

# BOARD & SUPERINTENDENT

## *Roles & Responsibilities*



association of  
**ALASKA**  
school boards

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# roles & responsibilities

## GENERAL FUNCTIONS

### *the* BOARD

Governs the district; hires the superintendent, establishes expectations, and evaluates self and the Superintendent

1. Represents public education and serves as a liaison between the schools and community.
2. Elected policy-making body and is required by law to establish rules to govern the schools and students.
3. Recruits and hires the superintendent, establishes and approves contract, gives direction through written goals, evaluates based on goals.
4. Invests the superintendent with those powers and duties it may legally delegate in accordance with board policy and state/federal laws.
5. Hires and empowers the superintendent to be the educational leader of the district.
6. Requires professional leadership from the superintendent.
7. Attends educational conferences, workshops and trainings to increase governance skills and better understand role as a board member.
8. Approves a planning process that includes stakeholders in development of a comprehensive long-range plan for student achievement.

### *the* SUPERINTENDENT

Advises the Board, is the executive of the district, is the Boards only employee

1. Serves as the chief executive officer of the board and is responsible to the board for implementing boards policies and carrying out its direction.
2. Is employed at the pleasure of the board.
3. Administers the district in accordance with board policies and guidelines, rules, regulations, state and federal requirements.
4. Delegates authority to other staff members but at all times has the final responsibility for carrying out the man-
5. Provides educational leadership to the board staff, students and community.
6. Responsible for the overall operation of the schools, supervision of the instructional program, and management of all personnel.
7. Recommends to the board the district organizational structure.
8. Identifies needs of the district and reports them to the board.
9. Is aware of and tracks state and national educational developments and reports these to the board.
10. Participates with appropriate professional associations, attends conferences, workshops and other professional development opportunities to upgrade their professional knowledge and qualifications.
11. Implements the comprehensive long range plan focused on student achievement.

# EXPECTATIONS & RELATIONSHIPS

## *the* **BOARD** Governs

1. Establishes criteria for the selection of superintendent, recruits, interviews, hires and evaluates.
2. Establishes contract provisions for superintendent.
3. Provides the superintendent with written goals of expectation of performance upon which s/he will be evaluated.
4. Evaluates the superintendent at least once a year.
5. Demonstrates trust and respect for the professional judgment of the superintendent.
6. Conducts annual self-evaluation of the board's effectiveness in conducting the business of the board.
7. Demonstrates trust and respect for the superintendent and for his/her right to have opinions that may differ from theirs.

## *the* **SUPERINTENDENT** Manages

1. Provides the board with materials as requested from the board as a whole.
2. Assures that personal professional qualifications meet the criteria established by the board.
3. Holds a valid superintendent's certificate and maintains certificate or is a qualified chief school administrator.
4. Provides board with written goals and objectives to meet the boards expectations and defines his/her goals for the district.
5. Demonstrates trust and respect for the board members and for their right to have opinions that may differ from theirs.
6. Responsible for the overall operation of the schools, supervision of the instructional program, and management of all personnel.
7. Works together with the board for the good of the district and student achievement.
8. Acts as advisor to the board in areas needing policy development and revision.

# roles & responsibilities

# POLICY

## *the* BOARD

Reviews suggestions from Superintendent, debates and adopts

1. Adopts policies for the governance and management of the school district.
2. Clearly defines for the superintendent the intent of the board and actions necessary for implementation.
3. Reviews administrative procedures, rules and regulations which implement the board's policy.
4. Reviews and evaluates board policy on a regular annual basis.

## *the* SUPERINTENDENT

Responsible for ensuring policies are current, and recommending and implementing policy.

1. Acts as advisor to the board in areas needing policy development or revision.
2. Drafts written policy and provides board with data and information supporting the policy recommendation.
3. Maintains current, up-to-date written manual of district policies; ensures policies are accessible to all school employees and community members.
4. Implements district policies and assures that the staff, student and community are aware of the intent and importance of those policies.
5. Develops and implements rules, administrative regulations and procedures necessary to implement the board's policies.
6. Assists the board to evaluate policies by identifying areas where the board should revise or rewrite policies as needs of the district or laws and regulations change.

# *roles & responsibilities* BUDGETS / FINANCE

## *the* BOARD Adopts and monitors

1. Establishes priorities for the fiscal management of the district.
2. Provides the superintendent with the Board's priorities in the development of the budget.
3. When used, appoints the budget committee.
4. Approves, adopts and monitors an annual budget.
5. Provides leadership in securing community support for budget.
6. Reviews and approves warrants to pay bills, purchase supplies, equipment or services in accordance with board policy.
7. Adopts policies for the accounting of all school funds, and for the reporting of fiscal information to the board.
8. Recruits, interviews and hires an external auditor who is directly responsible to the board.
9. Receives the audit report from the auditor and with them, explores the internal controls of the district, major changes in fiscal procedures, adequacy of budget preparation and other concerns of the board and the auditor.

## *the* SUPERINTENDENT Prepares, administers, monitors, audits details

1. Serves as the district budget officer.
2. Prepares a detailed budget based on the board's priorities and parameters.
3. Presents a budget to the board and budget committee for their consideration and approval.
4. Administers the budget and assures that expenditures of district funds are within the legal requirements of the budget.
5. Provides rationale and coordinates efforts to obtain community support for district financing.
6. Seeks board approval for expenditures according to board policy.
7. Oversees monthly financial report and presentation.
8. Reports to the board on a regular basis the financial condition of the district.
9. Obtains board approval to transfer funds exceeding amount set by board policy.
10. Provides the board with a list of bidders for purchases exceeding amounts established by law or district policy.
11. Assists the auditor by collecting appropriate records and assuring that staff and appropriate information are available on request.
12. Acts as a resource to the board.
13. Report to board on grants, local, state and federal funding.

# CURRICULUM & INSTRUCTIONAL MATERIAL

## *the* **BOARD** Establishes criteria, approves, monitors

1. Establishes an educational philosophy and goals for the instructional programs of the district.
2. Adopts and/or changes standards and instructional programs as necessary or as recommended by the superintendent.
3. Follows state standards
4. Regularly reviews student achievement data.
5. Reports to the community on the status of education in the district.
6. Identifies and adopts graduation requirements.
7. Periodically requests reports from professional staff relative to assessments and instructional programs.
8. Adopts instructional material.
9. Uses school climate data in decision-making.

## *the* **SUPERINTENDENT** Recommends, oversees staffs' efforts, evaluates

1. Advises the board on the educational needs of the students, the requirements of DEED and other directives.
2. Provides leadership to the staff and board in the continuous development, implementation, and evaluation of the instructional programs and recommends additions or changes.
3. Reports to the community on the status of education in the district.
4. Recommends assessments to the board. Implements testing program appropriate to the educational objectives.
5. Recommends appropriate graduation standards and methods to measure their attainment.
6. Assigns staff to instructional areas.
7. Regularly schedules presentations and reports by staff on various segments of the instructional program.
8. Recommends policy for the selection of curricula and other instructional materials and equipment in accordance with state standards, legal requirements and sound instructional practices.
9. Recommends instructional material for adoption to board.

# roles & responsibilities

# PERSONNEL

## *the* BOARD The What

1. Employs certificated staff members based on the recommendation of the superintendent.
2. Establishes criteria to be used in hiring.
3. Adopts policies for personnel management.
4. Ensures job descriptions are in place for classified staff.
5. On appeals upholds or set aside disciplinary actions or terminations of staff after thorough review of supporting documentation.
6. Promotes good working relations with staff and maintain lines of communication with staff as appropriate.
7. Adopts policy on the evaluation of personnel.
8. Approves staff evaluation procedures.
9. Receives and acts on personnel recommendations from the superintendent.
10. Conducts an annual evaluation of the superintendent, the Board's only employee.

## *the* SUPERINTENDENT The How

1. Recommends to the Board the employment, promotion, transfer, retirement or dismissal of all certified and classified staff.
2. Responsible for the supervision of all employees of the district.
3. Establishes job descriptions for all positions.
4. Establishes procedures for the recruitment, hiring and assignment of staff and establishes expectations for staff.
5. Recommend staff disciplinary actions to the board in accordance with board policies and legal requirements.
6. Serves as the board's liaison with staff. Notifies personnel of the board's actions.
7. Fosters good working relationships with staff and maintains lines of communication with individual staff members and employee organizations.
8. Develops with the Board and staff a systematic plan for evaluating the performance of all district staff.
9. Delegates authority to staff members, as appropriate.
10. Supervises the evaluation of all staff and conducts or supervises evaluations of administrators under his/her supervision.
11. Documents recommendations for tenure, retention, or dismissal. Identifies corrective actions taken on proposals and verifies full compliance with legal requirements and board policy.
12. Provides the board with information regarding employee work assignments.

*roles & responsibilities*

# COLLECTIVE BARGAINING

***the* BOARD** Provides guidelines, ratifies contracts

1. Grants recognition to bargaining units in the district.
2. Designates bargaining unit as the exclusive negotiating representative of the employees in the unit.
3. Determines district issues to be presented for negotiations.
4. Establishes guidelines and criteria for the collective bargaining process for all units.
5. Selects negotiator; appoints negotiating team.
6. Approves contracts.

***the* SUPERINTENDENT** Monitors process within guidelines

1. Provides the board with job titles included in the composition of the unit.
2. Verifies that the bargaining unit represents a majority of the employees in that unit.
3. Acts in a support role for the board.
4. Serves as advisor to negotiating team; normally is not on the team.
5. Normally is not the negotiator.
6. Administers and ensures compliance of contracts.
7. Provides recommendation to the Board for Negotiation Team Members for the District.



# roles & responsibilities

# STUDENTS

## *the* **BOARD** Adopts policies for care and control

1. Adopts policies for provision of student services including admission, attendance, rights and responsibilities, safety, harassment, discipline and welfare.
2. Adopts policies necessary to cover student special needs and challenges.
3. Adopts policies necessary to assure appropriate safety and health needs of students.
4. Reviews student handbooks on an annual basis.
5. On appeals upholds or sets aside disciplinary actions following due process steps established in Board Policy.

## *the* **SUPERINTENDENT** Recommends, implements, directs

1. Implements student policies adopted by the board.
2. Recommends appropriate policy and rules to maintain adequate services and appropriate control of students.
3. Directs and supervises all student activities, instructional, extra-curricular and co-curricular.
4. Develops and implement programs which provide for special needs students.
5. Develops and implements written procedures to deal with health and safety emergencies.

# roles & responsibilities & FACILITIES

## *the* BOARD Develops policies on use

1. Establishes policies for the appropriate use and the proper operation and maintenance of school district building and ground.
2. Adopts policy governing use of district facilities, grounds and equipment.
3. Works with the City or Borough to identify appropriate school sites when applicable.
4. Approves the hiring of architects or other consultants as necessary.
5. Decides on the consolidation and closings of schools.
6. Collaborates with the municipality/borough on the issuance and sale of bonds to fund construction projects where applicable.
7. Determines projects to be submitted for consideration by DEED for construction.

## *the* SUPERINTENDENT Implements policy, writes procedures, makes recommendations

1. Provides for the proper upkeep of facilities and maintenance of equipment.
2. Prioritizes long-rang plans for preventive maintenance of buildings, equipment and ground.
3. Assigns and supervises staff.
4. Recommends and supervises the public use of building, facilities and equipment.
5. Collects information and makes recommendation to the board.
6. Works with architects, staff and consultants.
7. Acts in advisory capacity to board in planning and construction.
8. Submits application to DEED for construction and /or major maintenance projects.

# roles & responsibilities

## MEETINGS

### *the* BOARD President or chairperson is in charge of meetings

1. Meets together to transact all business of the district.
2. All duties imposed upon the board must be performed at an officially called meeting.
3. Establish, through policy, the operational procedures for maintaining control of the board meeting.
4. Has clear protocol for inclusion of items onto an agenda.
5. The board president, in consultation with the superintendent, develops the agenda for the board meeting.
6. Identifies for the superintendent the amount of information expected for good decision-making.
7. Complies with Open Government Law (Open Meeting Laws) and refrains from misuse of Executive Sessions.

### *the* SUPERINTENDENT Serves as a resource to the board

1. Serves as an advisor and ex-officio member to the board.
2. Assures compliance with all legal requirements relative to posting of notices and maintenance of meeting records.
3. Identifies areas of business which boards must address at meetings and works with the board president in development of the agenda.
4. Provides Board members, in advance of the meeting, with sufficient information and data to assist them in making informed decisions.
5. Implements board decisions and instructions developed at meetings.
6. Notifies staff and students of boards' actions relevant to them.
7. Assures that the scheduling and holding of board meetings meets the requirements of the law.
8. Advises board on Open Meeting Act and legalities of entering into executive session.

# COMMUNITY ENGAGEMENT & RELATIONS

## *the* **BOARD** Creates a positive image of the district

1. Acts as liaison between the schools and the community.
2. Maintains awareness of community attitudes, values and interests.
3. Actively participates in programs that build good community relationships.
4. Represents the schools at community functions and school functions.
5. Outlines the responsibilities or advisory or parent committees and in REAA's ensures that the elected advisory boards understand their role.
6. Cooperates with the news media for dissemination of information.
7. Channels complaints or grievances through the appropriate channels.
8. Support district and schools to meaningfully engage families.
9. Ensure opportunities for youth to take a leadership role in decision-making, governance, climate-building, and school improvement.
10. Encourages the community to follow appropriate channels for expressing ideas or concerns for the district via the superintendent.

## *the* **SUPERINTENDENT** Creates a positive image for the district and directs communication

1. Informs the community about its schools.
2. Recommends community relations activities.
3. Works with parent groups and other organizations to share about district programs and activities.
4. Serves as the board's liaison with advisory/parent committees.
5. Establishes a working relationship with the news media.
6. Serves as the liaison with the community to resolve complaints or grievances, makes recommendations to the board for resolution of such issues that cannot be solved at the administrative level.
7. Offers the board opportunities on how the district can and does engage families.
8. Provides opportunities for the community to welcome and support district/school staff.
9. Ensures engagement measures are built into annual accountability structures.
10. Builds bridges between the district, key organizations, community leaders, and governmental representatives.