



Effective Board Governance and District Operations

Thursday, January 12th

Bloomfield Hills Schools

Mr. Kevin Sutton, Miller Johnson

AGENDA

The Superintendent and the Board of Education

Legal Authority

Roles and Responsibilities

The Governance Clock

Superintendent-Board Relations

Governance Standards

Discussion / Questions

Identifying and Understanding the Roles of the Board of Education and Superintendent



Per the *National School Board Association*, four major “thrusts” of Board leadership ...

- **Vision** – Creating a Shared Vision
- **Structure** – Establishing a Structure to Achieve the Vision
- **Accountability** – Developing Accountability to Measure and Communicate How Well the Vision is Being Accomplished
- **Advocacy** – Championing the Vision

Role of the Board, Generally

Role of the Board, Legally

Michigan Revised School Code,
MCL 380.11a

“General Powers School District”

- Educate students
- Provide for the safety and welfare of students
- Acquire, maintain and dispose of school property
- Determine matters relating to school employees and contractors
- Make joint agreements and cooperative arrangements

Role of the Board, Legally (cont.)

Other Provisions of the Revised School Code ...

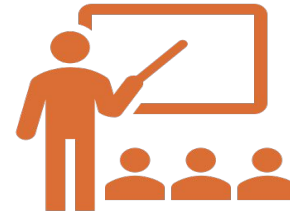
- Setting the curricula and courses taught in the schools
- Employing a superintendent
- Adopting a budget
- Deciding whether or not to furnish transportation for pupils
- Negotiating with employee unions regarding salaries and other conditions of employment

Role of the Superintendent, Legally



MCL 380.1229

The District “shall employ a superintendent of schools The superintendent shall not be a member of the board. Employment of a superintendent shall be by written contract. The term of the superintendent's contract shall be fixed by the board, not to exceed 5 years ...”



MCL 380.1246

Primary responsibility is “... is administering instructional programs ...”

Role of the Board, Detailed



Recruits, hires, and evaluates the performance of the Superintendent



Establishes policy for the District and shares in policy development



The District vision is translated into long and short-term goals; the Board establishes the structure to accomplish the vision, and periodically evaluates the results



Reviews and adopts the budget submitted by the Superintendent and aligns the funding priorities with the District goals



Approves recommended curriculum and texts based on standards, goals and policies established by the Board; review and evaluate curriculum as it relates to student assessment results

Role of the Board, Detailed (cont.)



Adopts policies governing salaries and salary schedules, terms and conditions of employment, fringe benefits, leave and professional development and employee evaluations



Determines school facility needs and communicates proposed construction plans to the community



Adopts policies governing school-community relations, advocates for the public school system and remains responsive to community ideas and needs



Evaluates the performance of the Board and provides feedback for personal leadership development

Role of the Superintendent, Detailed

Manages operations in central office and coordinates and oversees efforts of all schools within the District; works toward meeting District and Superintendent goals established by the Board

Advises Board on policy development, need and impact and is responsible for creating and implementing administrative procedures to carry out the requirements of each policy

Assists and advises Board in creating the long and short-term goals; based on the goals, establishes strategies for implementation at each school

Works with school administrators to develop a draft budget, recommends the budget to the board, makes revisions as requested by the Board, and administers the budget adopted by the Board

Role of the Superintendent, Detailed (cont.)

Recommends courses of study and texts aligned with District vision, goals and objectives; provides student assessment data for Board analysis

Recommends all personnel to be hired; is responsible either directly or indirectly for performance evaluations; analyzes, interprets and communicates the needs of the school system to the board and supervises facility renovations and new construction projects

Recommends and implements a program of school-community relations and keeps all stakeholder groups informed about District policies, programs and procedures

Provides administrative assistance and facilitation of the Board's self-assessment process

Role Comparison (Goals)

SUPERINTENDENT ROLE

Goal Setting

Assists and advises Board in creating the long and short-term goals. Based on the goals, establishes strategies for implementation at each school.

BOARD ROLE

Goal Setting

The District vision is translated into long and short-term goals. The Board establishes the structure to accomplish the vision, and periodically evaluates the results.

Role Comparison (Policy)

SUPERINTENDENT ROLE

Policy

Advises Board on policy development, need and impact and is responsible for creating and implementing administrative procedures to carry out the requirements of each policy.

BOARD ROLE

Policy

Establishes policy for the District and shares in policy development.

Role Comparison (Supt Performance)

SUPERINTENDENT ROLE

Superintendent Responsibilities

Manages operations in central office and coordinates and oversees efforts of all schools within the District. Works toward meeting District and Supt goals established by Board.

BOARD ROLE

Designating & Evaluation Supt

Recruits, hires and evaluates the performance of the Superintendent.

Role Comparison (Budget)

SUPERINTENDENT ROLE

Budget

Works with school administrators to develop a draft budget, recommends the budget to the Board, makes revisions as requested by the Board, and administers the budget adopted by the Board.

BOARD ROLE

Budget

Reviews the budget submitted by the Superintendent and aligns the funding priorities with the District goals.

Role Comparison (Curriculum)

SUPERINTENDENT ROLE

Curriculum

Recommends courses of study and texts aligned with District vision, goals and objectives. Provide student assessment data for Board analysis.

BOARD ROLE

Curriculum

Approves recommended curriculum and texts based on standards, goals and policies established by Board. Review and evaluate curriculum as it relates to student assessment results.

Role Comparison (Staffing, Etc.)

SUPERINTENDENT ROLE

Staffing and Appraisal

Recommends all personnel to be hired; is responsible either directly or indirectly for performance evaluations

BOARD ROLE

Staffing and Appraisal

Adopts policies governing salaries and salary schedules, terms and conditions of employment, fringe benefits, leave and professional development and employee evaluations.

Role Comparison (Facilities)

SUPERINTENDENT ROLE

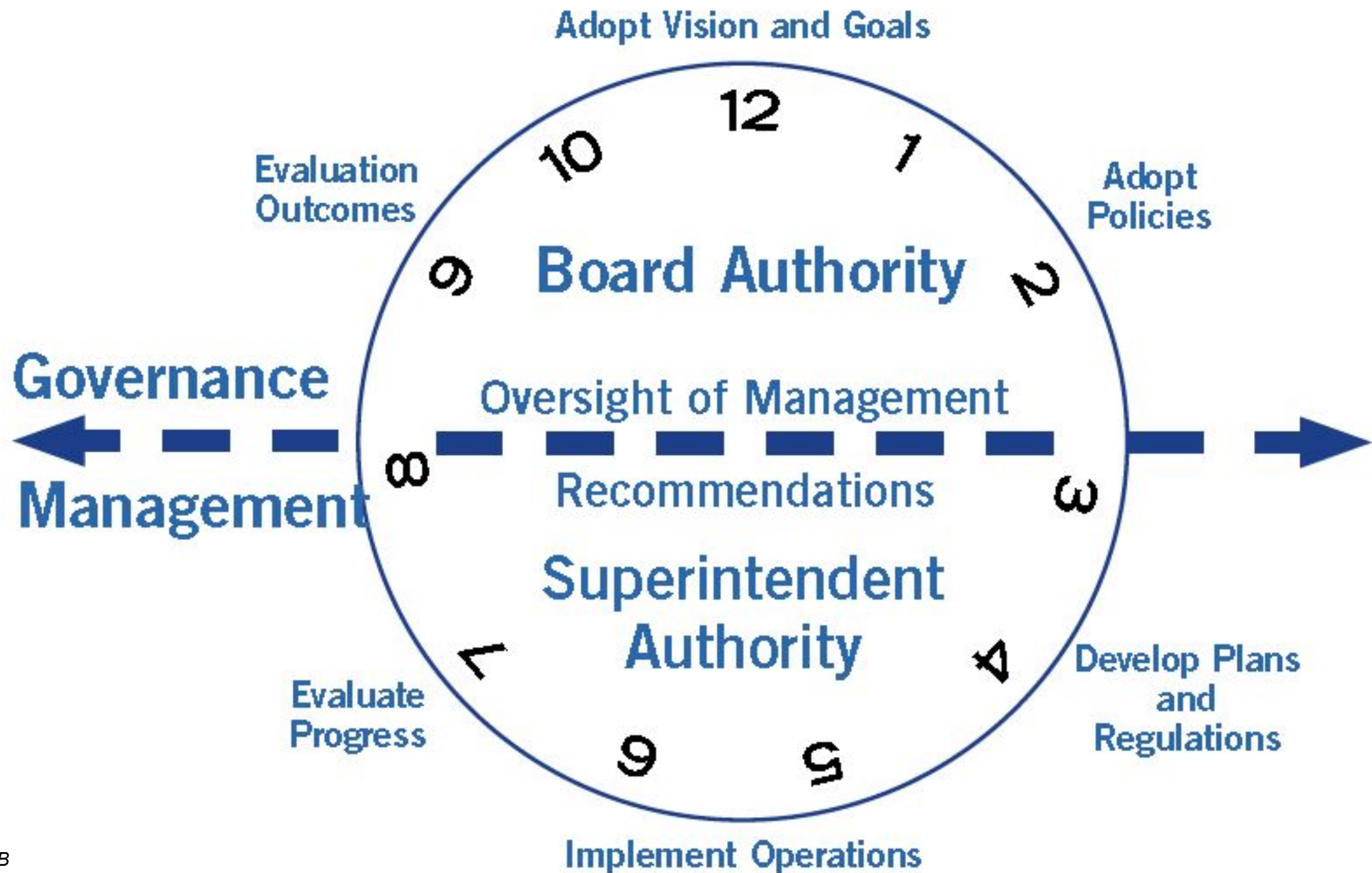
Facilities

Analyzes, interprets and communicates the needs of the school system to the board and supervises facility renovations and new construction projects.

BOARD ROLE

Facilities

Determines school facility needs and communicates proposed construction plans to the community.



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Policy Creation v. Decision-Maki ng



Fostering Positive and Productive Board-Superint endent Relations

Keys to Successful Relations

- Full Disclosure
- Frequent Two-Way Communication
- Careful Planning
- Informal Interaction
- Periodic Evaluation
- Mutual Support

Sixteen Tenets of the Effective Board/Superintendent Leadership Team

**National School Public Relations Association*

Board Members Should:

1. Recognize their function as being legislative and judicial, and respect the executive function of the Superintendent.

Superintendents Should:

1. Recognize his/her function as being executive and respect the legislative and judicial functions of the Board.

Board Members Should:

2. Attend all board meetings and assure that the board doesn't meet in the absence of the Superintendent except when his/her terms of employment are under discussion.
3. Recognize that authority to act rests with the entire board or a legally constituted quorum of the board and that business may be transacted only in official meetings. Refrain from making commitments to individuals or groups as an individual board member.
4. Support the Superintendent as the executor of Board policies.

Superintendents Should:

2. Attend all Board meetings except when his/her terms of employment are under discussion.
3. Interpret official actions of the board to school employees and community groups in a faithful, accurate and objective manner, and not make any commitments to individuals or organizations outside the context of adopted school policy.
4. Faithfully and objectively administer the policies of the District.

Board Members Should:

5. Listen courteously to parents with questions and complaints, referring them to an appropriate member of the school staff in accordance with policies of the school.
6. Refer personal requests and criticism by school staff directly to the appropriate administrative officer in accordance with board policies.
7. Keep the superintendent and fellow members of the Board advised of community reaction to school policies.

Superintendents Should:

5. Establish a program of school-community relations leading to open, two-way communications between the district and all parties.
6. Provide written grievance procedures for school staff and assure an effective means of communication among staff, board and superintendent.
7. Keep the board continuously, adequately and objectively informed concerning the school program, curriculum and problems, both current and anticipated.

Board Members Should:

8. Submit items to be placed on the board meeting agenda in ample time so the superintendent may assemble information bearing upon the subject and according to locally adopted policy.
9. Encourage and support the superintendent to consult with staff and community to seek opinions and recommendations for board consideration.
10. Require that meetings of the board be conducted on the basis of a planned agenda prepared by the superintendent in accordance with board policies and be made available to board members prior to the board meetings.

Superintendents Should:

8. Accept items to be placed on the board meeting agenda from members of the board and others and gather pertinent information relative to the items on the agenda.
9. Formulate, when appropriate, with members of the school staff, board and community recommendations to make to the Board
10. Prepare for all board meetings, in cooperation with appropriate board officers, an agenda and supporting materials to be distributed to board members in ample time prior to board meetings.

Board Members Should:

11. Develop a clear set of policies regarding such items as size of school, class size, assigned responsibilities, budget preparation, staffing, suspension or dismissal.
12. Require that the administrative rules and regulations be in harmony with school policy.
13. Delegate full executive responsibility to the superintendent to make recommendations that establish and operate a total school program of acceptable standards.

Superintendents Should:

11. Carry out board policies and be held accountable for them. Assist the board in maintaining focus on policy matters, and recommend and evaluate policy at all times.
12. Present to the board for its advice, counsel and approval administrative rules and regulations implementing the policies of the board.
13. Accept full executive responsibility for establishing and operating a total school program of acceptable standards.

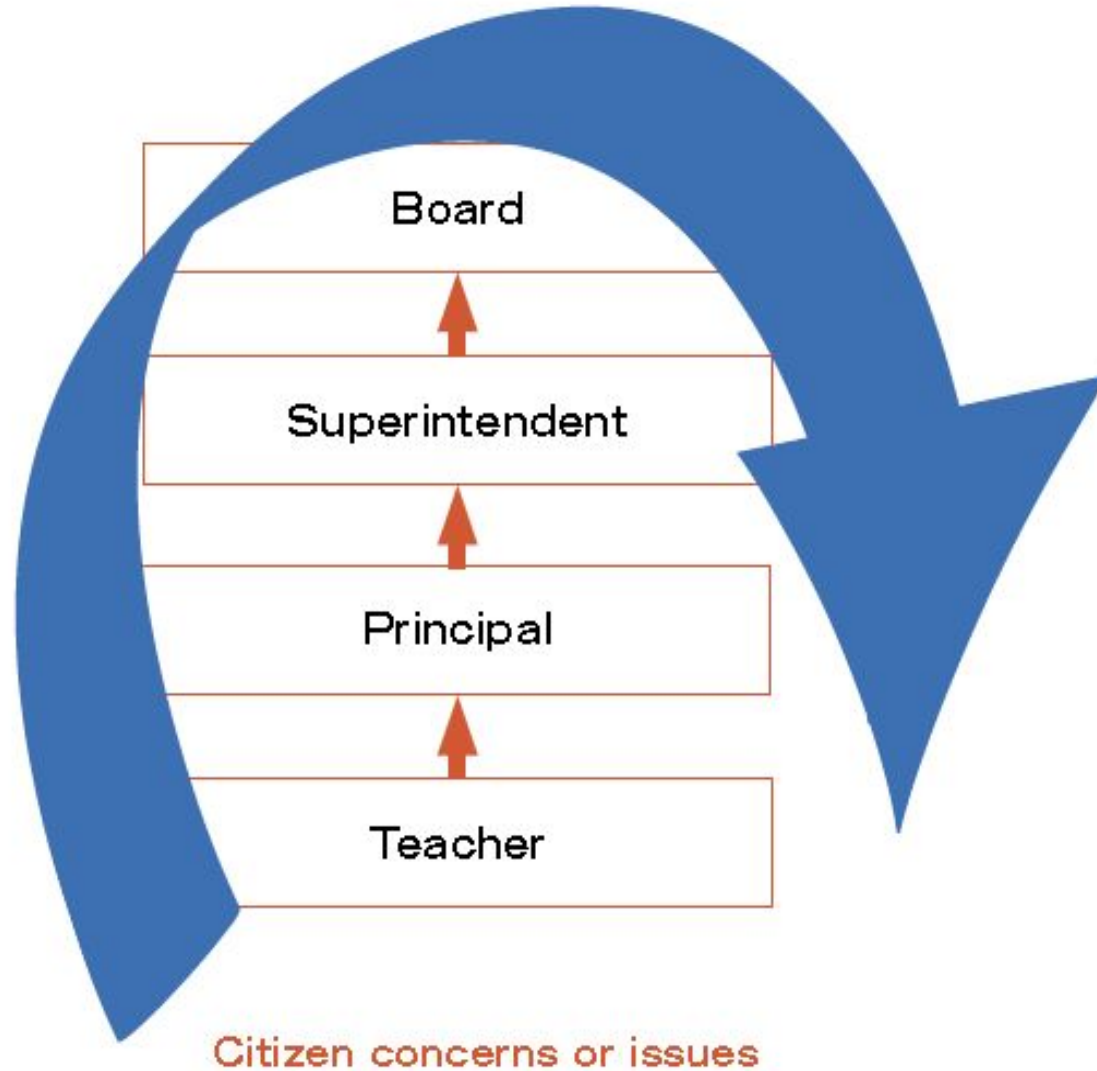
Board Members Should:

14. Assume responsibility for adopting fiscal policies that will allow the superintendent to operate a total school program of acceptable standards.
15. Adopt policies that will allow the superintendent, staff and board to keep abreast of contemporary developments in education through conference attendance, in-service workshops and consultant services.
16. Act on the selection, promotion, demotion or dismissal of school personnel only after submission of a specific recommendation by the superintendent.

Superintendents Should:

14. Assume responsibility for presenting to the board responsible and detailed fiscal plans to assure the smooth operation of the school program.
15. Advise the board of programs designed to keep the superintendent and staff abreast of contemporary developments in education through conference attendance, in-service workshops and consultant services.
16. Present to the board recommendations for selection, promotion, demotion or dismissal of school personnel.

Board Member Referral



Chain of
Command

BOE Governance Standards

**Endorsed by State Board of Education*

The Board of Education, in cooperation with the superintendent and stakeholders, establishes and commits to a vision for the school district that emphasizes high expectations for achievement of all students and quality instruction

The Board of Education governs in a manner that is dignified and worthy of trust

The Board of Education is accountable to the school district community

The Board of Education holds the superintendent accountable for creating the outcomes identified in the school district plan

Individual BOE Member Governance Standards

The individual school board member is motivated by and focuses on what is in the best interest of all students

The individual school board member believes in the importance of and actively engages in lifelong learning

The individual school board member understands and respects both the authority and responsibilities of the Board of Education

The individual school board member approaches school governance work with a spirit of inquiry



Additional Questions?



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