendent

- Executive Officer; Chief Education Advisor

    1. Advise Board on all matters
    2. Ensure all laws are followed
    3. Prepare policies for approval
    4. Supervise schools; report on progress
    5. Hire all employees
    6. Prepare budgets and salary schedules

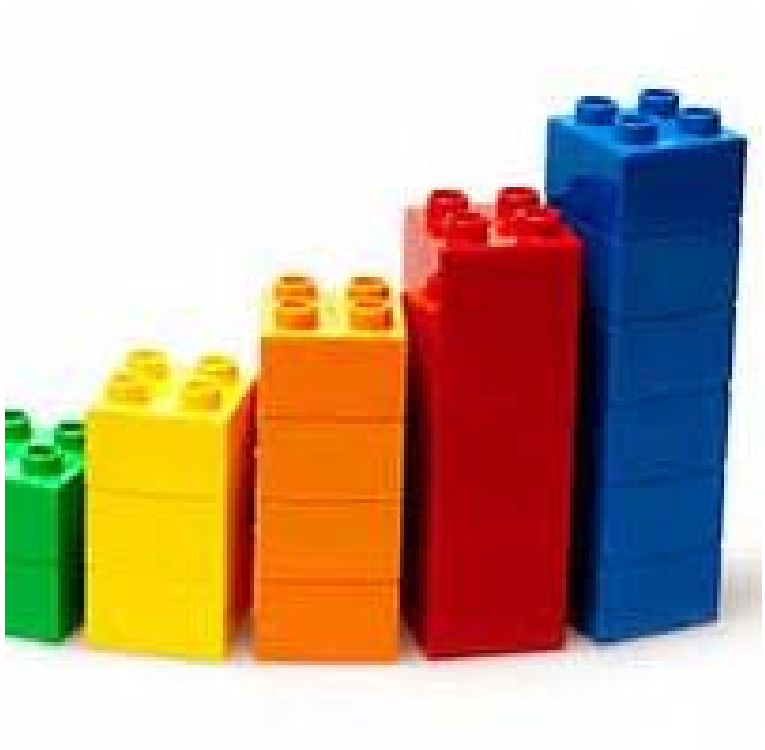
Distinct Roles





Building Blocks of effective governance

- Purpose – vision, mission, goals
- Role of the board – oversight
- Board culture – how your team works
- Structure and process – what your team does



Leadership Roles of the Board

- Set clear and high expectations.
- Create the conditions for success.
- Hold the system accountable.
- Create the public will to succeed.
- Learn as a board team.

Effective School Boards

Understand

- The district's vision, policies and guidelines.
- The conditions of the teaching and learning environment.
- The aspirations and expectation of students and parents.
- The distinctions between board & staff roles.
- That they should refrain from performing management functions.
- **Why?**
- So they can hold the system accountable for results.

Micromanagement happens when…

- There is a lack of consensus on district goals.
- Board and superintendent fail to communicate.
- Board and superintendent lack clarity on roles.
- There are personality conflicts.
- There is a low level of trust.
- Superintendent is seen as a subordinate rather than a partner.
- Board is divided or special interests pull it apart.
- Board team does not have a clear structure or expectations for behavior.

No Individual power

The school board has no authority as individuals. Authority only comes as a member of the board team in a legally held meeting.

Effective Governance practices

- Listen, hear and understand positions of others.
- Respectfully express beliefs and opinions; look for common ground when needed.
- Maintain respectful relationships with other board members.
- Use ethical & moral judgment in decision-making.
- Stay current on education issues.
- Be flexible and realize there are times when changes must be made.

- .

Coming together is a beginning.
Keeping together is progress.
Working together is success.
Henry Ford

Three realities

1. One becomes a board member as an individual but serves as a *member of a team.*
2. Board members *do not have authority as an individual* to fix the problems they believe need to be fixed.
3. Success as a board member is inextricably tied to the *success of their board.*

VALUE OF United Team

Studies show strong board/superintendent relationships result in greater student achievement as measured by dropout rates, students going to college and aptitude scores.

- Trusting relationship
- Creation of structures for superintendent success
- Evaluate superintendent on mutually agreed upon procedures
- Effective communication between board chair and superintendent and among board members

Superintendent best practices

- **Talk openly and honestly** about issues.
- **Introduce complex initiatives early** to the board.
- **Don’t withhold information**. Be forthright, even if that means saying you’re not certain what will happen.
- **Be open to board ideas** and questions.

Board best practices

- **Consult** with the superintendent all matters.
- **Respect** the superintendent's authority.
- **Remember** that employees are responsible to the superintendent.
- **Refer** complaints, applications and all other communication regarding administrative matters to the superintendent, or designated administrator.

Teamwork pitfalls

- Poor communication
- Disagreement about roles & responsibilities
- Uncompromising differences on issues
- Personality conflicts
- Surprises at meetings
- Decisions without consultation

The Public Role

Encourage
Advocate
Become Knowledgeable

Speak with One voice

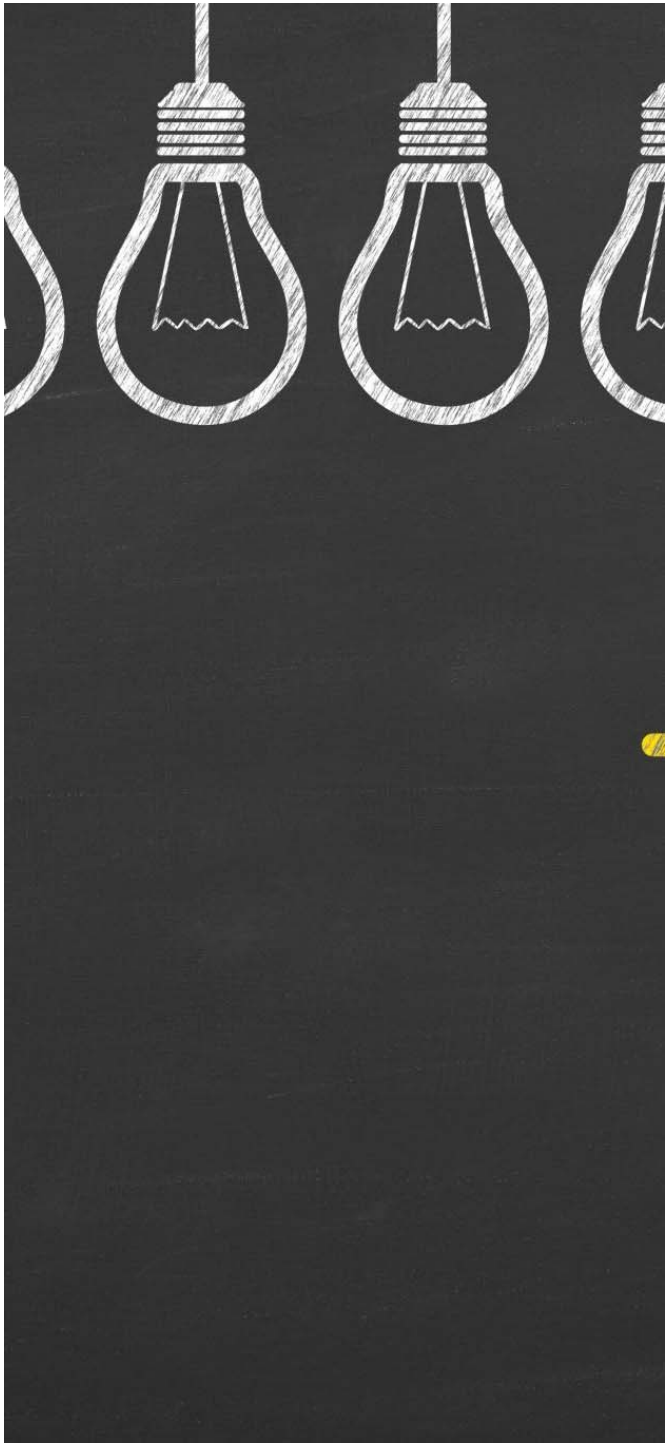
- *Healthy debate and questioning are important parts of the decision-making process.*
- ***Once a vote is taken, the majority should be respected.***
- *This communicates to the community that the district leadership is strong, capable and in control.*

Code of Ethics

- ✓ Govern effectively and with integrity
- ✓ Participate in all Board meetings; study materials and get input
- ✓ Act as a staunch advocate for high quality schools
- ✓ Obey and uphold all laws, rules and regulations
- ✓ Help constituents understand the importance of community support
- ✓ Recognize duty to listen as well as lead
- ✓ Provide community insight to the Superintendent
- ✓ Avoid even the appearance of conflicts of interest

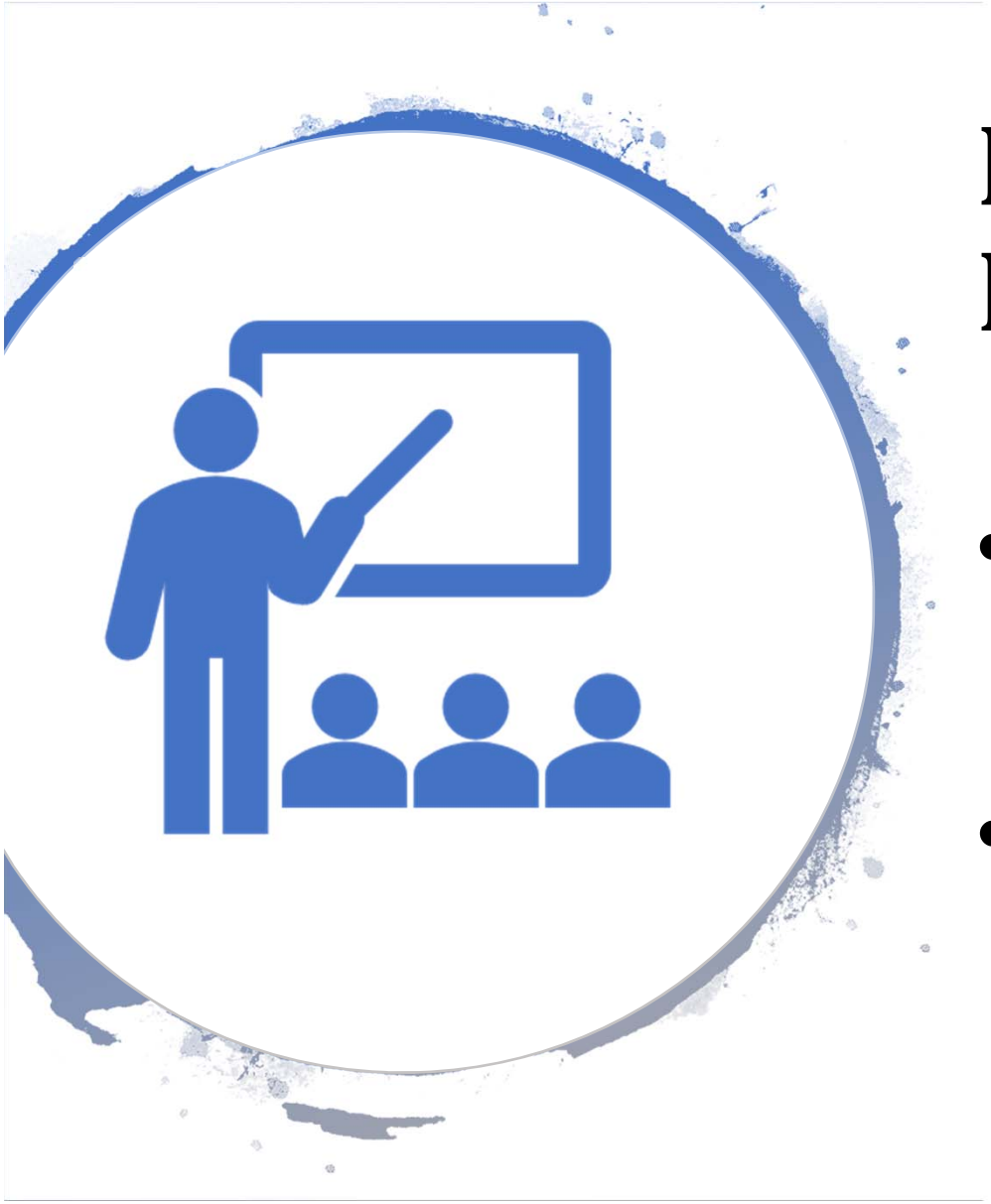
There is an art to effective teamwork

In all you do - *even the difficult things* - be positive, constructive and respectful.



Board of Education

With a renewed understanding of your roles and responsibilities, what new strategies will you develop to ensure a positive relationship and successful board/superintendent team?



District Expectations

- What is working well?
- What could be improved?

Two Main roles

Governance

Board of Education

Management

Superintendent

Issue - personnel

- A board member initiates a discussion during a board meeting that he/she was approached about the principal at the middle school and how ineffective they are in doing their job. The board member makes a comment to fellow board members that "we need to do something."
- *What should a board member do during such a conversation?*

Board Role…….

Superintendent Role……

Issue - budgets

- The board must approve three budgets each year in the operation of the school district (Draft – Tentative – Working).

The board and superintendent may experience friction during this process and both sides become frustrated while working toward a budget that is balanced and also meets the unique needs of the district. What steps could be taken each year to make the budget process go more smoothly?

- Board Role…….
- Superintendent Role……

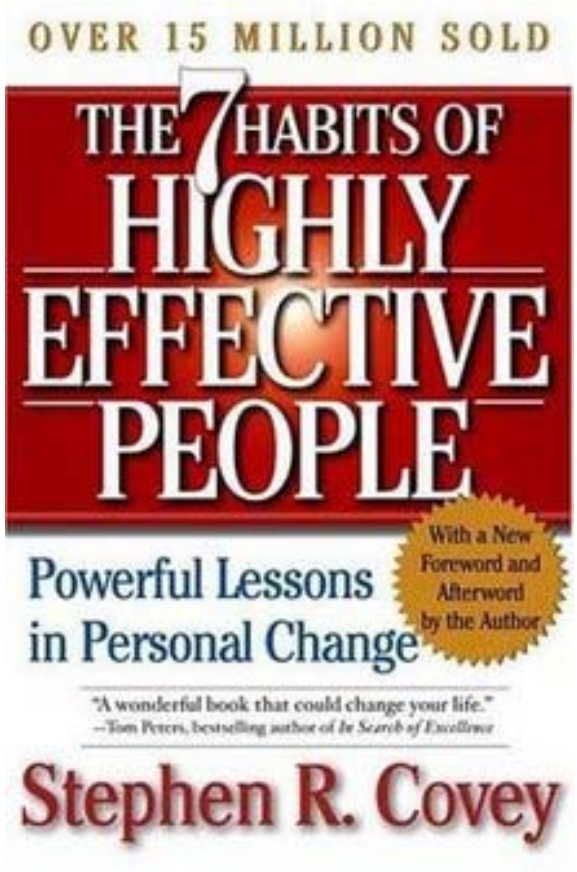
Building Culture

"When I say empathetic listening, I mean listening with intent to understand. I mean seeking to understand, to really understand. It's an entirely different paradigm.

Empathetic listening gets inside the other person's frame of reference. You look out through it, you see the world the way they see it, you understand the paradigm, you understand how they feel."

Seven Habits of Highly Effective People

Stephen Covey



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Three Leadership Skills Our Elected Officials Should Master

By **David Novak** - December 14, 2018

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From the schools they went to to the types of companies they run, CEO1000 is tracking the trends

David Novak's Leadership Skills

- Overcome confirmation bias
  - *Avoid trying to confirm what you already believe*
- Engage in productive conflict
  - *Handle conflict in a productive way*
- Adopt a positive mindset to solve problems
  - *Choose to believe change is possible –that we can all work together and solve stubborn problems.*

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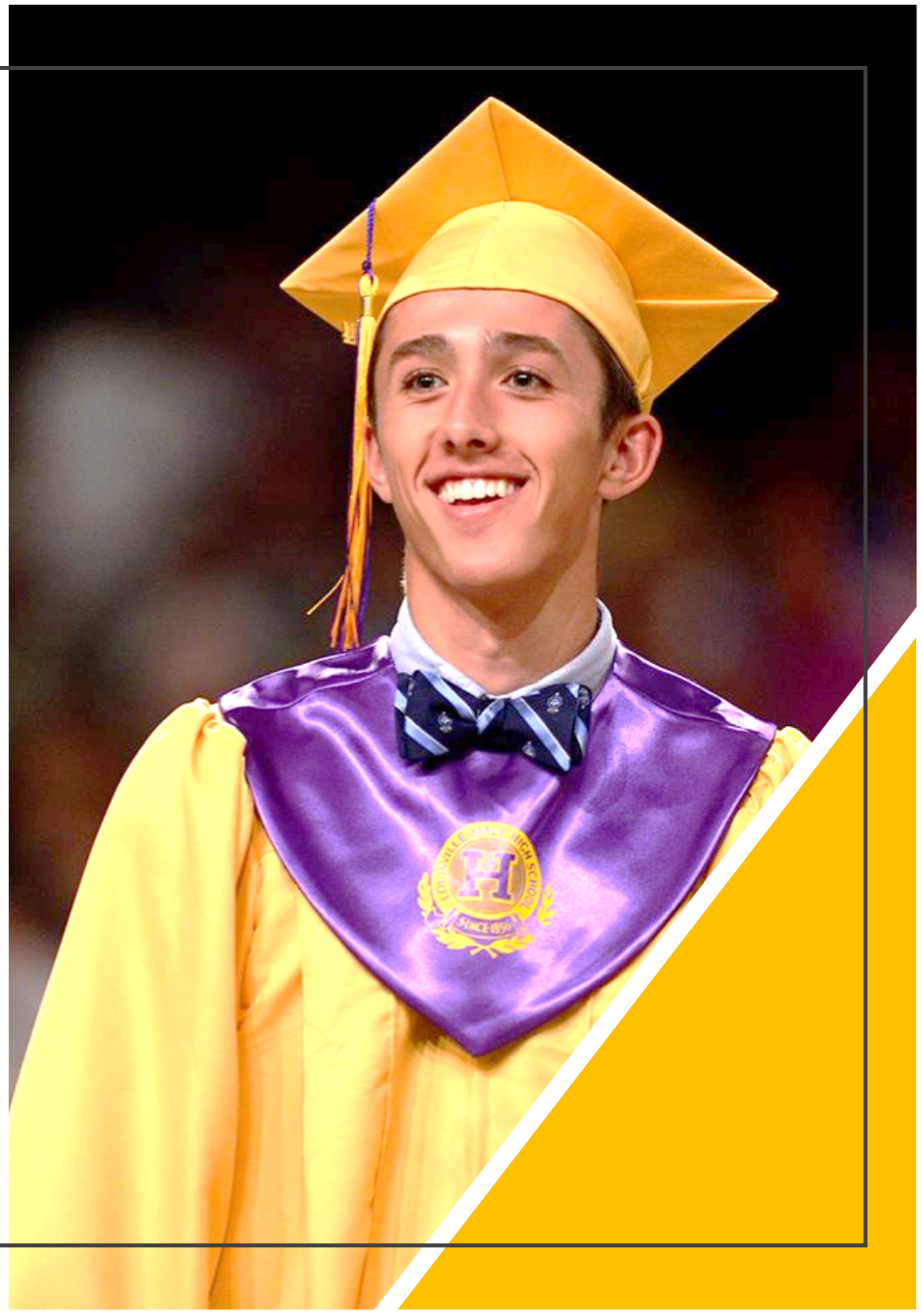
Focus on moving forward

Look back only to inform your future decisions.

the product of your work



Questions?

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