

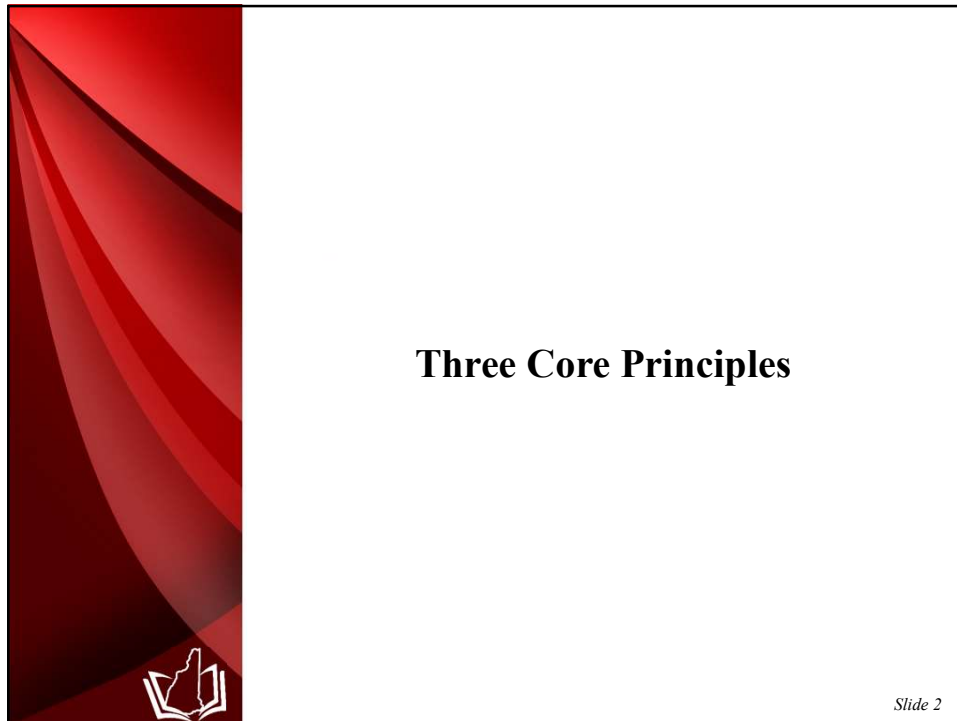


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 A presentation slide with a dark, textured background. On the left, there is a stack of colorful books (blue, red, yellow, green, white, blue, white, blue, white, blue) with three small ladders (red, yellow, blue) leaning against them. The text "Core Principle 1" is in a white box on the left. The title "RSA 189:1-a, I: Purpose of School Boards" is in a white box on the right. Below the title, a quote is written in a white, italicized font. To the right of the quote, there is a bulleted list. At the bottom left, the website "www.nhsba.org" is written in a small, white font. In the bottom right corner, the text "Slide 3" is written in a small, italicized font.

Core Principle 1

RSA 189:1-a, I: Purpose of School Boards

"It shall be the duty of the school board to provide, at district expense, elementary and secondary education to all pupils who reside in the district..."

- Fulfilling that duty is the sole **PURPOSE** of a public school board
- Multiple constituencies
- Different understandings of how best to accomplish

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Core Principle 2**Collective Authority of a School Board**

A school board acts only as a collective body, acting upon the will of a majority of its members.

A board can delegate some of its authority to an individual member.

The only inherent authority an individual board member has is to deliberate and vote on matters at DULY called meetings

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Core Principle 3**Governance – Not Management****School Board**

It is not the Board's job to run the schools, but to see that they are run well!

- The Board sets the policies, vision and goals of the district, and helps fulfill them through oversight of the administration.

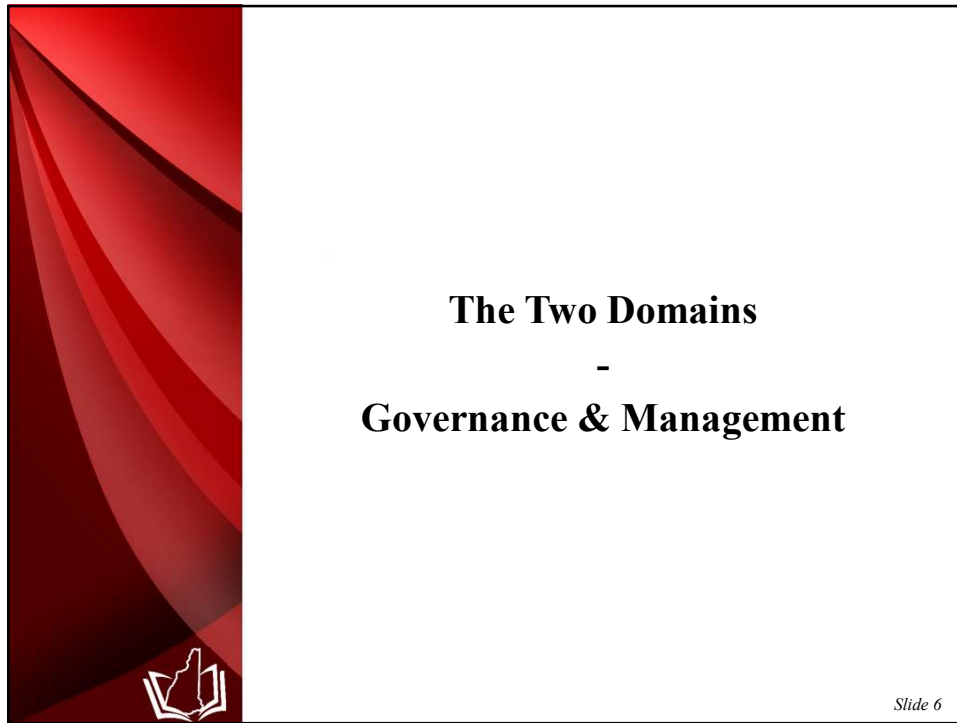
Superintendent

- Implements the visions and goals of the board.
- Manages operations of the district and its schools.
- Advises the board re: legal obligations, practical considerations re: policy, budget, etc.

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Management - Superintendent Services

- Each school district is required to employ a qualified person to provide “superintendent services”. RSA 189:24, 194-C, Ed 302 and 303.
- Small districts (450 students/2 buildings) may have a “District Administrator”.
- RSA 194-C:4, Ed 302.01 & 302.02 assign all aspects of **management** of a school district to the superintendent.
- Ed 302.01 designates the superintendent as the “Executive Officer” who performs:
 - all the administrative and leadership services of the district
 - as those services are further **“defined and directed by the governing body”**
 - as well as the specific duties enumerated in statutes and rules

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Examples of Difference and Interplay Between the Two Dominions

(demonstrated in the rules of the NH Department of Education)

PERSONNEL - SUPERVISION

Ed 303.01 Boards

*(a) **Adopt policies** necessary and desirable to control and effectuate the ... employment, evaluation and dismissal of teachers and other employees...*

Ed 302.02 Superintendents

*(b) **Direct and supervise the work of all employees** of the district or districts within the SAU and shall have all powers necessary to make such direction effective.*

- Board governs personnel through policies
- “Direct and supervise” is broad, including, among other things:
 - Assignments
 - Investigations into complaints by or against staff
- Minimizes cross-purposes and conflicting directives
- Preserves independence of board members for quasi-judicial hearings

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Examples of Difference and Interplay Between the Two Dominions

(demonstrated in the rules of the NH Department of Education)

Examples only, multiple other statutes and regulations generally adhere to the same pattern

PERSONNEL – HIRING & RENEWALS

Ed 303.01 Boards

*(a) **Adopt policies** necessary and desirable to control and effectuate the recruitment [&] employment ... of teachers and other employees...*

- Professional staff:
 - Teachers, principals, librarians, guidance counselors, etc.
 - Superintendent “nominates” and “renominates” professional staff while Board “elects” and “re-elects”
 - Board hears appeals of certain “non-renewals” and has decision making authority relative to Superintendent recommendations for dismissal (*RSA 189:14-a, RSA 189:13*)
- Support staff: Board makes policies relative to hiring/appointment

Ed 302.02 Superintendents

*(a) **Nominate** all certified staff and **appoint** other employees **in accordance with** state law; the rules of the state board and **school board policies**;*

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Examples of Difference and Interplay Between the Two Dominions

(demonstrated in the rules of the NH Department of Education)

FISCAL

Ed 303.01 Boards

(b) Adopt policies necessary and desirable to control and effectuate the purchase of equipment, supplies, or services and may delegate to the superintendent of schools the authority to make financial commitments in accordance with such policy;

&

(e) Prepare an annual budget in accordance with RSA 32 and comply with all federal and state laws and rules

Ed 302.02 Superintendents

(c) Be responsible for the selection and purchase of textbooks and all other supplemental materials in accordance with the policies of the school board and the state board...

&

(d) Be responsible for developing and recommending to the school board or boards within the school administrative unit the annual budget ... in accordance with school board policy

Pp 12-13 of the R&R handout includes a copy of RSA 194-C:4 "Superintendent Services", & pp. 15-18 include full text of Ed 302.01-02 (Superintendent's duties), & Ed 303.01 (School Board Duties).

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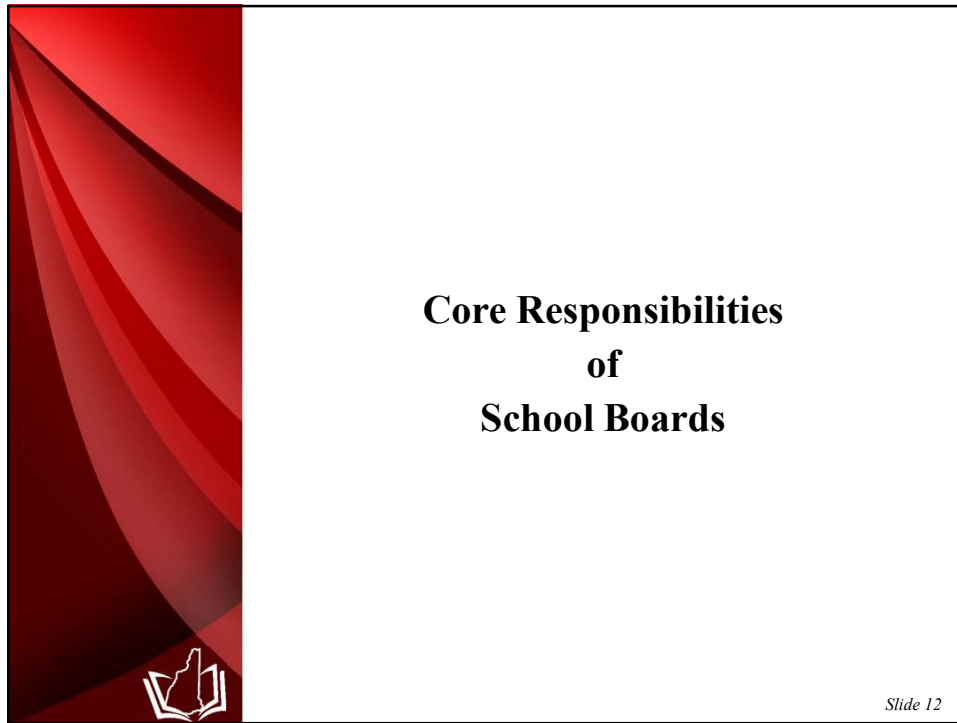
Governance & Management

	SCHOOL BOARD (Governance)	SUPERINTENDENT (Management)
GENERAL	Governs the District, establishes goals and mission for the District, hires and evaluates the Superintendent	Serves as chief executive officer of the District, manages the schools and administrative staff, makes recommendations to the Board
POLICY & DECISION MAKING	Develops and Adopts	Implements, monitors legal requirements, recommends policy needs/changes.
BOARD MEETINGS	Conducts all business in accordance with the Right to Know Law and establishes internal governance and meeting rules.	Prepares agenda, advises of upcoming needs for future meetings, serves as a resource
BUDGET & FISCAL MATTERS	Proposes to legislative body*, establishes longer term goals, monitors current year expenditures	Prepares and recommends draft budget, administers current year, provides fiscal reports to Board
INSTRUCTION & CURRICULUM	Establishes criteria, approves, and monitors	Recommends, develops, oversees staff implementation
STUDENT SERVICES	Adopt policies for instruction, safety, discipline, and health	Recommends, implements & supervises all student related matters (discipline, retention, class/school assignments, etc.)
PERSONNEL	Establishes criteria for approved positions, elects certified staff, sets general hiring process for non-certified staff	Recommends staffing needs, hires, evaluates, trains, supervises, administers necessary corrective action/discipline
COMMUNITY RELATIONS & COMMUNICATIONS	Establishes comprehensive communications plan with goals of ensuring transparency and timely flow of information to appropriate constituencies	Implements the communications plan and maintains a positive image for the District and its schools
LABOR RELATIONS	Negotiates (through team) agreements with bargaining units, ratifies contracts	Recommends contract needs, provides negotiation support, manages contracts
SUPPORT SERVICES (Transportation, Facilities, IT, Food Service)	Adopts policies relative to support service framework	Establishes administrative controls, procedures, implements board frameworks
LEGAL	Takes such actions necessary to comply with legal requirements, makes decisions relative to litigation/dispute objectives	Advises as to legal compliance, oversees investigations, manages litigation and disputes

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**Core Responsibilities
Of the School Board**

- Expressed through a myriad of state and federal laws and regulations
- Primarily a legislative body, with limited quasi judicial function
- Hire and annually evaluate the Superintendent -
 - *See that the district is run well*
 - Process and substantive standard district specific
 - Recommend year long and tied to district and board goals
 - Oversight from reports and policies

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Core Responsibilities Of the School Board

- Govern through policy making; policies –
 - Express the guidelines and philosophical statements which chart the district's course of action
 - Create the framework within which the superintendent manages the district & staff discharge assigned duties
 - Advise staff and the school community of legal requirements
 - Big "P" & little "p"
 - **Revise policies when redirection is desired/needed**
- Set/establish a budget and provide budget oversight - *fiscal expression of policy*

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Core Responsibilities Of the School Board

- Assure strong channels of communications through **comprehensive communication plans**
 - *Consistent with the Right to Know Law*
 - Various constituencies
 - Crisis communications
 - Resources
 - Community engagement
- Participate in the negotiation of collective bargaining agreements (RSA 273-a)
- Develop long-range plans and attainable short-term objectives (See Ed 303.01(g))

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- Conduct Various Hearings
- Board as Quasi – Judicial Body
- Individual Rights and Interests
- Employees
- Students
- By statute, rule or policy

Due process =

- fair & impartial judge PLUS
- ability to hear/challenge evidence.



Members must be free from bias and prejudice.

Underscores need to remain separated from investigations and fact gathering (Policy KEB)

- Not required to remain in the dark
- Information on need-to-know basis
- More information:
 - makes it harder remain impartial
 - easier for attorneys to create expensive appeals




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School Board Member Practice Tips

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School Board Member Practice Tips

- Recognize that only the board as a whole can make policies and decisions for the school district.
- Learn to acknowledge publicly that an individual member has no power or authority.
- Recognize the difference between setting policy (the board's job) and administering the schools (the superintendent's job).

The Learning Curve for New Members

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School Board Member Practice Tips

- Recognize that even the board is limited in how it interacts with employees other than the superintendent.
- Learn how to helpfully respond to the complaints and concerns of citizens, school administrators, and other staff within the governing function of the school board.
- Be prepared to be caught off guard with questions from constituents or the press. Have “ready answers” to appropriate redirect.

See, e.g., policies BHC (Board-Employee Communications), KE (Public Complaints), and KEB (Public Complaints re School Personnel, Employees, Students or Administration)

The Learning Curve for New Members

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