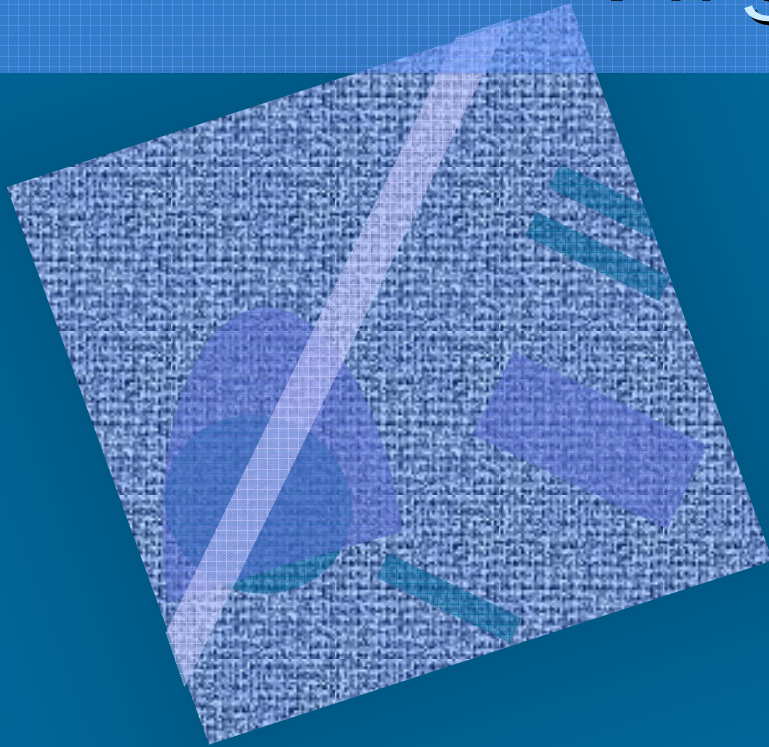


Williamsburg-James City County Public Schools Virginia



Board-Superintendent
TRANSITION
WORKSHOP

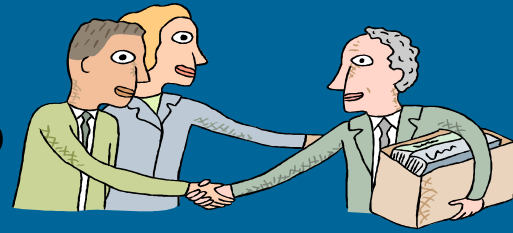
July 21, 2005

PURPOSE & OBJECTIVES



- Purpose: In order for the Board and Superintendent to best enter a new relationship, it is important that each “get on the same page” of understandings and mutual agreements to the most optimal degree possible.
- To get to know each other.
- To identify—and better understand—school board powers and duties.
- To identify—and better understand—the duties of the superintendent.
- To clarify “Governance, Management, & Oversight.”
- To find a “sufficient consensus” on the practical protocols for Board-Superintendent Relationship in WJCC.
- To reflect on “past practices” vs. “best practices” of local boards of education.
- To identify next steps, if any.

INTRODUCTIONS



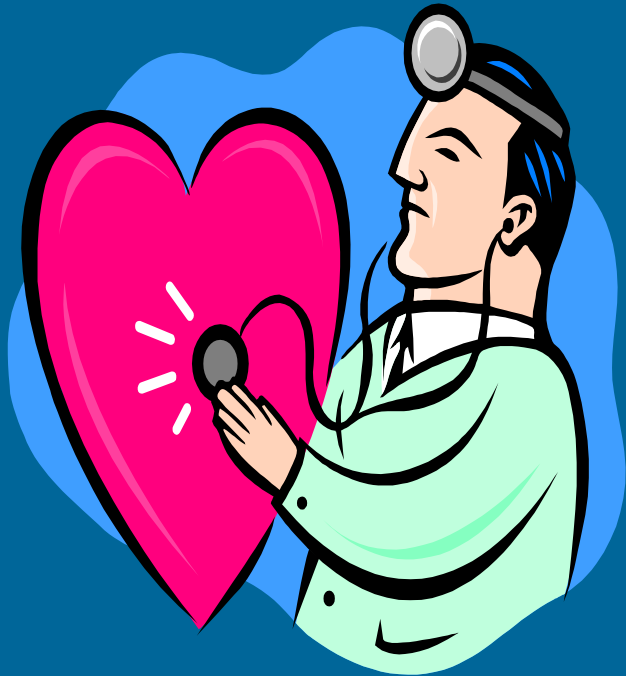
- “What I like best and least about being a Board Member....”
- “What I like best and least about being a superintendent....”

INTRODUCTIONS cont'd

- “The most important quality/characteristic/habit or trait an individual Board member must possess for the Board to be effective is _____.”
- “The second most important quality/characteristic/habit or trait is _____.”

INTRODUCTIONS cont'd

- “The individual quality/characteristic/habit or trait that is most likely to undermine the effectiveness of the Board is _____.”



7 SCHOOL BOARD POWERS & DUTIES (WJC File: BBA)

- I. To select and elect the superintendent of schools.
- II. To employ teachers, and other school personnel, upon recommendation of the superintendent.
- III. To provide, through the preparation and submission to the City Council and the County Board of Supervisors, an annual budget which ensures effective operation and efficient maintenance of the public schools.

7 SCHOOL BOARD POWERS & DUTIES (WJC File: BBA)

- IV. To receive and act upon reports of the superintendent concerning conditions, efficiency, needs of the school division or other matters upon which he/she deems necessary to report, or is requested to report.
- V. To encourage an understanding and sympathetic flow of information between the public and the Board.

7 SCHOOL BOARD POWERS & DUTIES (WJC File: BBA)

- VI. To visit the schools within the city and county and to see that they are conducted according to law and with efficiency.
- VII. Matters of general policy are within the realm of the School Board. The Board expects employees to operate within the general framework of Board Policy. However, it is to determine for itself the immediate problems of the school operation.

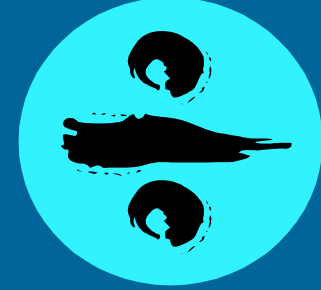
STATUS OF THE SUPERINTENDENT



- “The Division Superintendent of Schools is a constitutional officer of the State through whom state authorities exercise their supervision and control of the school system.”
- “The superintendent also is a local officer in that he or she is the chief executive officer of the county or city school board through whom that board operates the local school system.”
- “His or her powers and duties as a state officer are defined by state law and the Board of Education and may not be altered or amended by the local board.”

– *Virginia School Boards, 1993, VSBA*

DIVISION OF FUNCTIONS



- “Only when the board performs the functions of directors and the superintendent those of executive, and neither usurps the duties of the other, will the important work for which they are jointly responsible be successful.”

– *Virginia School Boards, 1993, VSBA*

➤ THE SUPERINTENDENT

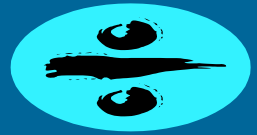
- ` Supervises All Personnel
- ` Develops Budget
- ` Recommends Policy
- ` Carries Out
Vision/Mission/Goals
- ` Collects/Presents Data

➤ THE BOARD

- ` Hires/Fires Superintendent
- ` Authorizes Budget
- ` Makes Policy
- ` Sets Vision/Mission/Goals
- ` Evaluates Results

DIVISION OF FUNCTIONS

cont'd



- “In no case does the Board, or any member of the Board, handle directly any executive or administrative details.”

“It is *not* the duty of the Board to ‘run the schools,’ but to see that they are efficiently run or managed.”

Virginia School Boards, 1993, VSBA

DUTIES OF THE SUPERINTENDENT



- 1** To supply the educational leadership for the Board, school system, and community.
- 2** To be the professional adviser to the Board.
- 3** To coordinate, direct, and supervise the work of all instructional and administrative departments of the school system.
- 4** To execute policies and enforce rules and regulations.
- 5** To select and recommend to the Board for employment not only the teachers, principals, and supervisors, but all employees. –

Virginia School Boards, 1993, VSBA

DUTIES OF THE SUPERINTENDENT cont'd



- 6 To supervise the maintenance and use of the school plant.
- 7 To handle all of the business transactions of the Board....through a business officer or other subordinate under his or her direction.
- 8 To protect the schools and the personnel from exploitation, propaganda, advertising, and similar special interests.
- 9 To represent the school and the school board to the public as opportunity occurs, seeking to enlist popular interest and support of school policies and to create popular understanding of the board's problems and responsibilities.
- 10 To support the Board loyally and actively in all of its legal decisions and actions

-- Virginia School Boards, 1993, VSBA

BUSINESS MATTERS



- “Some larger school systems have gone so far as to create two independent and coordinate departments, one headed by the superintendent in charge of instructional or educational affairs and the other headed by a business manager in charge of business affairs. The procedure has *never* proved satisfactory.”
- “A competent business officer should be subordinate to, and under the direction of, the superintendent. This removes all doubt or confusion about where the authority lies and where the final responsibility rests.”

-- *Virginia School Boards*, 1993, VSBA

EVALUATION



- “When the board and superintendent agree upon their respective functions and duties, they are, in effect, agreeing upon the basis for evaluation of both.”
- “It is difficult, if not impossible, to answer the question: ‘How well did the superintendent perform?’ outside of the context of the answer to the question, ‘How well did the school board perform?’”
- “A well planned program of evaluation of the performance of the superintendent and the school board is essential if the school board-superintendent relationship is to be cooperative rather than adversarial.”

-- *Virginia School Boards, 1993, VSBA*

"COMMON PERSPECTIVES" ON BOARD & SUPERINTENDENT AUTHORITY



➤ THE BOARD

“Because the Board is a *body corporate*, members can perform no valid act except as a body at meetings properly convened and conducted according to law and policy.”

➤ THE SUPERINTENDENT

“The Superintendent is the educational leader and chief executive officer of the school district.”

WHAT IS GOVERNANCE?



PROVIDING DIRECTION THROUGH:

- Adopting District Vision/Mission/Goals
- Adopting District Policies
- Adopting District Budget

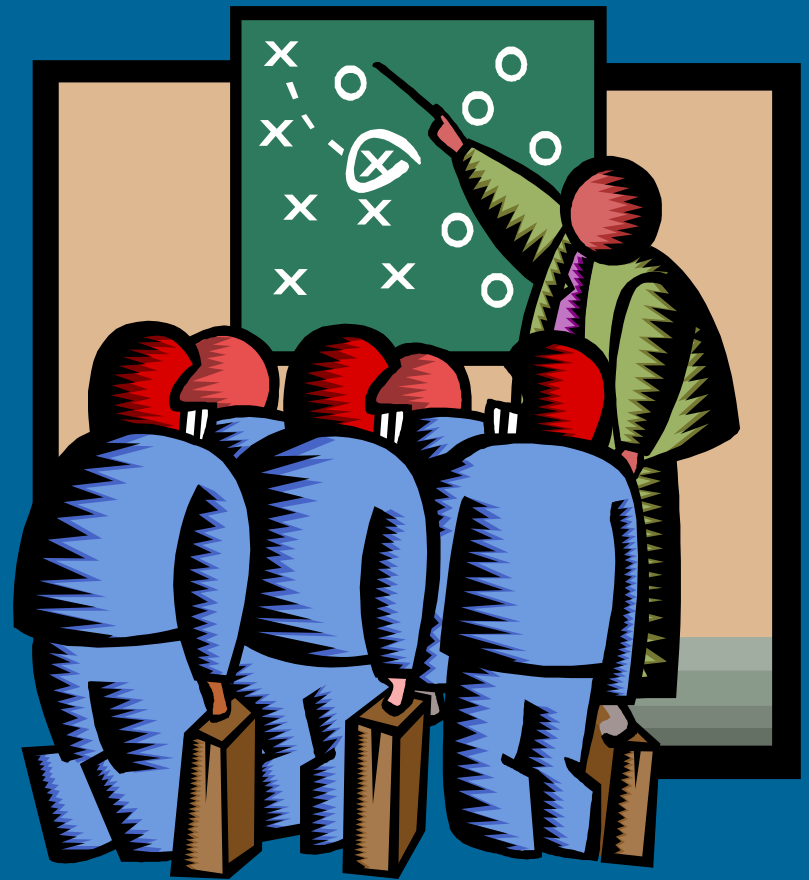
JUDGING ACCOMPLISHMENT OF VISION/MISSION/GOALS & EFFECTIVENESS OF POLICIES AND BUDGET THROUGH:

- > Evaluating Superintendent Performance
- > Assessing District Results

Source: TASB Board-Superintendent Training

WHAT IS MANAGEMENT?

- **Establishing** plans, systems, and procedures to accomplish desired results and priorities.
- **Monitoring** plans, systems, and procedures for effectiveness in accomplishing desired results.
- **Adjusting** plans, systems, and procedures as deemed necessary.



Source: TASB Board-Superintendent Training

WHAT IS "OVERSIGHT OF MANAGEMENT"

- Making sure there are clearly articulated desired results and that they are appropriate and clearly defined.
- Making sure plans, systems, and procedures are designed to achieve desired results exist.
- Making sure the existing plans, systems, and procedures are monitored:
 - > for effectiveness
 - > for change, if necessary

Source: TASB Board-Superintendent Training



"TEAMWORK"



- “Let us put our minds together and see what life we can make for our children....”

--Sitting Bull