



New Hampshire School Boards Association
25 Triangle Park Drive, Suite 101
Concord, NH 03301
(603) 228-2061
(603) 228-2351 (fax)

2013 Roles and Responsibilities

I. The 4 Key Roles of the Board

- (1) Vision – setting the vision for education in the community.
- (2) Structure – establishing the structure and environment to implement the vision.
- (3) Accountability – establishing academic standards to achieve the vision, assessing the performance and formulating a plan to help marginal or failing students.
- (4) Advocacy – being an advocate for the schools and students in your district.

II. The School Board – General Responsibilities

- (1) Develop and adopt policies that define how the district will operate.
- (2) Hire the chief executive (superintendent)
- (3) Plan, set goals and evaluate
- (4) Approve and adopt a budget

- (5) Establish policy that governs salaries and conditions of employment
- (6) Set policy surrounding instructional programs
- (7) Evaluate school housing needs
- (8) Set policy that guides the actions of administration
- (9) Communicate with various constituencies
- (10) Advocate for the children
- (11) Adjudicate and Investigate

III. The Hardest Lessons:

Experienced board members from across the nation were asked to identify the most difficult lesson or fact they had to learn about board service. Here's what they said most often.

- Learning to acknowledge publicly that you have no power and authority as an individual board member; that only the board as a whole can make policies and decisions for the school district.
- Determining what your function is on the board and how to accomplish it effectively.
- That no matter what you *think* you know about board service when you first come on the board, you still have a lot to learn.
- Recognizing the difference between setting policy (the board's job) and administering the schools (the superintendent's job).
- That you must represent *all* the students. Your decisions must be made in the interest of the total school system and not made solely for special groups or interests.
- Learning how to respond to the complaints and concerns of citizens, school administrators, and other staff.
- That change comes slowly.
- That you can't solve everyone's problems by yourself.
- That you must think deeply and sometimes accept a reality that is contrary to your own beliefs.
- That effective board service means being able to hold the minority viewpoint when voting on a given issue; then openly supporting the majority vote of the board in your community.
- That the primary focus of all board decisions must be student achievement.

IV. The Superintendent's Role:

- (1) Boards govern, superintendents administer and together they form a leadership team.”
- (2) Develops and maintains efficient management systems for the district
- (3) Assists the board with counsel and advice
- (4) Keeps the board informed about all school programs
- (5) Participates in school and community relations
- (6) Recommends technology and services
- (7) Establishes and manages the financial operations of the district

V. In the Boardroom

What's happening at your board meetings that requires more information?

Things we do well	Things that prevent us from being effective as a board

VI. Better Meeting Guidelines

- (1) Plan ahead, the agenda is key.
- (2) Observe the rules of order. They allow the meeting to move forward in an orderly manner.
- (3) Clarify the roles and responsibilities.
- (4) Agree, ahead of time, upon how to deal with the public, the press, etc...
- (5) Practice respectful communication skills. It makes all the difference.

VII. Dealing With the Public

- (1) Be sure the public attendees understand board meeting process. Set their expectations ahead of time.
- (2) Be gracious and welcoming, the public is a guest at your meeting.
- (3) Watch your tone, communication skills and non-verbal behaviors.
- (4) Listen well and reflect back to be sure you have understood what you heard.
- (5) Establish protocol via board policy. Have copies of the policy at the meeting in the event this becomes an issue.

PART Ed 302 DUTIES OF SCHOOL SUPERINTENDENTS

Ed 302.01 Executive Officer.

(a) The superintendent shall:

(1) Serve as the executive officer of the local school district or districts within the school administrative unit (SAU);

(2) Be responsible for the overall administrative and leadership services of the SAU; and

(3) Perform the duties specified in the section.

(b) The superintendent shall be responsible for planning and managing the administrative and leadership services of the local school district or districts within the school administrative unit subject to statutory requirements, these rules, and the policies of the local districts

(c) The administrative and leadership services shall be defined and directed by the governing body employing the superintendent.

(d) Such local district services shall include but not be limited to the following areas:

(1) Personnel;

(2) Finance;

(3) Communication/community relations;

(4) Student service;

(5) Maintenance/capital improvement;

(6) Curriculum;

(7) Instruction;

(8) Assessment;

(9) Short and long range planning;

(10) Governance for student achievement;

(11) Policy research;

(12) Implementation, and review; and

(13) Overall leadership on educational issues.

(e) The superintendent shall develop and maintain a system of public schools, staffed by certified educators, qualified professionals, and persons providing support services, subject to statutory requirements, these rules, and the policies of the local districts (s).

(f) The superintendent shall provide, develop and implement procedures to achieve educational objectives within the local school district or districts with the school administrative unit.

(g) The superintendent shall be directly responsible to the local school district or districts within the school administrative unit board.

(h) The superintendent may nominate for school administrative unit board appointment one or more assistants, including assistant superintendents, and business administrators. The superintendent may assign duties for the efficient management of the school administrative unit.

Ed 302.02 Substantive Duties. The superintendent shall in addition to those duties outlined in Ed 302.01:

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

(b) Direct and supervise the work of all employees of the district or districts within the school administrative unit and shall have all powers necessary to make such direction effective, as outlined in RSA 194-C:4. While the superintendent has ultimate responsibility, he/she may delegate powers and duties to other personnel.

(c) Be responsible for the selection and purchase of textbooks and all other supplemental materials and supplies in accordance with the policies of the school board and the state board and see that the same are distributed to the school, accurately accounted for and economically used;

(d) Be responsible for developing and recommending to the school board or boards within the school administrative unit the annual budget for the support of the educational program and for the operation and maintenance of schools within the district or districts and the school administrative unit in accordance with school board policy;

(e) Be responsible for developing and maintaining an accounting system and financial reporting procedures for all funds in accordance with local school board policy, and local and state laws;

(f) Be responsible for the development of an educational plan including curriculum, instruction, and assessment programs for the district or districts and for recommending a program of studies suitable to the needs of the pupils and the community in accordance with local school board policies, state statutes and state board rules;

(g) Remove a teacher or other employee of the district in accordance with RSA 189:31;

(h) Recommend the dismissal of certified staff to the board, which has the authority to dismiss in accordance with RSA 189:13;

(i) Provide for temporary staff to fill vacancies and provide supplies immediately needed for the operation of the schools;

(j) Be responsible for maintaining records and filing reports as required by the state board of education and the local school boards;

- (k) Admit pupils to the resident school district in accordance with the laws of the state and the rules of the state board and policies of the local board;
- (l) Direct pupils to assigned classes and grades, consistent with local school board policies;
- (m) Maintain a safe environment for pupils free of hazardous conditions;
- (n) Be responsible for the evaluation of personnel and programs in accordance with local school board policies;
- (o) Be responsible for implementation of state board rules, which apply in the area of the superintendents jurisdiction;
- (p) Be responsible for developing and recommending to the school board or boards within the school administrative unit an annual maintenance program and long-term capital improvement plan;
- (q) Be responsible for the implementation and recommendation to the school boards or boards within the school administrative unit a community relations and communications program; and
- (r) Be responsible for the implementation and review of school district policies.

PART Ed 303 DUTIES OF SCHOOL BOARDS

Ed 303.01 Substantive Duties. Each school board shall:

- (a) Adopt policies necessary and desirable to control and effectuate the recruitment, employment, evaluation and dismissal of teachers and other employees and may delegate authority to the superintendent of schools to carry out the provisions of such policies provided that no teacher shall be employed who is not certified or who has not been nominated by the superintendent of schools and elected by the school board;
- (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;
- (c) Provide, through documented planning and public meetings and quorum votes, accommodation for all pupils in approved schools or other facilities in accordance with state law;
- (d) Provide required transportation of students consistent with these rules and provide that all school buildings and other learning environments be maintained in a manner consistent with standards of health and safety as required by these rules;

- (e) Prepare an annual budget in accordance with RSA 32 and comply with all federal and state laws and rules;
- (f) Hold meetings for the transaction of business at least once in 2 months and require the attendance of the superintendent or designee. The board shall cause a written record to be kept of each meeting in accordance with RSA 91-A;
- (g) In consultation with the superintendent and in accordance with statutes and rules of the state board of education, determine the educational goals of the district, develop long-range plans and identify measurable and attainable short-term objectives. The school board shall require the implementation of educational programs designed to reflect the goals and objectives and, further, the school board shall review such programs and make public the results of such investigation;
- (h) Exercise all powers and perform all duties vested in and imposed upon the school board by law or rules of the state board;
- (i) Adopt a rule to ensure that there shall be no unlawful discrimination on the basis of sex, race, age, creed, color, marital status, national origin, or disability in educational programs or activities consistent with local standards which may be stricter in specific areas than the broader statewide standards;
- (j) Establish a policy on sexual harassment, written in age appropriate language and published and available in written form to all those who must comply, which includes, at a minimum, the elements specified below:
 - (1) A statement that sexual harassment is against the law and against school district policy;
 - (2) A definition of sexual harassment with examples of actions that might constitute sexual harassment;
 - (3) The names and roles of all persons involved in implementing the procedures;
 - (4) A description of the process so all parties know what to expect, including time frames and deadlines for investigation and resolution of complaints;
 - (5) A prohibition against retaliation toward anyone involved in a complaint;
 - (6) A description of possible penalties including termination;
 - (7) A requirement that a written factual report be produced regardless of the outcome of the investigation;
 - (8) At least one level of appeal of the investigators recommendation;

(9) A clear statement that someone can bypass the internal process and proceed directly to the New Hampshire commission on human rights, with address and phone number, or office of civil rights, with address and phone number; and

(k) Annually evaluate the superintendent based on written criteria established by the school board (s)/SAU board.