

Roles & Responsibilities

# Nashoba Regional School Committee

June 19, 2019

# *Municipal Legislature for Schools*

➤ Establish Educational Goals



➤ Enact Policies



➤ Approve & Monitor Budget



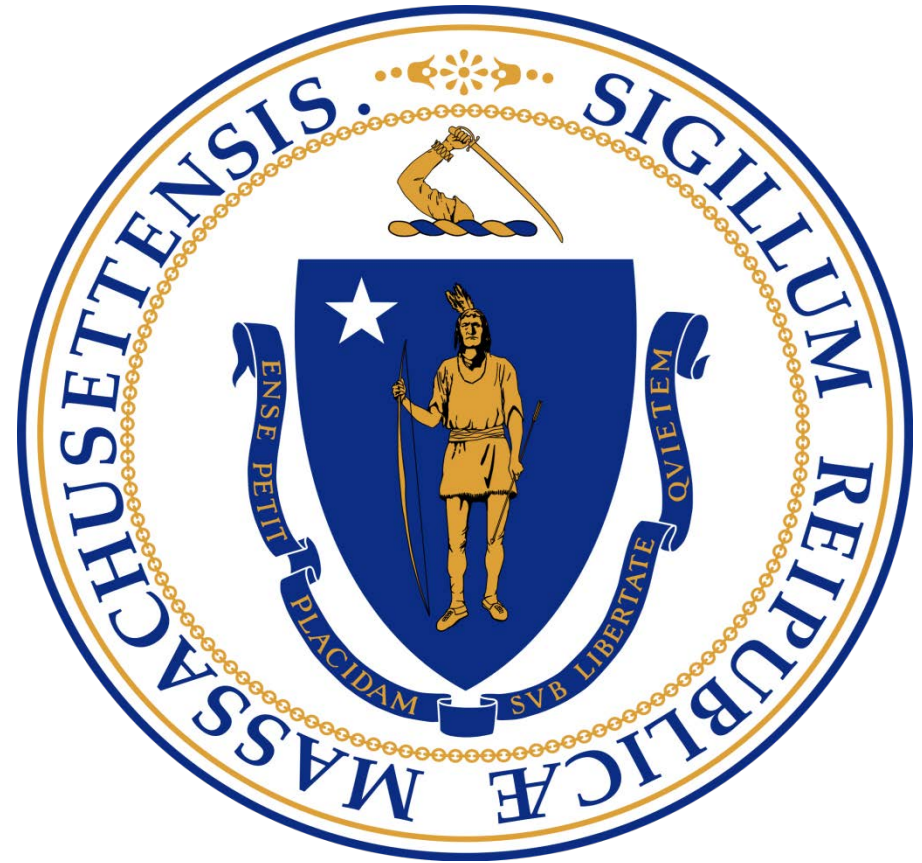
➤ Hire & Evaluate Superintendent  
(And certain other positions)



➤ Employer of Record on  
Collective Bargaining  
Agreements

# Goal Setting

“The School Committee in each city and town and each regional school district shall....**establish educational goals** and policies for the schools in the district consistent with the requirements of the law and statewide goals and standards established by the board of education.”  
MGL 71:37





# Why Set Goals?

- Goal setting is the process by which a school board exercises leadership
- If the board doesn't set goals, special interest groups will
- Setting goals enables the board and superintendent to keep the district on a continuous improvement track
- Goals let employees and the community know where the district is headed

*Goals Frame & Structure Work*

*Ensure Alignment*

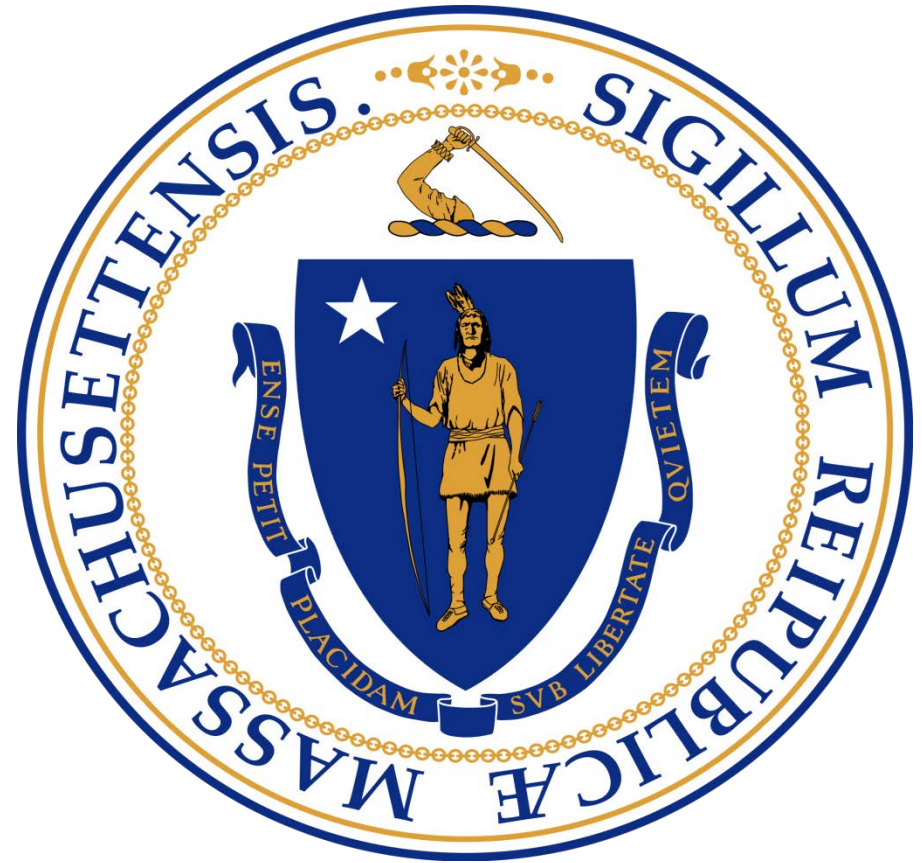
*Monitor Progress*

*Budget Support*

*School Committee Goals*

# Policy

“The School Committee in each city and town and each regional school district shall....**establish** educational goals and **policies for the schools in the district consistent with the requirements of the law and statewide goals and standards established by the board of education.**” MGL 71:37



**POLICY** = *WHAT & WHY*

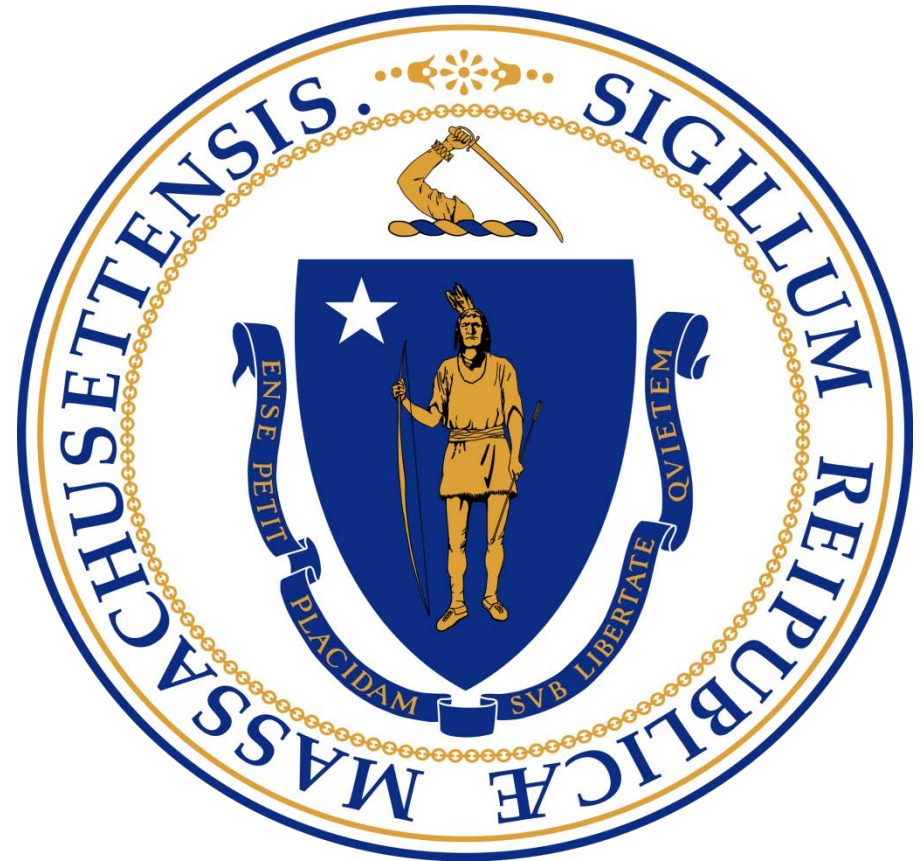
↑ **GOVERNANCE** ↑

↓ **ADMINISTRATION** ↓

**PROCEDURE** = *HOW*

# Personnel

“The School Committee  
...shall employ a  
**superintendent of schools**  
and fix his compensation. A  
superintendent...shall  
**manage the system** in a  
fashion consistent with state  
law and the policy  
determinations of that  
school committee. MGL  
71:59







# Personnel

## School Committee

- Hire & contract with Superintendent
- Hire & retain legal counsel
- “Advise & Consent” on:
  - Associate/Assistant Superintendent
  - School Business Manager
  - Special Education Director
  - Physicians, Nurses, Attendance Officers
- Set district personnel policy
  - Job Descriptions
  - Number of Positions funded
- Establish “compensation” for principals and others not set by collective bargaining
- Employer of record for Collective Bargaining Agreements

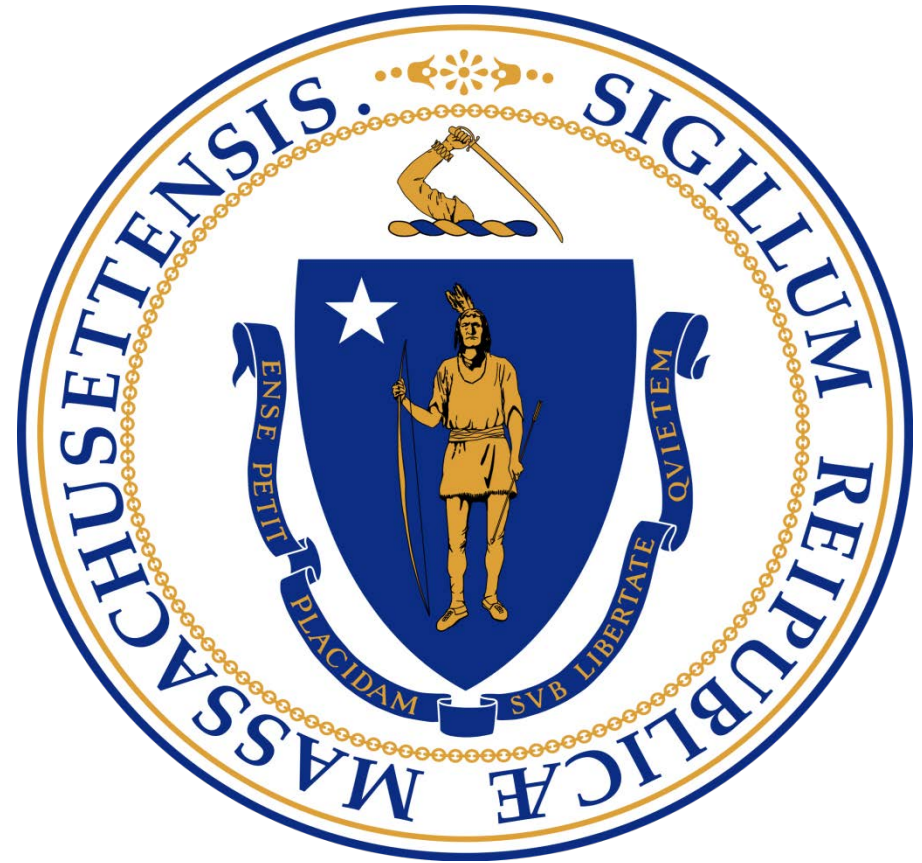
## Superintendent

- Hired by and reports to School Committee
- Chief Educational/Administrative Officer with Executive Authority
- Management of the Schools
- Authority for Personnel
- Supervises Principals
  - “Site Based Managers”
- Implements District Policy
- Initiates Budget Proposal
- Manages Budget approved by School Committee

# Budget

The vote of the legislative body of a city or town shall establish the total appropriation for the support of the public schools, but may not limit the **authority of the school committee to determine expenditures within the total appropriation.**

M.G.L. ch. 71, sec. 34



# Budget Responsibilities

- Understand school finance
- Establish policy to clarify budget and financial processes
- Appoint superintendent and confirm appointment of school business officer
- Establish appropriate budget rationally linked to district goals and policy
- Determine school budget to propose to appropriating authority

# Budget Responsibilities

- Monitor revenue & spending
  - Ensure accuracy over finances
  - Establish “cost centers” to oversee and manage budget during the year
  - Make necessary adjustments (mid-year)
  - Review & sign warrants to authorize payments

# Understanding & Respect for Roles



# Understanding & Respect for Roles

## COMMITTEE

Power exercised through official action at properly posted meeting

Govern through policy

Financial resources

Engage the community

Sustain SC/Superintendent

Relationship

Employer of Record

T  
E  
A  
M

## INDIVIDUAL MEMBER

No individual authority

No greater power than any other qualified voter

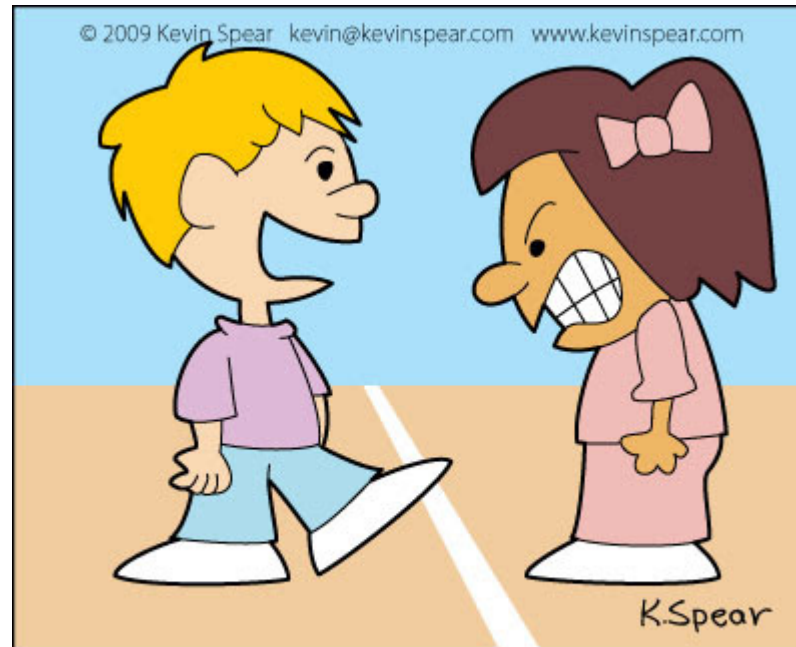
Contribute to & communicate vision & goals

Ask critical questions

Support committee decisions

Be dedicated to the work on behalf of students

# Oversight vs. Overstepping



"Is **THIS** the line you're telling me not to cross?"

Video removed to decrease file size



# Fix it!

- What protocol(s) did Andy fail to observe?
- How could his actions affect faculty?
- What are some potential problems Andy's actions are creating for the Superintendent?
- What should Andy have told the parent?

# Oversight vs. Overstepping

Before a committee meeting a committee member asks the superintendent for an update on the hiring of the new principal. The member asks again in the meeting so that the question will be on the record.



# Oversight vs. Overstepping

During a board meeting there are several Board Members who have questions about expenditures that were in the budget they approved, including the purchase of new technology for the high school. Board Members are curious about how the money was spent and they want to make sure that teachers are receiving professional development so they know how to teach with new technology.



# What is Governance?

Providing direction by:

- Adopting District Vision and Goals
- Adopting District Policy

Judging accomplishment of goals and effectiveness of policy by:

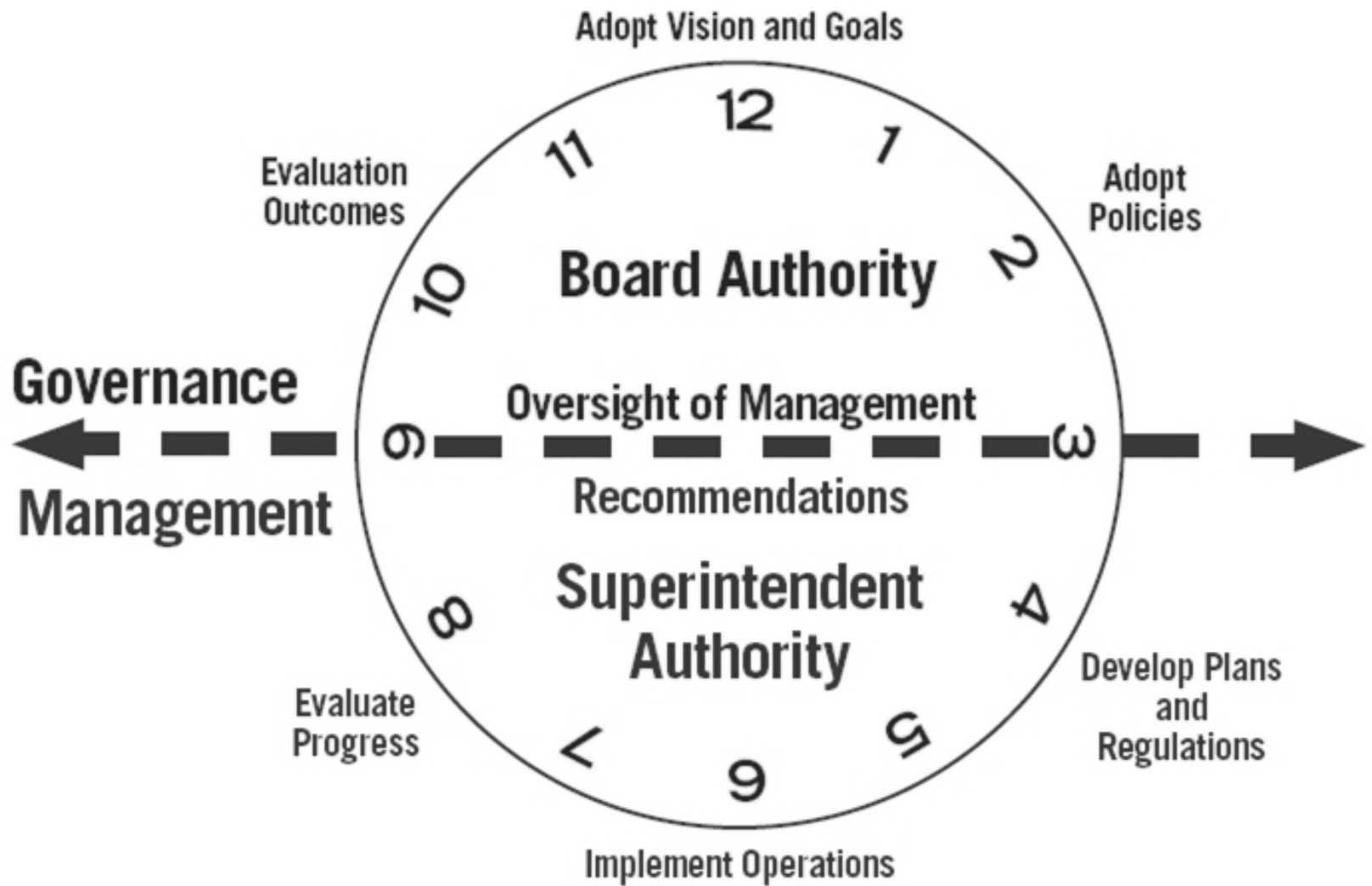
- Evaluating superintendent performance
- Assessing district results

# What is Management?

- Putting plans, systems, and procedures in place to accomplish desired outcomes and priorities
- Monitoring plans, systems and procedures for effectiveness in accomplishing desired results
- Adjusting plans, systems and procedures as needed to accomplish desired results

# What is Oversight of Management?

- Making sure there are desired results in place and that they are appropriate and clearly defined
- Making sure plans, systems and procedures designed to achieve desired results exist
- Making sure the existing plans, systems and procedures are monitored for effectiveness and changed if necessary



**How many School Committee  
members does it take to  
change a  
light bulb?**

