

# Which dog are you today?



# **Your Roles and Responsibilities as a School Board Member**

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# Our Objectives

- Overview of what school boards do
- Roles & Responsibilities of Superintendents & Board Members (New Book)!
- Identify your next steps.

# What do School Boards do



# What do school boards do?

1. Hire and evaluate the **superintendent** – your only employee!
2. Set and approve the **district budget**
3. Review and adopt **curriculum**
4. Develop and adopt **policies** to govern the district



# AASB's Board Standards

- **Vision:** The Board creates a shared vision to enhance student achievement.
- **Structure:** The Board provides a structure that supports the vision.
- **Accountability:** The Board measures district performance toward accomplishing the vision and reports the results to the public.
- **Advocacy:** The Board champions the vision.
- **Conduct & Ethics:** The Board and its individual members conduct district business in a fair, respectful, and responsible manner.



**BOARD  
STANDARDS**

A FRAMEWORK FOR ALASKA SCHOOL BOARDS



<https://aasb.org/board-standards/>



**The governance teams who most effectively lead for student learning and achievement require strong boards and strong superintendents who understand, protect, and appreciate their complementary roles.**

*Source: Illinois Association of School Boards,  
Targeting Student Learning*



# Roles & Responsibilities

For School Board Members  
& Superintendents



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# Roles & Responsibilities

1. On own: read assigned chapter(s).

2. Together, at your table,

Discuss:

- **What role does the School Board have in this area?**
- **What role does the Superintendent have in this area?**

3. On Flip Chart Paper with Marker:

What are 2-3 takeaways for school board role and superintendent role?

# In General

## THE BOARD Governs the district

1. Represents public education and serves as a liaison between the schools and community.
2. Elected policy-making body is required by law to establish rules to govern the schools and students.
3. Recruits and hires the superintendent, establishes and approves their contract, gives direction through written goals, evaluates based on goals.
4. Invests the superintendent with those powers and duties it may legally delegate in accordance with board policy and state/federal laws.
5. Empowers the superintendent to be the educational leader of the district.
6. Requires professional leadership from the superintendent.
7. Attends educational conferences, workshops and trainings to increase governance skills and better understand their role as a board member.
8. Approves a planning process that includes stakeholders in the development of a comprehensive long-range plan for student achievement.

## THE SUPERINTENDENT Manages the district, advises the board

1. Serves as the chief executive officer of the board and is responsible to the board for implementing board policies, actions, and directions.
2. Is employed at the pleasure of the board.
3. Administers the district in accordance with board policies and guidelines, rules, regulations, state and federal requirements.
4. Delegates authority to other staff members.
5. Provides educational leadership to the board staff, students and community.
6. Responsible for the overall operation of the schools.
7. Identifies district needs.
8. Participates with appropriate professional associations, attends conferences, workshops and other professional development opportunities.
9. Implements the comprehensive strategic plan.

## Expectations & Relationship

### THE BOARD Governs

1. Establishes process and criteria for the recruitment, interview, and selection/hiring of the superintendent.
2. Establishes contract provisions for superintendent.
3. Provides the superintendent with written goals of expectation of performance upon which they will be evaluated.
4. Evaluates the superintendent at least once a year.
5. Demonstrates trust and respect for the professional judgment of the superintendent.
6. Conducts annual self-evaluation of the board's effectiveness in conducting the business of the board.
7. Annually sets goals and/or priorities for the Board to improve its effectiveness.
8. Demonstrates trust and respect for the superintendent and for his/her right to have opinions that may differ from theirs.

### THE SUPERINTENDENT Manages

1. Provides the board with materials as requested from the board as a whole.
2. Assures personal professional qualifications meet the criteria established by the board.
3. Holds a valid superintendent's certificate and maintains certificate, or is a qualified chief school administrator.
4. Provides board with written goals and objectives to meet the board's expectations and defines their goals for the district.
5. Demonstrates trust and respect for the board members and for their right to have different opinions from theirs.
6. Acts as advisor to the board in areas needing policy development and revision.
7. Encourages the board to evaluate its roles and responsibilities and participates with them during this evaluation.
8. Works together with the board for the good of the district and student achievement.

# Policy

## THE BOARD Adopts policy

1. Adopts policies for the governance and management of the school district.
2. Clearly defines the intent of the board and actions necessary for implementation.
3. Reviews, and may adopt, administrative procedures, rules and regulations to ensure they honor the intent of the board's policy.
4. Reviews and evaluates board policy on a regular annual basis.

## THE SUPERINTENDENT Advises on & implements policy

1. Acts as advisor to the board in areas needing policy development or revision.
2. Drafts written policy and provides board with data and information supporting the policy recommendation.
3. Maintains up-to-date written manual of district policies; ensures policies are accessible to all school employees and the community.
4. Implements district policies and assures the staff, student and community are aware of the intent and importance of those policies.
5. Develops and implements rules, administrative regulations and procedures necessary to implement the board's policies.
6. Assists the board to evaluate policies by identifying areas where the board should revise or rewrite policies as needs of the district or laws and regulations change.

# Budget & Finance

## THE BOARD Adopts & monitors

1. Establishes priorities for the fiscal management of the district.
2. Receives the audit report from the auditor and with them, explores the internal controls of the district, major changes in fiscal procedures, adequacy of budget preparation and other concerns of the board and/or the auditor.
3. When used, appoints the budget committee.
4. Provides the superintendent with the Board's priorities in the development of the budget.
5. Approves, adopts and monitors an annual budget.
6. Provides leadership in securing community support for budget.
7. Establishes the limit for a budget transfer that can be done without board approval.
8. Reviews and approves warrants to pay bills, purchase supplies, equipment or services in accordance with board policy.
9. Adopts policies for the accounting of all school funds, and for the reporting of fiscal information to the board.
10. Recruits, interviews and hires an external auditor who is directly responsible to the board.

## THE SUPERINTENDENT Prepares, administers, monitors, audits details

1. Serves as the district budget officer.
2. Prepares a detailed budget based on the board's priorities and parameters.
3. Presents a budget to the board and budget committee for their consideration and approval.
4. Seeks board approval for expenditures according to board policy.
5. Administers the budget and assures expenditures of district funds are within the legal requirements of the budget.
6. Coordinates efforts to obtain community support for district financing.
7. Establishes a control system and oversees monthly report for financial accounting in accordance with board policy and state law.
8. Obtains board approval to transfer funds exceeding amount set by board policy.
9. Provides the board with a list of bidders for purchases exceeding amounts established by law or district policy.
10. Assists the auditor by assuring that pertinent staff and appropriate information is available on request.

## Curriculum & Instructional

### THE BOARD Establishes criteria, approves, monitors

1. Establishes an educational philosophy and goals for the instructional programs of the district.
2. Adopts and/or changes standards (curriculum) and instructional programs as necessary or as recommended by the superintendent.
3. Follows state standards.
4. Regularly reviews student achievement data.
5. Reports to the community on the status of education in the district.
6. Identifies and adopts graduation requirements.
7. Periodically requests reports from professional staff relative to assessments and instructional programs.
8. Adopts curricula material.
9. Uses school climate data in decision-making.

### THE SUPERINTENDENT Recommends, oversees staff efforts, evaluates

1. Advises the board on the educational needs of the students, the requirements of DEED, and other directives.
2. Recommends policy for the selection of curricula, instructional materials and equipment in accordance with state standards and legal requirements.
3. Recommends curricula materials for adoption to board.
4. Reports to the community on the status of education in the district.
5. Recommends assessments to the board. Implements testing program appropriate to the educational objectives.
6. Recommends appropriate graduation standards and methods to measure their attainment.
7. Assigns staff to instructional areas and reports such information to the Board.
8. Regularly schedules presentations and reports by staff on various segments of the instructional program.
9. Provides leadership to the staff and board in the continuous development, implementation, and evaluation of the instructional programs.

# Personnel

## THE BOARD Establishes criteria and/or rejects

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|--|---|--|
| <p><b>1.</b> Employs certificated and classified staff members based on the recommendation of the superintendent.</p> <p><b>2.</b> Establishes criteria to be used in hiring in policy.</p> <p><b>3.</b> Adopts policies for personnel management.</p> <p><b>4.</b> Ensures job descriptions are in place.</p> <p><b>5.</b> Reviews staff evaluation procedures.</p> | <p><b>6.</b> Adopts policy on the evaluation of personnel.</p> <p><b>7.</b> On appeals, upholds or set aside disciplinary actions or terminations of staff after a thorough review of supporting documentation.</p> <p><b>8.</b> Promotes good working relations with staff and maintains lines of communication with staff as appropriate.</p> | <p><b>9.</b> Recognizes the board does not have a right to review staff evaluations.</p> <p><b>10.</b> Receives and acts on personnel recommendations from the superintendent.</p> <p><b>11.</b> Conducts an annual evaluation of the superintendent, the Board's only employee.</p> |
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## THE SUPERINTENDENT Interviews, recommends, hires, evaluates, promotes, trains

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| <p><b>1.</b> Recommends to the Board the employment, promotion, transfer, retirement, or dismissal of all certified and classified staff.</p> <p><b>2.</b> Responsible for the supervision of all employees of the district.</p> <p><b>3.</b> Establishes job descriptions for all positions.</p> <p><b>4.</b> Delegates authority to staff members, as appropriate.</p> <p><b>5.</b> Provides the board with information regarding employee work assignments.</p> | <p><b>6.</b> Recommend staff disciplinary actions to the board in accordance with board policies and legal requirements.</p> <p><b>7.</b> Supervises the evaluation of all staff and conducts or supervises evaluations of administrators under his/her supervision.</p> <p><b>8.</b> Establishes procedures for the recruitment, hiring, and assignment of staff and establishes expectations for staff.</p> <p><b>9.</b> Fosters good working relationships with staff and maintains open lines</p> | <p>of communication with employee organizations.</p> <p><b>10.</b> Serves as the board's liaison with staff.</p> <p><b>11.</b> Develops a systematic plan for evaluating the performance of all district staff.</p> <p><b>12.</b> Documents recommendations for tenure, retention, or dismissal. Identifies corrective actions taken on proposals and verifies full compliance with legal requirements and board policy.</p> |
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# Collective Bargaining

## THE BOARD Provides guidelines, ratifies contracts

1. Grants recognition to bargaining units in the district.
2. Designates the bargaining unit as the exclusive negotiating representative of the employees in the unit.
3. Determines district issues to be presented for negotiations.
4. Approves contracts.
5. Selects negotiator; appoints negotiating team.
6. Establishes guidelines and criteria for the collective bargaining process for all units.

## THE SUPERINTENDENT Monitors process within guidelines

1. Provides the board with job titles included in the composition of the unit.
2. Verifies the bargaining unit represents a majority of the employees in that unit.
3. Acts in a support role for the board.
4. Provides factual data and makes necessary management recommendations.
5. May serve as an advisor to negotiating team. Normally is not the negotiator.
6. Administers and ensures compliance of contracts.



# Students

## **THE BOARD** Adopts policies for care and control

- 1.** Adopts policies for the provision of student services including admission, attendance, rights and responsibilities, safety, discipline and welfare.
- 2.** Adopts policies necessary to cover students' special needs and challenges.
- 3.** Adopts policies necessary to assure appropriate safety and health needs of students.
- 4.** Reviews student handbooks on an annual basis.

## **THE SUPERINTENDENT** Recommends, implements, directs

- 1.** Implements student policies adopted by the board.
- 2.** Recommends appropriate policy and rules to maintain adequate services and appropriate control of students.
- 3.** Directs and supervises all student activities, instructional, extra-curricular, and co-curricular.
- 4.** Develops and implements programs that provide for special needs students.
- 5.** Develops and implements written procedures to deal with health and safety emergencies.

# Facilities

## THE BOARD Develops policy on use of facilities

1. Establishes policies for the appropriate use and the proper operation and maintenance of school district building and ground.
2. Adopts policy governing use of district facilities, grounds and equipment.
3. Works with the City or Borough to identify appropriate school sites when applicable.
4. Approves the hiring of architects or other consultants as necessary.
5. Decides on the consolidation and closings of schools.
6. Collaborates with the municipality/borough on the issuance and sale of bonds to fund construction projects where applicable.
7. Determines projects to be submitted for consideration by DEED for construction.

## THE SUPERINTENDENT Implements policy, writes procedure, makes recommendations

1. Provides for the proper upkeep of facilities and maintenance of equipment.
2. Prioritizes long-range plans for preventive maintenance of buildings, equipment and ground.
3. Assigns and supervises facilities maintenance staff.
4. Works with architects, staff and consultants.
5. Recommends and supervises the public use of buildings, facilities and equipment.
6. Collects information and makes recommendations to the board.
7. Acts in an advisory capacity to board in planning and construction.
8. Submits application to DEED for construction and/or major maintenance projects.

# Meetings

## THE BOARD In charge of

1. Meets together to transact all business of the district only in an officially called meeting.
2. Establish, through policy, the operational procedures for maintaining control of the board meeting.
3. Has clear protocol for inclusion of items onto an agenda.
4. The board president, in consultation with the superintendent, develops the agenda for the board meeting.
5. Identifies for the superintendent the amount of information expected for good decision-making.
6. Complies with Open Meeting Act and refrains from misuse of Executive Sessions.
7. Read the board packet, and come prepared to participate in meetings.
8. Notify Superintendent of potential issues/questions before the meeting.
9. Follow adopted rules of order in meetings.

## THE SUPERINTENDENT Serves as a resource to the board

1. Serves as an advisor and ex-officio member to the board.
2. Assures compliance with all legal requirements relative to posting of notices and maintenance of meeting records.
3. Provides Board members, in advance of the meeting, with sufficient information and data to assist them in making informed decisions.
4. Identifies areas of business that boards must address at meetings and works with the board president in the development of the agenda.
5. Implements board decisions and instructions developed at meetings.
6. Notifies staff and students of boards' actions relevant to them.
7. Assures the scheduling and holding of board meetings meets the requirements of the law.
8. Advises the board on the Open Meetings Act and the legalities of entering into Executive Session.

# Community Engagement & Relationships

## THE BOARD Creates a positive image of the district

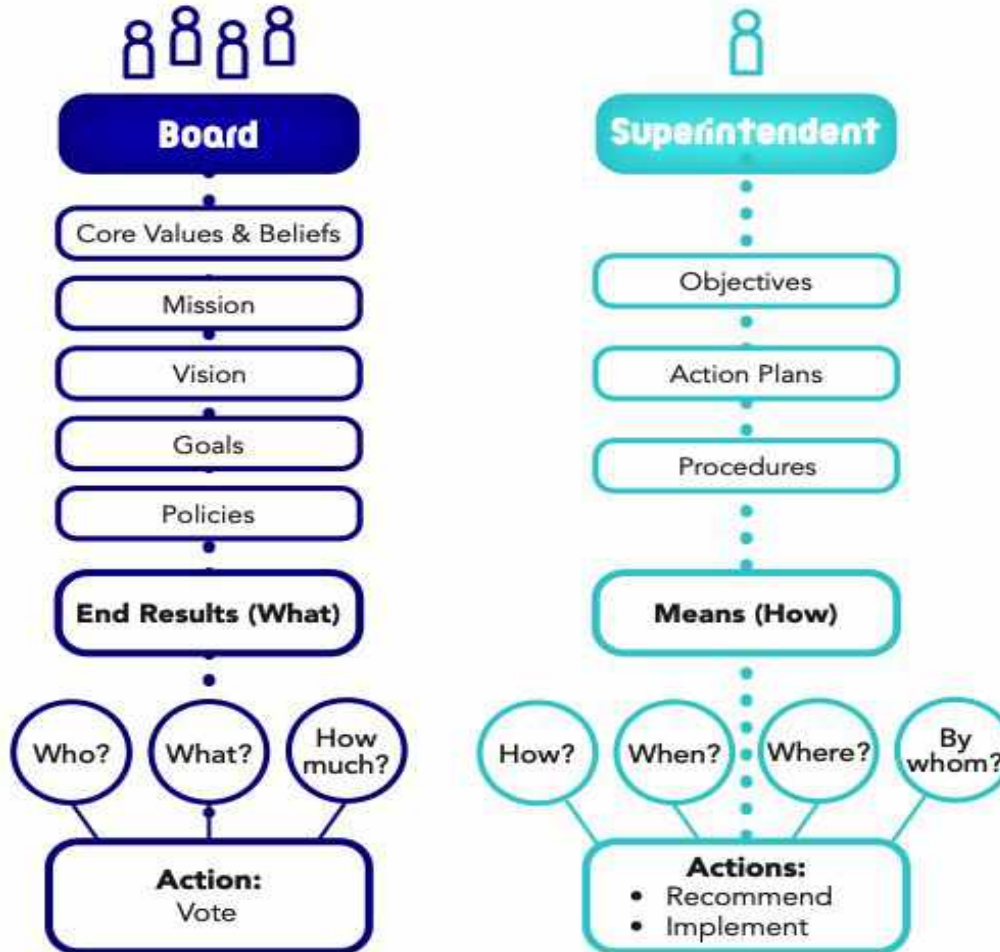
1. Acts as liaison between the schools and the community.
2. Maintains awareness of community attitudes, values, and interests.
3. Actively participates in programs that build good community relationships.
4. Appoints advisory or parent committees and outlines their responsibilities.
5. Encourages the community to follow appropriate channels for expressing ideas or concerns for the district via the superintendent.
6. Ensure opportunities for youth to take a leadership role in decision-making, governance, climate-building, and school improvement.
7. Represents the schools at community functions and school functions.
8. Cooperates with the news media for dissemination of information.
9. Channels complaints or grievances through the appropriate channels.

## THE SUPERINTENDENT Creates a positive image for the district, directs communication

1. Informs the community about its schools.
2. Recommends community relations activities.
3. Works with parent groups and other organizations to share about district programs and activities.
4. Offers the board opportunities of how the district will to engage families.
5. Serves as the board's liaison with advisory/parent committees.
6. Establishes a working relationship with the news media.
7. Serves as the liaison with the community to resolve complaints or grievances, makes recommendations to the board for resolution of such issues that cannot be solved at the administrative level.
8. Provides opportunities for the community to welcome and support district/school staff.
9. Ensures engagement measures are built into annual accountability structures.
10. Builds bridges between the district, key organizations, community leaders, and governmental representatives.



## Board/Superintendent Roles



**Trust & Communication**

So what does this mean in practice?

When is it proper **oversight**?

When do you **overstep**?

# Oversight or Overstep?

1. The board adopts a new goal on communicating with the community, parents and partners.
2. The board encourages the superintendent to keep them informed about what's happening in the district using a variety of methods.
3. A Board Member has been writing a blog. In the most recent blog he has written one that has criticized the district's actions. He states that the Board voted in favor of a specific action, but he is in disagreement with the action and thinks that the vote should have gone the other way.
4. Two board members tell the superintendent to develop a social media strategy and campaign to keep community informed.

# Oversight or Overstep?

5. A Board member wants a detailed, comprehensive report, including a school to school comparison, on programs that increase achievement at the elementary level and the data to show their effectiveness.
6. The board, upon the superintendent's recommendation agrees it is time to update the strategic plan and asks the superintendent to follow up on it.
7. A board member suggests her Auntie should come and facilitate the session as that is what she does for a living.
8. Two board members went to the Superintendent and said “*We don't need to hire AASB to do our strategic plan. At the basketball game last night, we got together with two of the parents and put together this document with goals for the district.*”



# Next Steps

1. What will you share with the rest of your board about this session?

*(If you are here with the rest of the board, discuss how you will use this information).*

*Thank you!*