

# Superintendent and School Board Relations

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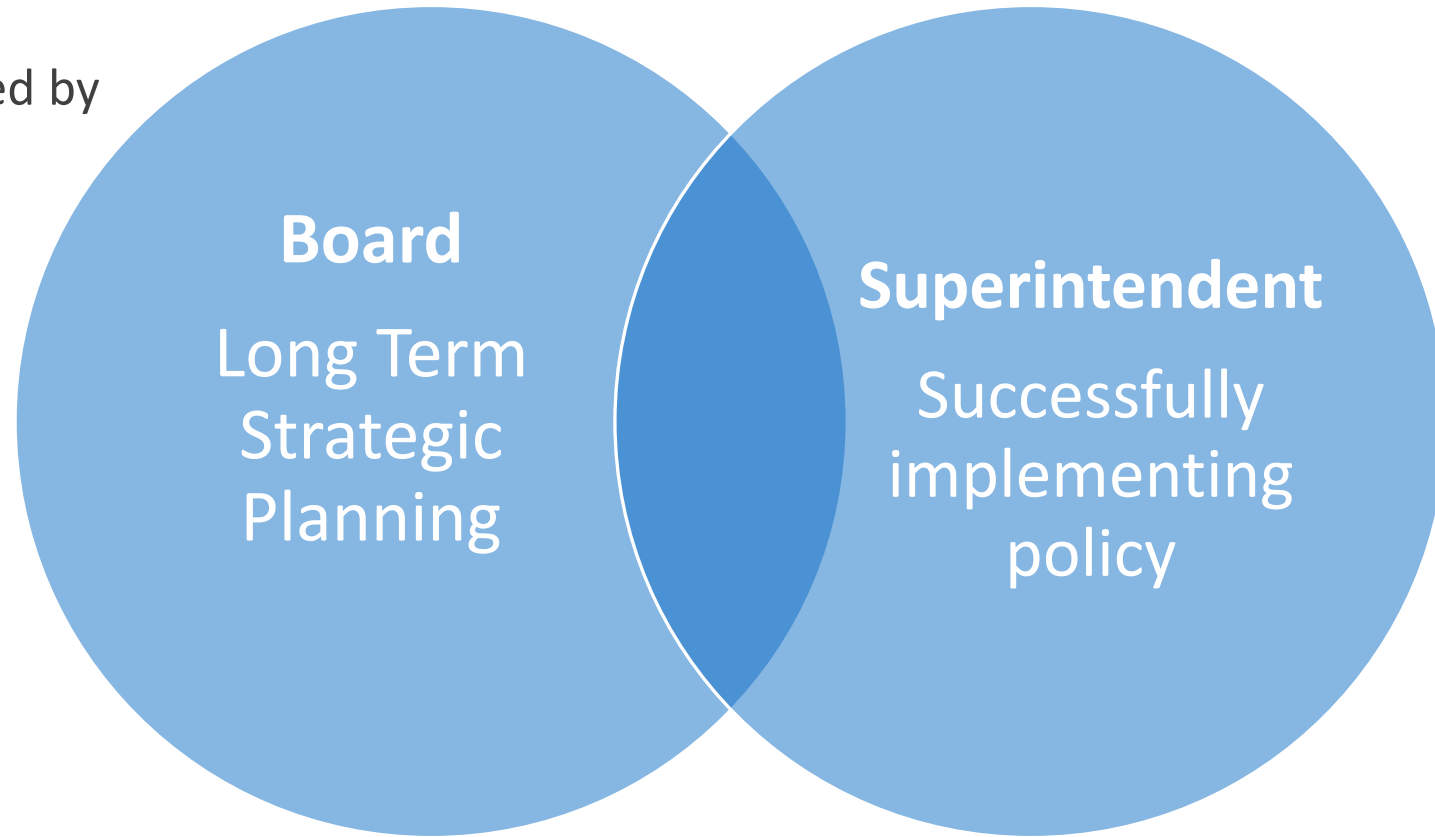
# ROLE CLARITY

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School boards are elected by the community to:

- set priorities
- establish policies
- monitor the outcomes of the district
- hire and evaluate the superintendent

Superintendents are hired by school boards to:

- identify needs and policies
- develop regulations
- provide leadership
- manage the day-to-day operation of the district

# Finding the Right Balance



# Superintendent

Hires and Manages Central Office Staff and Principals

Operationalizes Steps to Accomplish High End Goals Set by the Board

Day to Day Decisions

Engages in Protocols to Surface the Needs of Key Stakeholder Groups

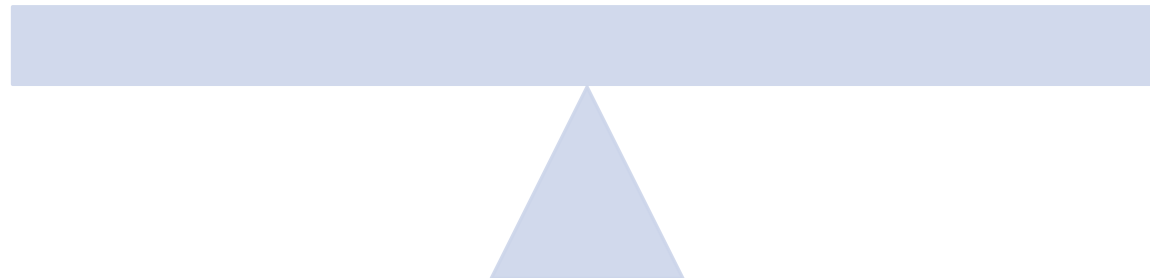
# School Board of Directors

Hires and Manages the Superintendent

Sets High End Goals for Student Learning

Monitors Outcomes

Listens to Community Stakeholders to Develop Policy



Superintendent

School Board  
of Directors

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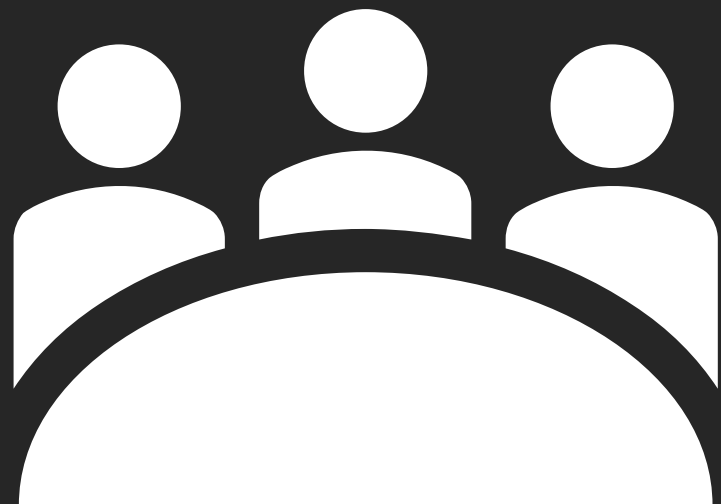


**Confusion over roles  
can cause  
inefficiency and  
conflict.**

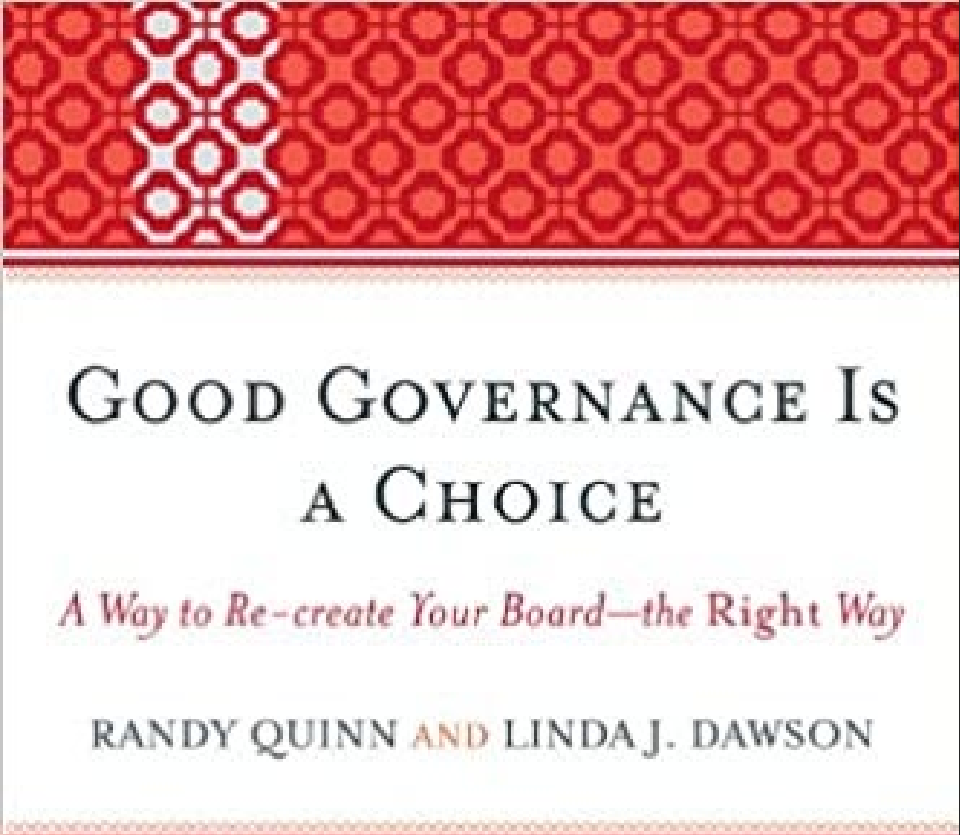


BOARD  
GOVERNANCE  
MODEL





**DOES YOUR SCHOOL BOARD  
HAVE AN ADOPTED  
GOVERNANCE MODEL?**



# GOOD GOVERNANCE IS A CHOICE

*A Way to Re-create Your Board—the Right Way*

RANDY QUINN AND LINDA J. DAWSON

## Good Governance is a Choice: A Way to Re-Crete Your Board the Right Way

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By Linda J. Dawson & Randy Quinn

Good Governance is a Choice is a book about, and for, boards of public and non-profit organizations. Its central focus is on public school boards and the special challenges they face, but the governing model it introduces, Coherent Governance, is applicable to any board of any type. Coherent Governance is a policy-based governing model that features a fail-proof means for creating absolute role clarity for boards and their CEOs. The model offers a process for boards to control operational decisions without making them, allowing them to spend the dominant part of their time on what matters whether the organization is delivering the goods for the clients it serves. The authors challenge readers to consider themselves to be the very first board elected or appointed to serve their organization and to thoughtfully craft a governance role and board processes to allow them to best do their work unencumbered by past practice and tradition. They draw from their combined 60-plus years of experience in working with public and non-profit boards as they present their state-of-the-art governing model.



# IMPROVING SCHOOL BOARD EFFECTIVENESS

## A BALANCED GOVERNANCE APPROACH

EDITED BY  
THOMAS L. ALSBURY  
PHIL GORE

FOREWORD BY  
WILLARD R. DAGGETT

## Improving School Board Effectiveness: A Balanced Governance Approach

By Thomas L. Alsbury and Phil Gore

Improving School Board Effectiveness offers a clarifying and essential look at the evolving role of school boards and how they contribute to efforts to improve student learning. It examines how board members can establish effective district priorities, and it explores those board policies and actions that result in shared, districtwide commitments to heightened student achievement.

This book arises out of a critical need for a better understanding of school boards and the development of helpful tools and guidelines for school board members. At its heart is the notion of Balanced Governance, a principle that most generally “balances the authority of a superintendent to lead a school district with the necessary oversight of a locally engaged and knowledgeable board.”

Improving School Board Effectiveness is a helpful and practical book that will prove indispensable for school board members, school and district administrators, and everyone with a stake in school improvement and reform.

# The POLICY GOVERNANCE MODEL

## and the Role of the BOARD MEMBER

Revised and Updated

JOHN CARVER  
MIRIAM CARVER

## The Policy Governance Model and the Role of the Board Member

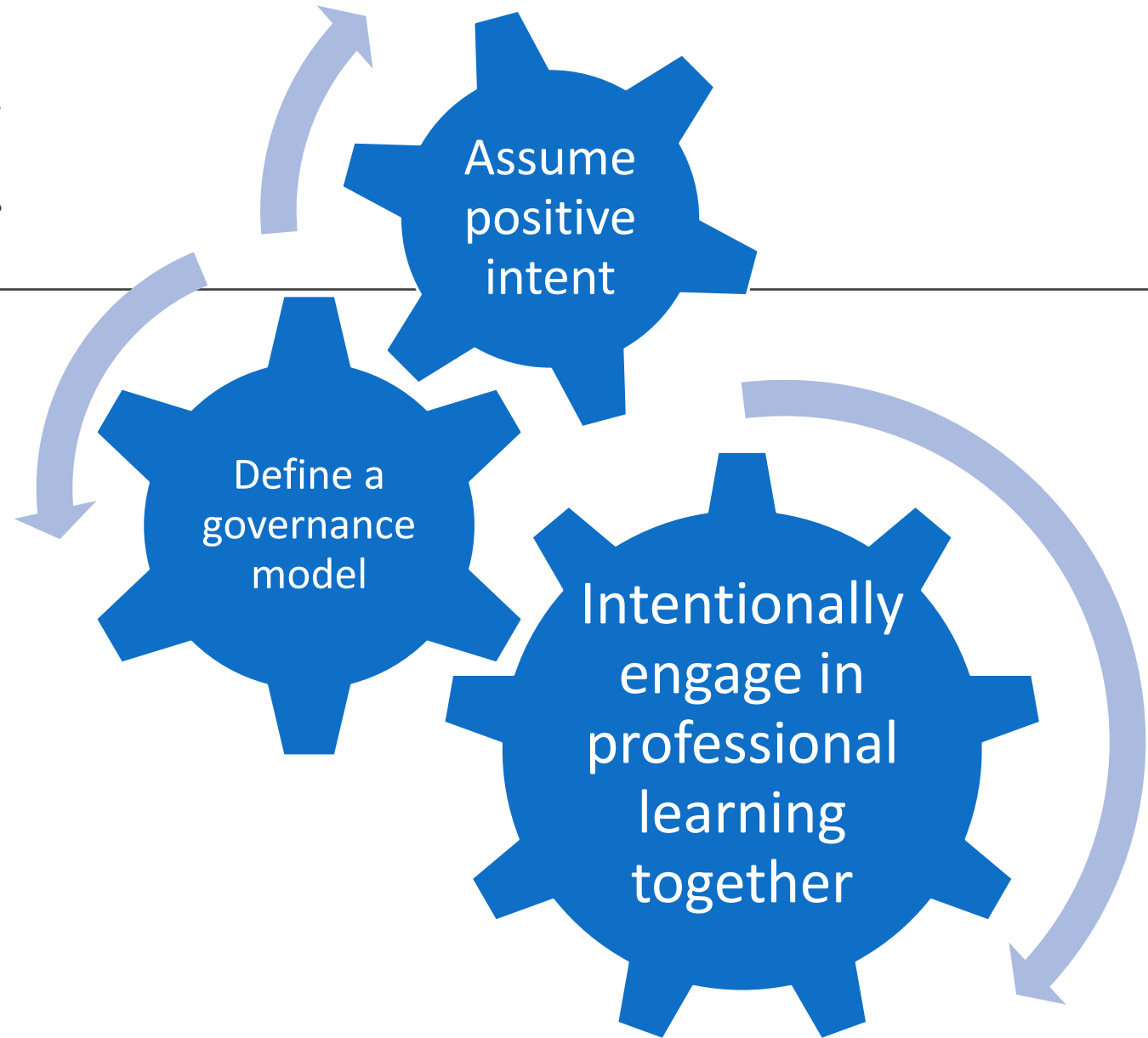
By John Carver & Miriam Carver

**The Carver Policy Governance Guide series** includes six booklets that offer board members a description of John Carver's Policy Governance model of board leadership. Policy Governance enables a board to fulfill its accountability to its organization's "owners," whether the owners are association members, city residents, company shareholders, or a community of interest. Policy Governance addresses the board's engagement in financial, programmatic, and personnel matters; roles of officers and committees; reporting and evaluation; agendas; and other aspects of the board job. The *Policy Governance Model and the Role of the Board Member* sets out a clear vision for excellence in board leadership. It gives board members an understanding of the concepts and principles that are at the very heart of John Carver's innovative Policy Governance model. This guide details members' main tasks and presents the guidelines needed to transform a board into an effective group that consistently leads powerfully.

The Policy Governance model is based on the functions rather than the structure of a governing board. It outlines commonsense principles about governing that fit together into an entire system. The practices of the Policy Governance board, which are consistent with the principles, allow it to control without meddling, focus on long-term organizational outputs, powerfully delegate to a CEO and staff, and discharge its fiduciary responsibility in a visionary, strategic manner. Because the model is a total system, the Carver Policy Governance Guide series offers boards a complete set of principles for fulfilling their various obligations.

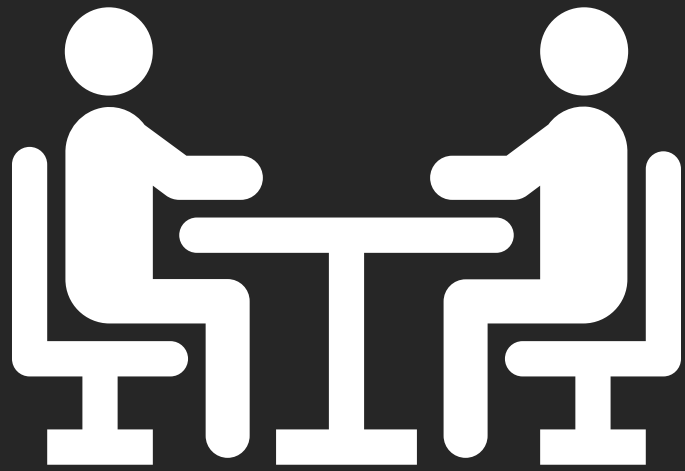
# TOOLBOX

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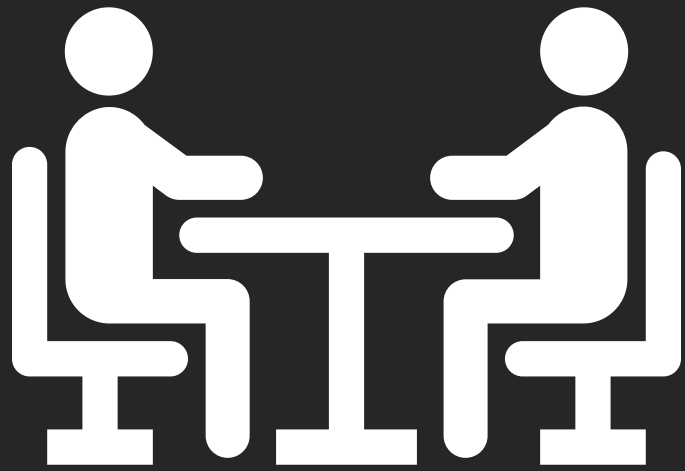
COMMUNICATION





**Successful governance requires effective collaboration, which hinges on strong communication.**

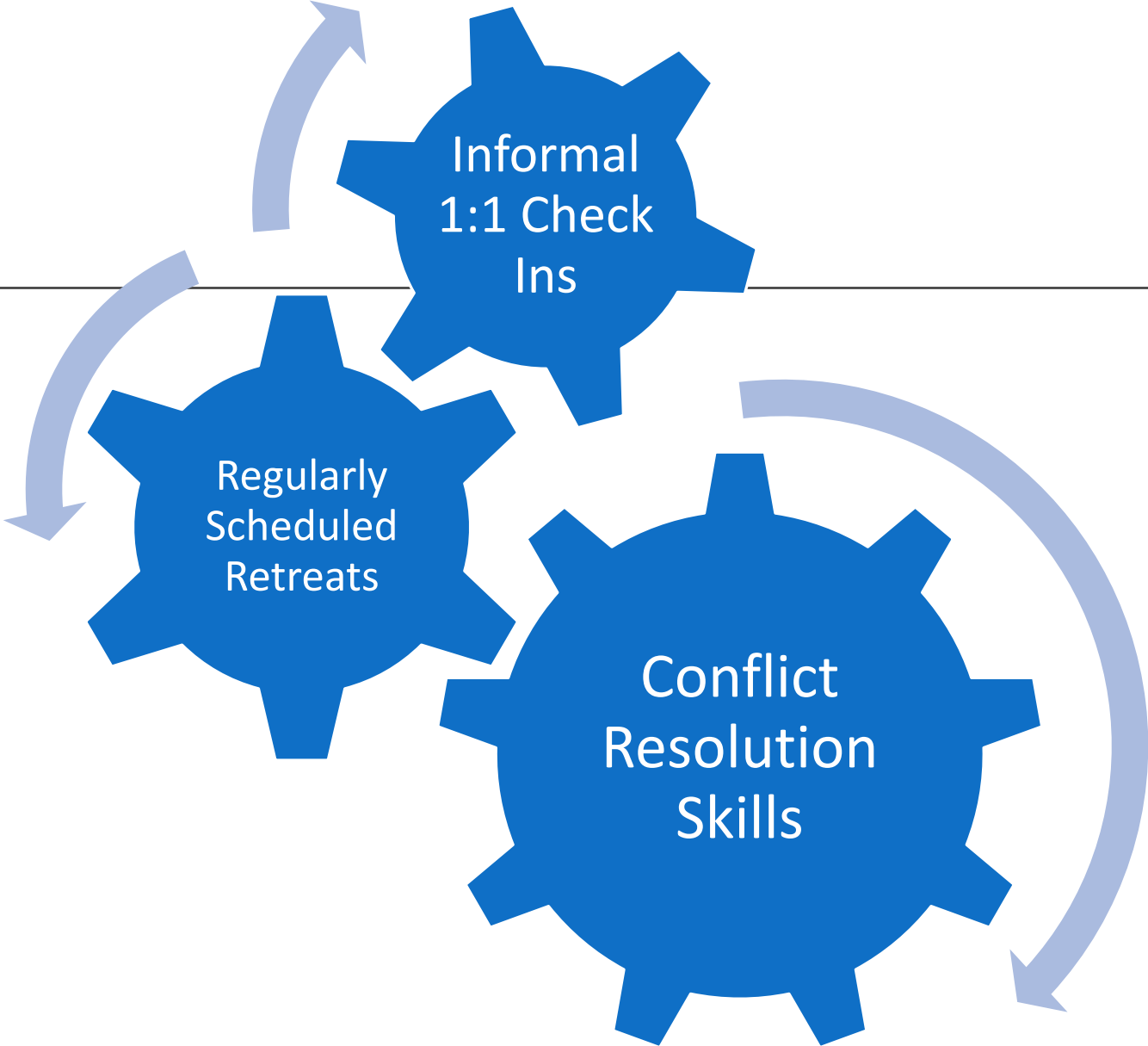




**“Superintendents should first  
and foremost be a  
communications expert.”** -T.J. Kowlaski,  
Evolution of the School Superintendent as Communicator

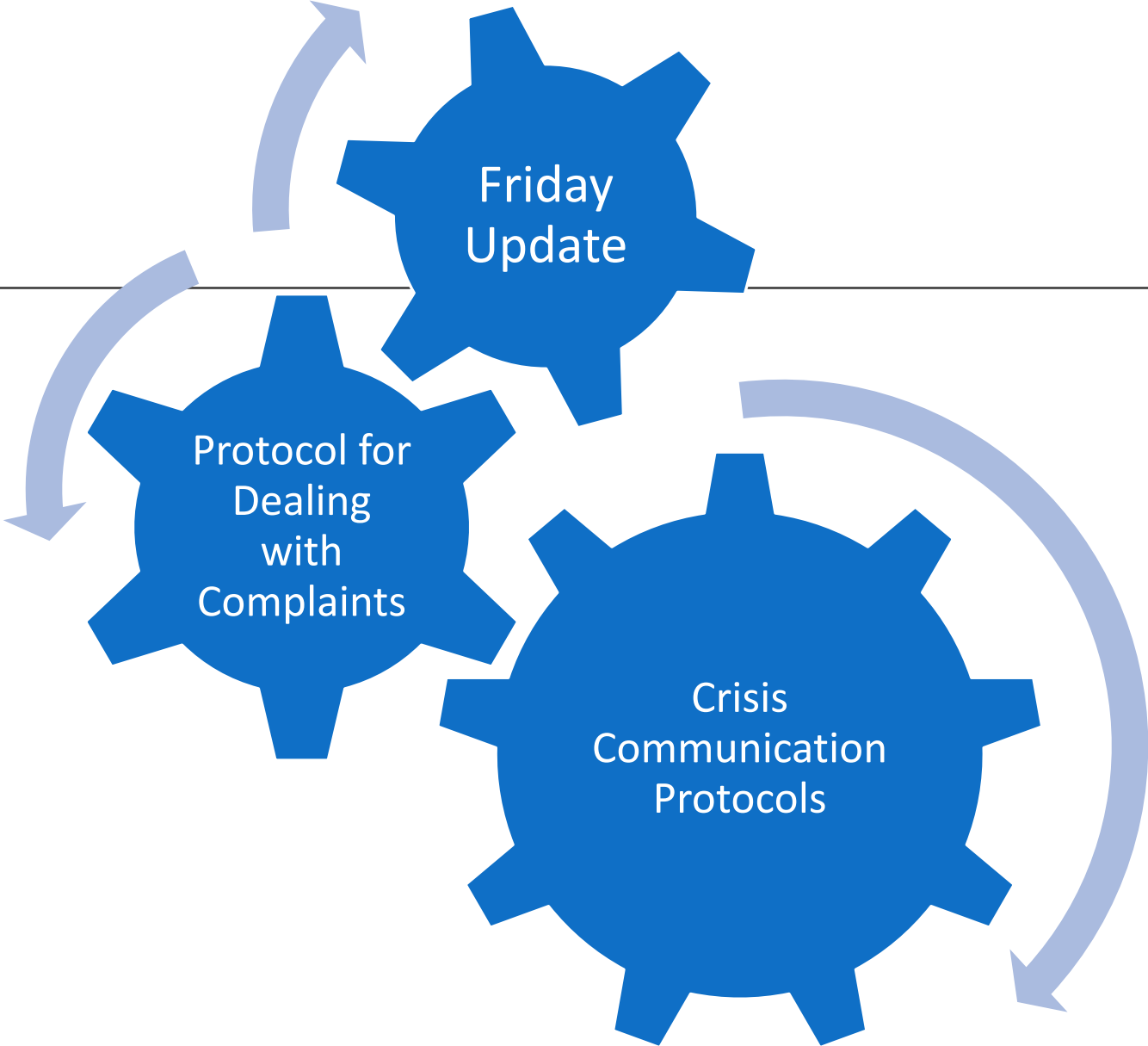
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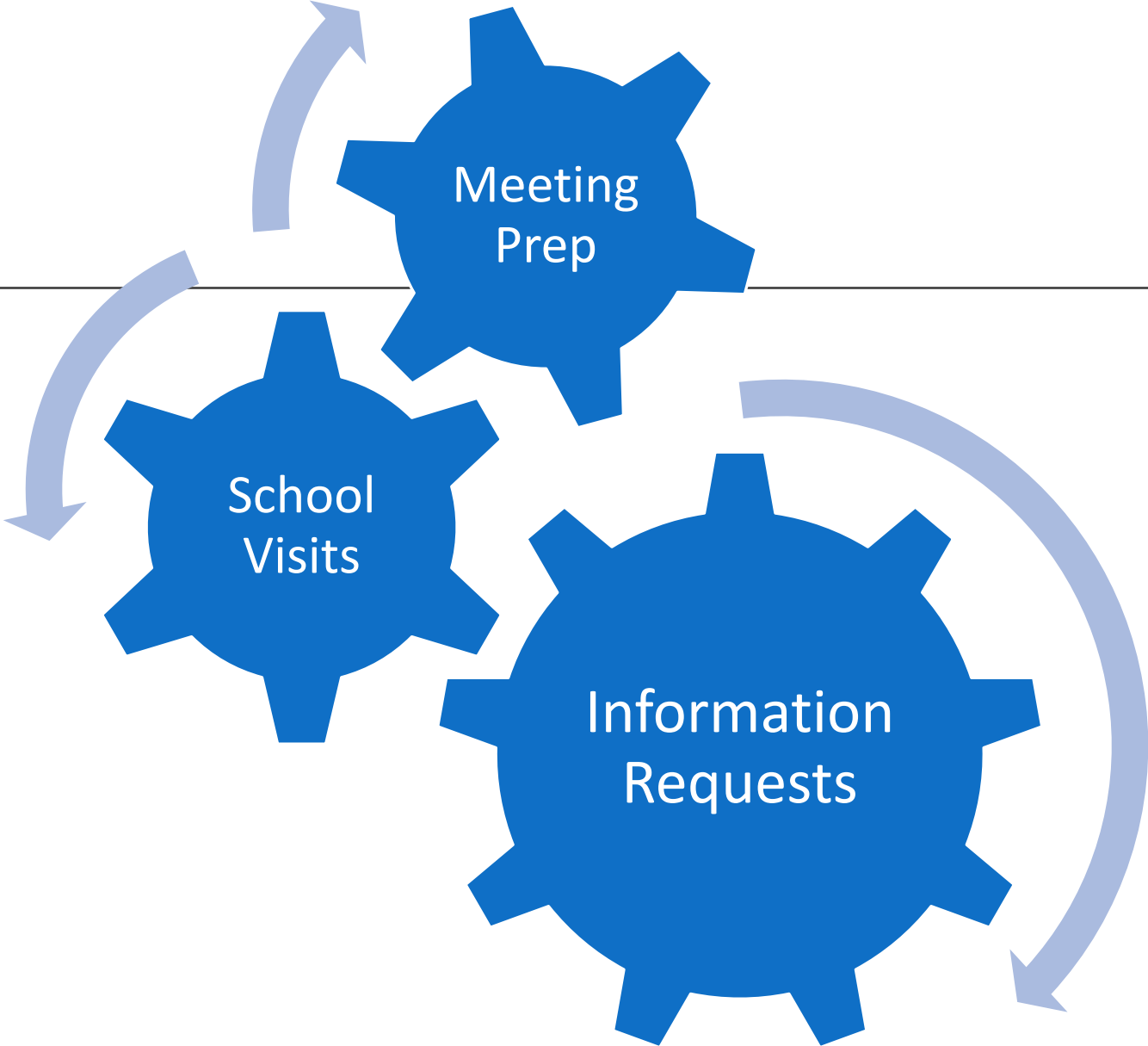
# TOOLBOX

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# TOOLBOX

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TRUST





**WHAT IS ONE (1)  
STRATEGY THAT YOU  
HAVE USED THAT  
RESULTED IN  
BUILDING TRUST?**

# THE KEY TO SUCCESS

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School boards and superintendents must lead as a united team, each from their respective roles, with strong collaboration and mutual trust.

# BUILDING TRUST WITH YOUR SCHOOL BOARD MEMBERS

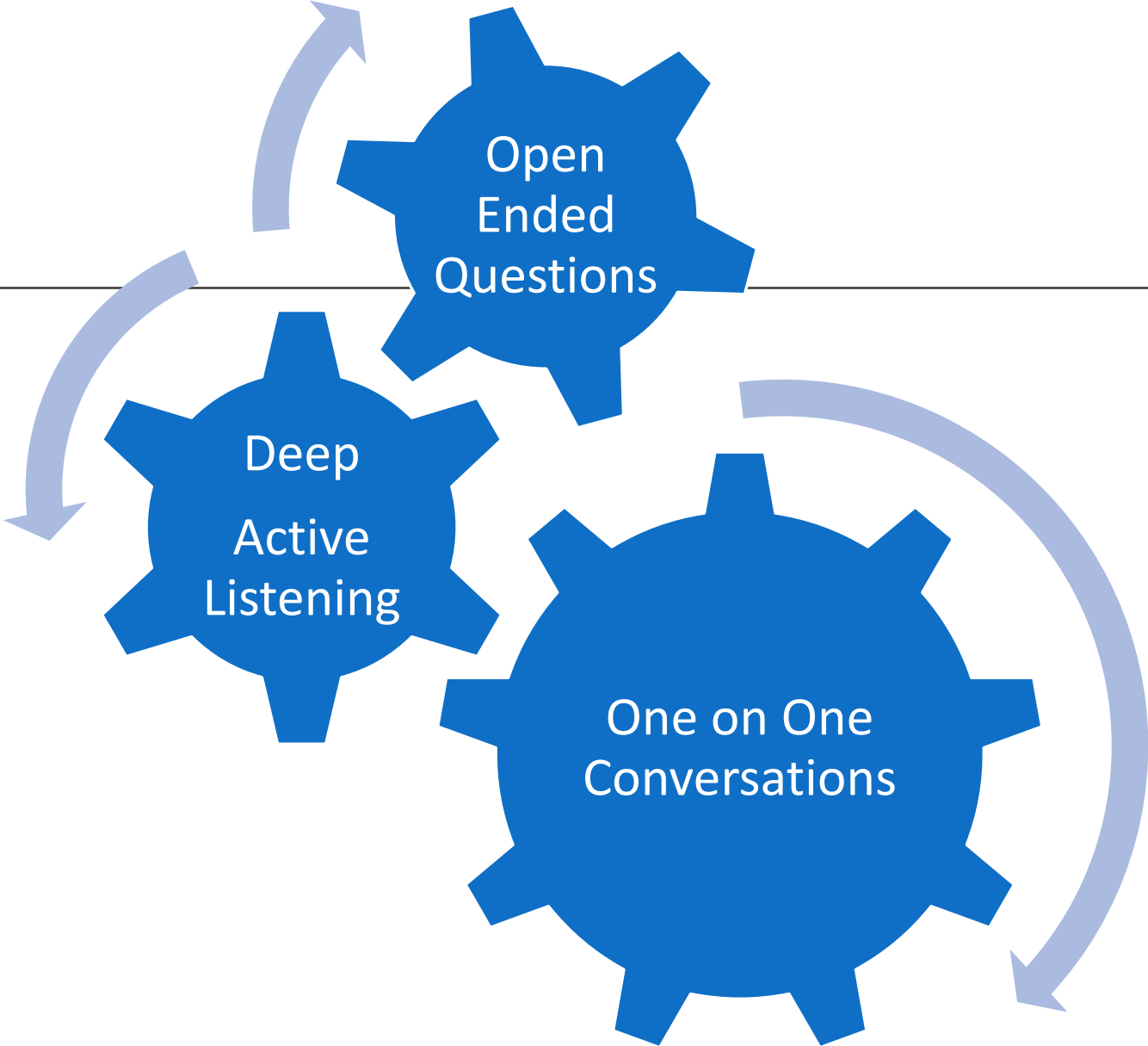
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Never underestimate the power of individual conversations focused on genuine curiosity.



# TOOLBOX

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# TOOLBOX

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# VISION



# BUILDING A COMMON VISION THROUGH STRATEGIC PLANNING

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Building relationships takes planning, which includes a strategic plan for the school district based on the vision initially created by the community. It all boils down to student learning, and every school district should cite student achievement as its top goal.

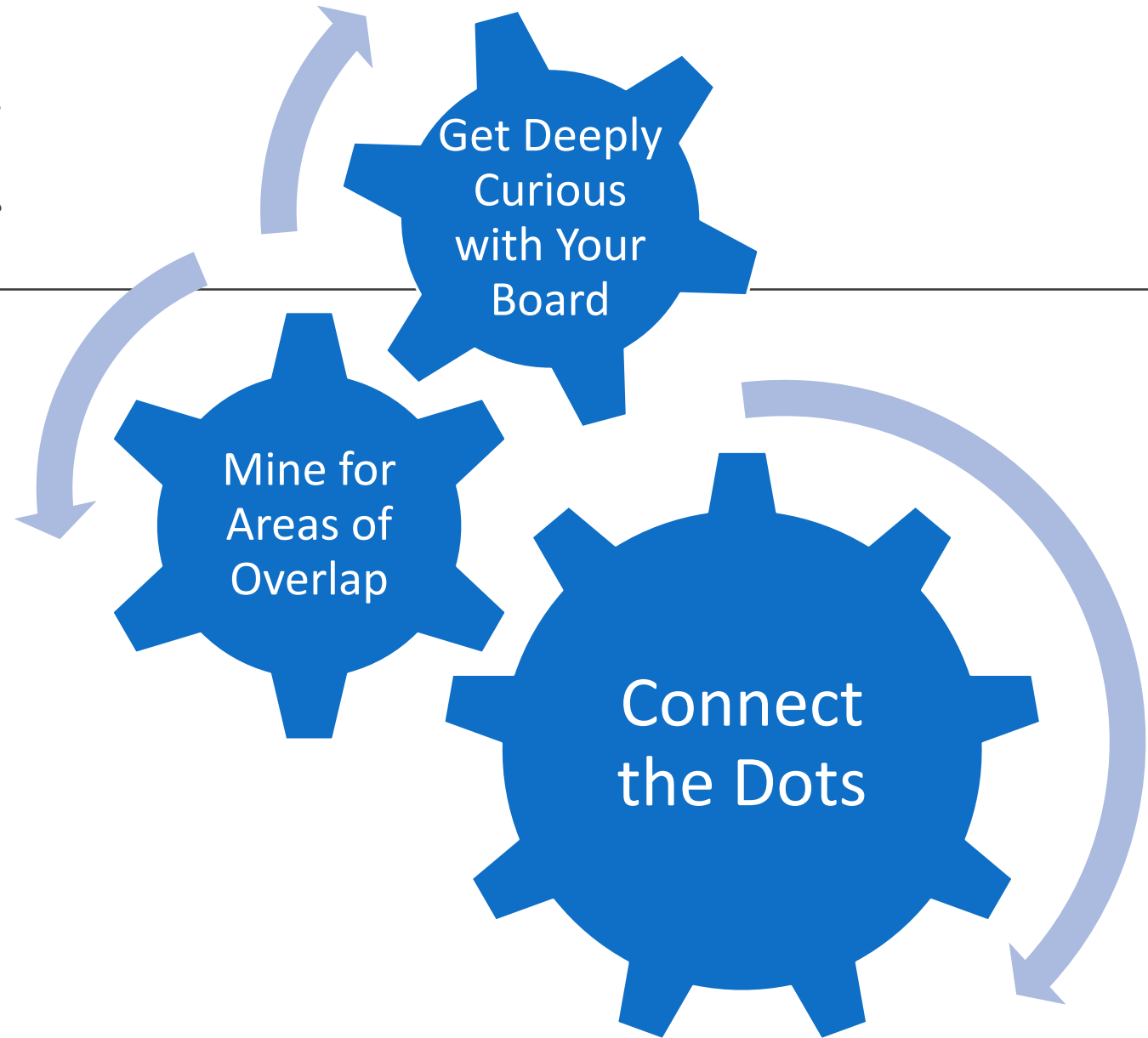
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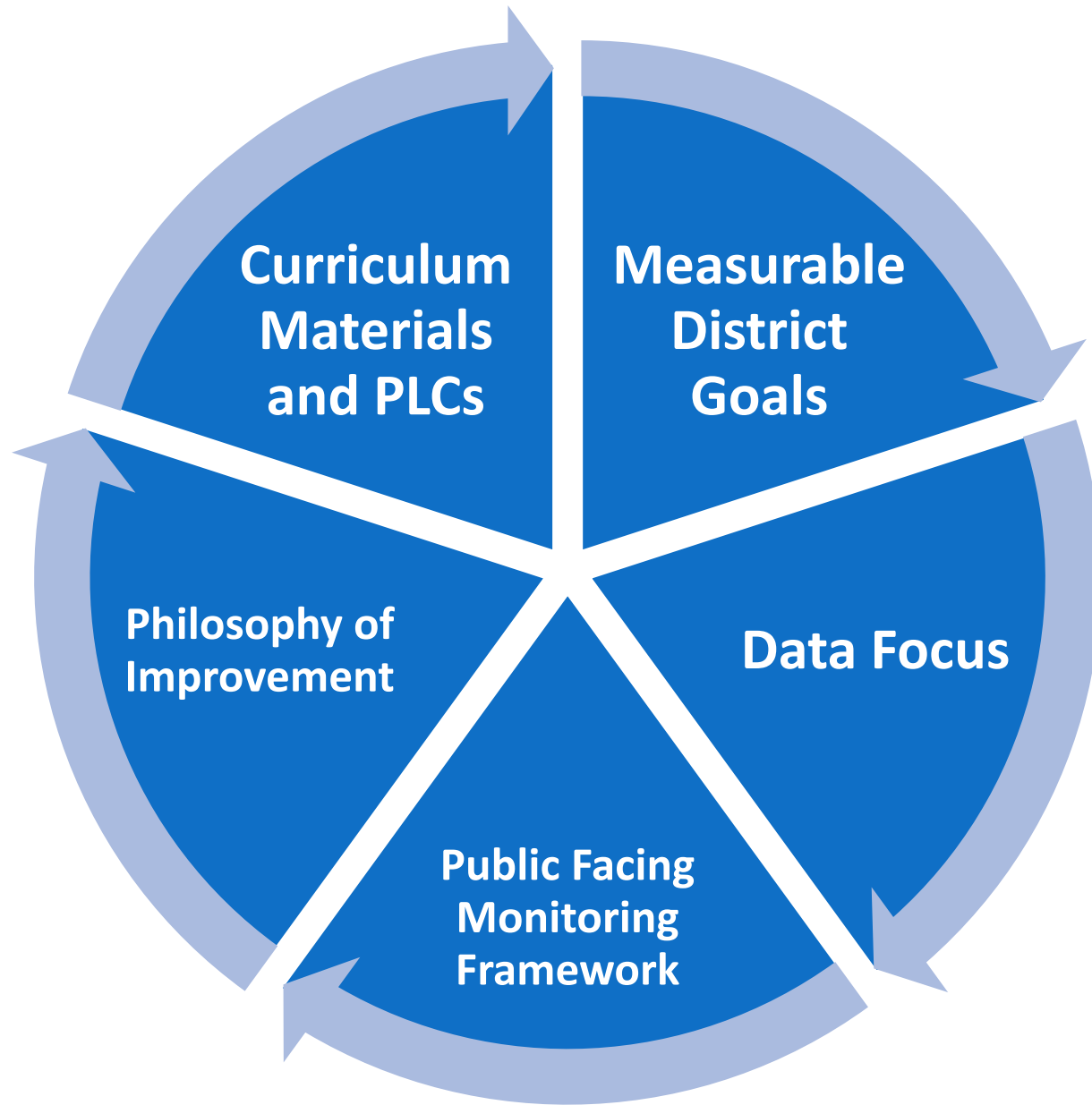
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It is up to the school board to approve the planning process and include all stakeholders and to the superintendent to incorporate participation, ensure the integrity of the planning process, ensure staff development to carry out the planning process, ensure that the recommendations of the strategic planning team are presented to the board for action and coordinate periodic review of the plan.

# TOOLBOX

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# RESOURCE

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[Hanover Research report: Effective Board and Superintendent Collaboration, January 2014](#)



# BUILDING TRUST WITH YOUR SCHOOL BOARD MEMBERS

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Mine for areas where individual board members interests align and overlap with the needs of the organization.