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DR. SANDY HUSK CEO, AVID

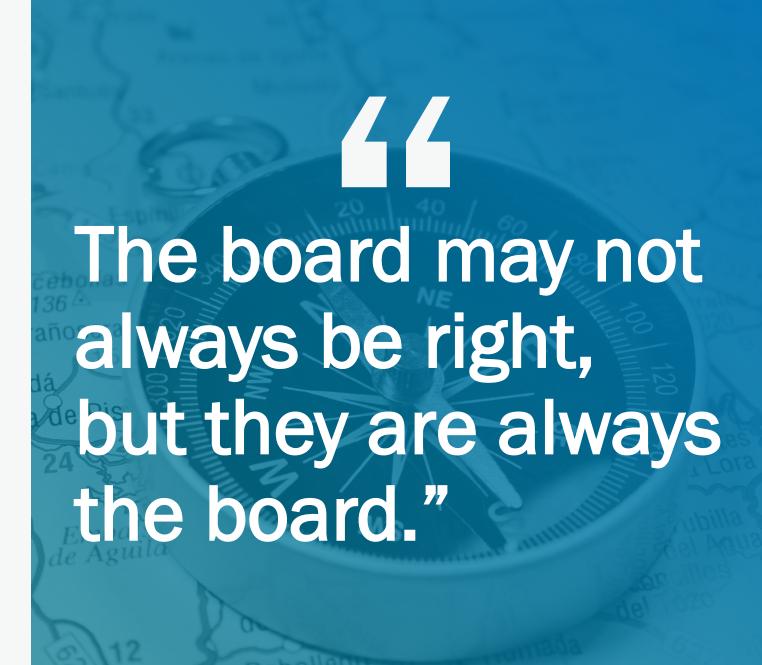
TOP 3

SCHOOL BOARD
SURVIVAL TIPS FOR
NEW SUPERINTENDENTS



Dr. Edward "Lee" Vargas

- Recovering Superintendent
- EVP, AVID



NEGOTIATE A STRONG PRENUPTIAL AGREEMENT

They never love you like they do when they first hire you.

Your contract with the board should establish the expectational framework.

Define roles, terms, and responsibilities

- Salary and terms
- Board of Education
- Superintendent
- District management
- Personnel management
- Goals and evaluation
- Full legal indemnification

Establish a communication system

Focus on teamwork with the entire board

Nurture the relationship

Use state school board associations, NSBA, research, etc. as a framework for leading the board

TREAT ALL BOARD MEMBERS EQUALLY AND WITH RESPECT

Operate from a policy and regulatory base

Be the chief educational advisor to the board

Understand you can only take direction from the board as a whole

Be a steward and help the board achieve success

HAVEANESCAPE HATCHANDA SAFETY NET

DISTRICT, BOARD, AND SUPERINTENDENT:

HOW DO WE MEASURE UP?

Effective and efficient processes

Strategic planning and results

Stakeholder engagement

Curriculum and teaching

Stellar people

Accountability

Leadership

CRITICISMS OF SCHOOL GOVERNANCE STRUCTURES

Role confusion and ambiguity

Lack of leadership for education reform

Poor goal-setting, planning, and execution

Board members splintered by attempts to represent special interests or board members' individual political needs

Lack of balance between autonomy and affiliation

THE SUPERINTENDENT'S ROLE

- Translate board policy into action
- Effectively execute the board's goals and direction
- Set high expectations for themselves and others
- Communicate effectively with every board member
- Be professional, knowledgeable, and deliberate

- Gather information to aid board in decision-making
- Share information requested by one board member with all board members
- Provide regular assessment data to board
- Work to achieve the district/board vision

THE SCHOOL BOARD'S ROLE

- Hire the superintendent
- Establish a vision and long-range plan
- Identify problems and issues
- Set board policy

- Offer counsel and advice
- Evaluate district progress toward goals
- Delegate and hold the superintendent accountable for executive functions

EFFECTIVE

SCHOOL BOARD MEMBERS

- Communicate honestly, directly, and respectfully with each other, the superintendent, and all constituents
- Understand respective roles
 - Board does the "what" Superintendent does the "how"
- Work as a TEAM (Together, Everyone Achieves More)
- Visit schools to learn, not to manage
- Listen and refer concerns to the superintendent
- Represent parents while maintaining professional objectivity

EFFECTIVE **SCHOOL BOARD MEMBERS** © 2003 Educational Research Service

- Are optimistic and believe in what they are doing
- Support board decisions while retaining their individuality
- Have an investment in education
- Are consistent and reliable
- Place students at the center of all decisions
- Follow their own policies and state/federal regulations

- Are open, honest, and trustworthy
- Coach and support their boards as they struggle to set goals and make policy decisions
- Maintain state-of-the-art knowledge
- Help make the board successful
- Accept responsibility for outcomes
- Are professional at all times
- Most importantly, communicate—the good, the bad, and the ugly

EFFECTIVE SUPERINTENDENTS

Focus on students in decision-making

Have open, honest, respectful superintendent-board relationships

Are "1" team

Understand the action is in buildings and classrooms

BOARDSUPERINTENDENT
TEAMS IN
HIGH-ACHIEVING
SCHOOL DISTRICTS

Understand and focus on school and school system renewal

Use data and information for decision-making vs. practice and tradition

Promote an elevating vs. accepting belief system (raise expectations)

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QUESTIONS FOR DISCUSSION AND REFLECTION

Do you agree with B.H. Krysiak? Krysiak writes:

"A productive and effective boardsuperintendent relationship is all about being able to adapt to different situations. The relationship demands flexibility based more on knowledge and expertise than on roles etched in granite." What area of school board-superintendent relationships does your school district need to work on most?



THANK YOU

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