



Confederation of Oregon School Administrators

We develop and support educational leaders to ensure student success



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COSA's New Superintendent Academy

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Workshop #3

School Board/Superintendent Governance

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DIVISION OF DUTIES CLARIFICATION

Board Work

Superintendent/Admin. Work

GOVERN

- Hire Superintendent
- Set Goals & Vision (with help)
- Adopt Policy
- Set Budget
- Approve Contracts
- Monitor Progress

WHAT NEEDS DONE

THE ENDS

MANAGE

- Hire Staff
- Turn Goals & Vision into Action
- Develop Administrative Regulations
- Plan Expenditures
- Employee Relations
- Report Progress

HOW TO DO IT

THE MEANS

NOTES:

Board Work: _____

Superintendent Work: _____

BOARD-SUPERINTENDENT WORKING AGREEMENT

Do you have one? _____

How do you use it?

What can be done to avoid the dreaded micromanagement?



SCHOOL BOARD FOCUS FRAMEWORK

BOARD ROLES

1. Learn as a board-superintendent team
2. Set clear expectations
3. Create the conditions for success
4. Hold the system accountable
5. Create the public will to succeed

1. Modeling the behavior

leaders expect of others and creating a culture of the board regularly learning together has been identified as a contribution to increasing student achievement and effective governance.

2. Setting clear expectations provides for improved communication and allows the board to share what its priorities are, and allows others to meet the board's expectations.
3. Providing resources to meet expectations falls completely under the board's responsibility be they finances, policies, curriculum, or calendaring. These are those tasks that only the school board can do.
4. Coupled with support is the board's need to monitor progress toward the expectations and to hold the system accountable to meet the expectations.
5. Creating the will to succeed is the board using its advocacy role to bring others into the student achievement improvement effort be they district employees or people within the community.

NOTES:

GENERAL BEST PRACTICES FOR SUPERINTENDENTS

- Get to know each board member personally
- Polling your board
- When one asks a question – give the answer to all of them
- Know your policy BBAA and get your board to follow it
- Know your policy BCB on the role of the officers/chair and avoid playing favorites with board members, especially the chair
- Careful use of “board” committees
- Notify board members quickly of any newsworthy information/events (“This isn’t board work but...”)
- Practice safe executive sessions – policy BDC
- Clarify your role in collective bargaining before the time arrives
- Visiting schools – policy BG

NOTES:

TYPICAL DUTIES OF THE BOARD CHAIRMAN

- Presiding at all meetings of the board and performing all duties imposed by policy BCB, ORS 255.335, and 332.040-057, as well as duties proscribed by board policies, rules and regulations
- Assisting the superintendent in planning the board's agendas
- Representing the district and the board at official functions, except when this responsibility is delegated to others
- Being responsible for the orderly conduct of all board meetings
- Calling special meetings when required
- Appointing all committees and serving as an ex-officio member of those committees, unless otherwise ordered by the board
- Keeping the vice-chairman informed on all pertinent matters in case the chairman is absent
- Acting as a resources to the superintendent on decisions that may require further information between board meetings
- Signing the minutes and other official documents that require the signature of the chairman
- Assuming other duties authorized by the board

EXECUTIVE SESSIONS

ORS 192.660—Executive sessions permitted on certain matters; procedures; news media representatives’ attendance; limits.

ORS 332.061—Hearing to expel minor students or to examine confidential medical records; exceptions to public meetings law.

When Executive Session is allowed:

1. Employment of a public officer, employee, staff member or individual agent 192.660 (2)(a)
2. Employee discipline, dismissals unless requested an open hearing (b)
3. Deliberations with persons designated by the governing body to carry on labor negotiations (d)
4. Real Estate (e)
5. To consider information on records that are exempt by law from public inspection (f)
6. To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed (h)
7. Evaluate the superintendent “Top Executive” (i)
8. School safety and evacuation plans (k) “to consider matters relating to school safety or a plan that responds to safety threats made toward a school”
9. Student Expulsions 332.061
10. Student Medical and Educational program records 332.061

Boards cannot call executive session for general personnel discussions

Minutes—the same level as regular meeting minutes.

Media—allowed unless:

1. Labor negotiations strategy is being discussed
2. Student is being expelled
3. Student medical or educational records are being discussed
4. Reporter is involved in litigation against the district over the subject matter

