



# Let's talk about ...

- 1. Major roles and responsibilities of boards
- 2. Effective board/superintendent relationships
- 3. Building and maintaining a unified board
- 4. Excellent school board ethics
- 5. Confidentiality and liability



If any of these actions are happening, you are (or you will) have problems:

- 1. Members not "staying on their page"
- 2. Members acting as individuals
- 3. Members thinking they have authority
- 4. Individuals forgetting their success as a member is tied to the success of the board
- 5. Members breaking the promise of confidentiality leading to a lack of trust

Board members not "staying on their page"

# News Flash #1...

As a school board member, it is not your job to run the schools!!!!

Board members acting as individuals

### **News Flash 2**

Finding the balance between being an "individual" board member versus being a "team" board member

Board members thinking they have authority

**News Flash 3** 

You have none!

Forgetting to emphasize the success of the entire board

**News Flash 4** 

There is no "I" in the word "team"



## **News Flash 5**

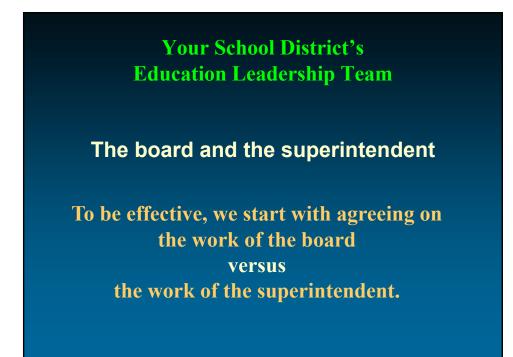
Nothing breaks down the board quicker than breaking confidentiality

The reasons may vary, but many times...

We have met the enemy and he is us!!

> Pogo Comic Strip Walter Kelly, 1971

Let's talk about these conflict "flash points"



## Governing and managing:

- Policy adoption is the function of the board
- Policy implementation is the function of the superintendent
- Stay on your page and remember lessons learned!!





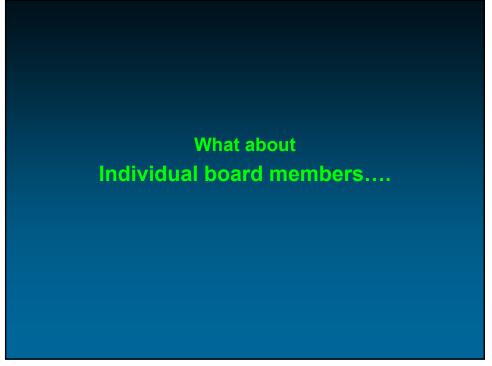
#### BOARD-SUPERINTENDENT RELATIONSHIP Sample Policy Language

- The relationship that exists between a board and its superintendent is an intrinsic part of the educational process within a community.
- A knowledge of what each can reasonably expect of the other can help substantially in promoting sound working relationships.

#### School board's job versus Superintendent's job Sample Policy BDD

<u>School Board</u>	<u>Superintendent</u>
Select Superintendent	Select Staff
Set policy	Recommends and implements
Adopts budget	Proposes and administers
Approves organization	Proposes organization
Approves personnel matters	Recommends personnel matters
Functions as a board only	Deals with the board as a whole
Staff matters through Supt.	Staff matters through Supt.
Acts as a court of appeals	Actions based on policy
Adopts curriculum	Recommends curriculum







### BOARD MEMBER AUTHORITY Sample Policy BBAA

- The power of individual board members exists exclusively in their <u>action as a group.</u>
- Individual board members, including the chair, have only such authority as delegated by Board vote or policy provision
- The board and its members deal with administrative services through the superintendent and should not give orders to any subordinates (of the superintendent) either publicly or privately.

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### BOARD MEMBER AUTHORITY Sample Policy BBAA

- The board will not be bound in any way by actions or statements of an individual
- Individual board members making information requests to the superintendent
- The board officers may, when appropriate, counsel individual members who are acting outside his/her authority and responsibilities or abusing his/her privileges

# It is not your job to "fix" things

You have to follow the proper chain of command



### **Memorize this statement**

This problem could end up requiring board action, and if I am involved in it at this level, I will be unable to act on it as a member of the board because it could be a violation of due process.

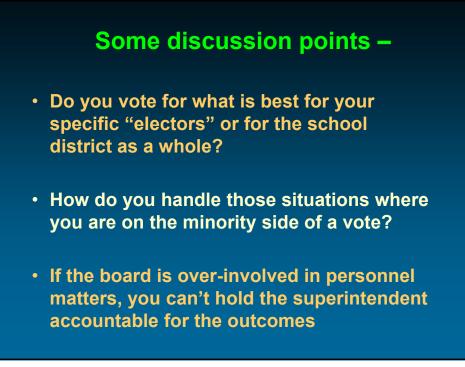
You really need to go through the proper channels.

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Nothing breaks apart a board and the relationship between the board and their superintendent than the loss of trust

... and breaking confidentiality and being less than truthful are the two biggest reasons





### Some discussion points -

- Individual board member directives or requests to the superintendent...should there be any?
- Individual board members involvement in the day-to-day operations: how far is too far?
- How do you as a board member handle such situations when you see it happen?
- How do you want the superintendent to handle such situations when felt?

