



New Jersey School Boards Association

Roles & Responsibilities

Presented to the

**Nutley Public Schools
Board of Education**



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Agenda

- ✓ **Board's Role Defined**
- ✓ **4 Functions of a Board of Education**
- ✓ **Role of Individual Board Member**
- ✓ **Role of the Superintendent**
- ✓ **Scenarios**
 - **Micromanagement/role**
 - **What Would you Do?**



Roles

Board

High-level view as seen through telescope



Administration

Up-close detailed view as seen through microscope



Essential Roles

Strategic – Board

- Sees big picture – 50,000 ft view
- Overlooks entire school and sees how parts relate to whole
- Focuses on community needs and interests
- Looks long term 3-5 yrs
- Provides overall structure at district goals level
- Sets clear targets for improvement

Tactical - Administration

- Sees wide picture – 10,000 ft view
- Coordinates and has oversight of all parts of the district
- Focuses on stakeholder groups
- Looks 1-3 yrs in future
- Creates action plans that will lead to improvement

Operational - Staff

- Narrower picture – daily contact with students
- Overlooks a classroom or dept.
- Focuses on students
- Looks days, weeks, or at most 1 yr in future
- Refines plans so improvement will result.



LET THERE BE LIGHT!

How many board members does it take to screw in a light bulb?



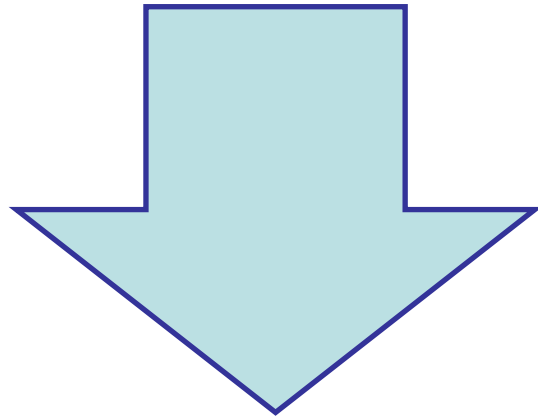


... None

- It is up to the Board to say “let there be light.”
- It is up to the Superintendent to decide if it will be incandescent, florescent, candle, solar, etc.
- Then it is up to the Board to approve the purchase of the light bulbs and evaluate the quality of light.



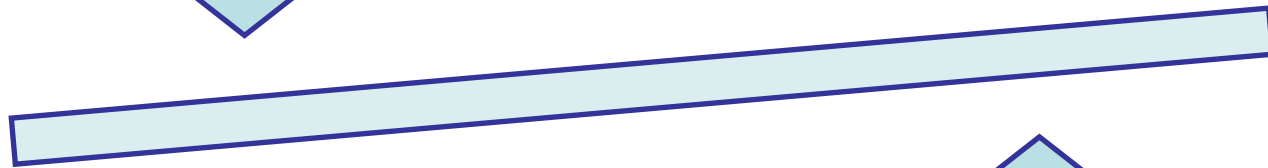
Basic Board/Superintendent Roles



BOARD

Oversees that schools are well run.

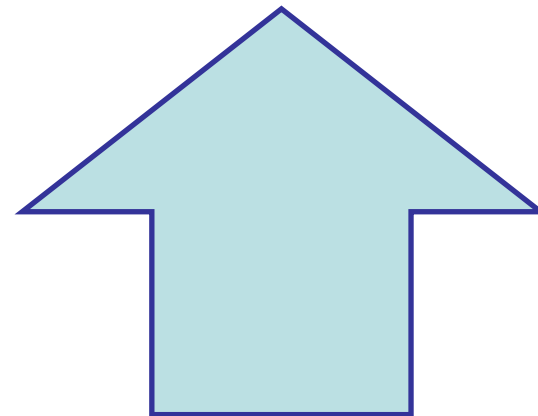
WHAT



CSA




Runs the schools.

HOW





Board & Superintendent Roles

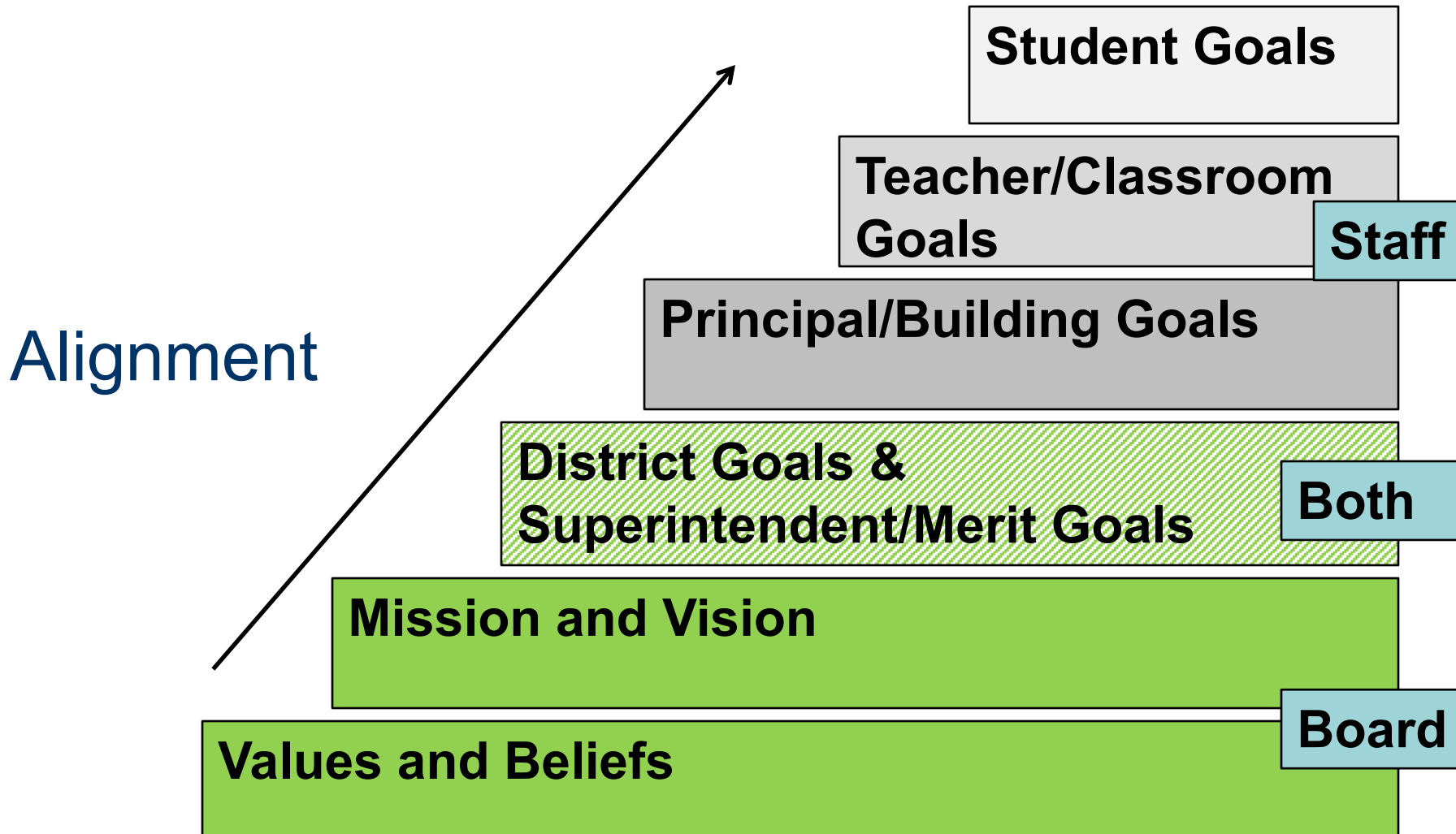
	Board	CSA
	Vision Mission Goals Policy	Objectives Procedures Action Plans Regulations
	End Results – <u>What</u> What? Why How Much?	Means – <u>How</u> How? When? Where? By Whom?
	Vote	Recommend Implement

Trust & Communication

Illinois Association of School Boards



Stair Step Model of Responsibility





Functions of the Board of Education

4 Functions of a Board of Education

Guidance through Policy development

Quality instruction through curriculum standards, assessing needs, supporting professional development, and assessing results.

Provide for effective management of the district by hiring and evaluating the CSA, establishing and monitoring policies, and requiring implementation results

Provide for 2-way communication between school community and board.



Why We Have to Work Differently

Previous Thinking

1. Some students will learn “it” and some won’t.
2. If they don’t learn “it,” the fault is theirs.

Shifted Thinking

1. All students will learn it.
2. If they don’t learn “it,” the policy makers and the professionals have to take responsibility.



Role as an Individual

- As an individual you have no legal status other than that of any other citizen, except when sitting with the majority of the board at a legally constituted meeting.
- You cannot make decisions for the board, speak for the board, or take actions for the board (unless board authorized you to).
- Recognize importance of the Chain of Command.



Role of the Superintendent

Chief Advisor to Board

- **Consultant – background info, alternatives, recommendations**
- **Provides briefings on things that require board action and district happenings.**
- **Evaluates and assesses policy implementation.**

Executive Officer

- **Administers policies.**
- **Runs the district.**
- **Accountable to the Board.**
- **Directs staff members through personal action, delegation, and supervisory activities.**

Educational Leader

- **Remains active in professional development.**
- **Familiar with current ideas in education.**
- **Brings worthwhile ideas to the attention of the board and school community.**



Board/Superintendent Relationship

Board

Respect CSA as consultant before taking action

Recognize CSA as community's educational leader.

Do not confuse your policy role with that of running the schools.

Do not surprise the CSA

Superintendent

Keep the board informed at all times.

Effectively and efficiently implement the district's policies and evaluate the results.

Recognize the board as the final authority and convey it to the staff.

Do not surprise the board.



Micromanagement or your Role?

- A Board member gives the Superintendent his evaluation of a teacher. **Micromanagement**
- A board member brings a communication suggestion to the meeting for full board discussion. **Role**
- A Board member asks the superintendent to prepare a report on the math scores in each grade. **Micromanagement**
- A Board member receives a call from a parent about a facilities issue and promises to look into it. **Micromanagement**



Micromanagement or your Role?

- A Board member alerts the superintendent about parents' concern over a teacher's performance. **Role**
- The board insists on being involved in the interview process for new teachers. **Micromanagement**
- A Board member is in the school questioning teachers about what professional development the staff needs. **Micromanagement**
- A board member responds to a staff member's concern aired at a public meeting. **Micromanagement**



What Would you Do?

When the president opened the floor for public comment, one parent asks to have her son transferred from classes taught by a teacher who has privately been called "incompetent" by several parents who have talked with you in the past. The parent's comments detail a few incidents that have occurred during the school year. During this discussion, the vice-president voices agreement with the parent.



What Would you Do?

After the board meeting adjourned, a citizen called you and said he opposes the board's adopted plan for reducing the arts offerings. He knows that you voted against the plan and wants you to help him get other board members and citizens to oppose the plan.



What Would you Do?

You have just received a call from the superintendent. He would like to recommend the promotion of a teacher to vice-principal and asks your approval. He indicates he will poll all board members.



How (NOT) to be a Terrible School Board Member

Terrible School Teamwork

- Humiliate a school employee in public
- Negotiate for the school
- Attack the administration
- Micromanage the superintendent
- Never question the administration
- Solicits complaints from teachers and staff
- Ask for special treatment.





How (NOT) to be a Terrible School Board Member

Terrible Board Teamwork

- Disrespect a fellow board member
- Speak for the Board
- Build coalitions
- Abstain on tough votes
- Be decisive; don't compromise
- Come unprepared to board meetings
- Do too much homework



Book by Richard
E. Mayer



Summary

- 4 Functions: Policy, Planning, Oversight & Appraisal, and Two-Way Communication
- Respect the “What” and the “How”
- Board of Education – a Team Sport!
- Communicate, communicate, communicate



Resources on NJSBA's Website

[Home](#) > [News & Information](#) > [Publications and Resources](#)

Publications and Resources

Access [Fundamentals of School Board Membership](#) and other informative NJSBA publications.

[Contact Us](#)

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Fundamentals of School Board Membership

NJSBA's anthology on the basics of board membership includes articles on topics ranging from board-superintendent relations and tips for new board members, to the board's role in curriculum and in finance. The book also includes a Glossary of Education Terms and Acronyms. The publication is available electronically to our members at no cost through the password-protected portal of our website.

[Access "Fundamentals of School Board Membership"](#)

Who Does What in Public School Governance

This concise brochure explains the responsibilities of the board of education and the chief school administrator. It is an excellent resource for new board members, superintendents and citizens who want a better understanding of school governance. This document is available to download for free to NJSBA members and non-members.

 [Access "Who Does What in Public School Governance"](#)

Basic Parliamentary Procedure

Beyond majority rules, how much do you really know about parliamentary procedure? This concise guide provides an overview of Robert's Rules of Order for new members and veterans alike. A precedence-of-motions chart is included for quick reference. This is available for free download to NJSBA members through the password-protected portal.

[Access "Basic Parliamentary Procedure"](#)

What Every School Board Member Needs to Know About Policy

Designed to provide board members and administrators with a working knowledge of the school district governance process. Topics include an overview of public education in New Jersey; the policy development process, including drafting of effective policy language; and strategies for establishing a policy maintenance process.

[Purchase Online](#)