

# 17 Tenets of the Effective Board-Administrative Leadership Team

Board members:	Superintendents:
1. Recognize their function as being legislative and judicial, and respect the executive function of the superintendent.	1. Recognize their function as being executive and respect the legislative and judicial functions of the board.
2. Attend all board meetings.	2. Attend all board meetings.
3. Recognize that authority to act rests with the entire board or a legally constituted quorum of the board, and that business may be transacted only in official meetings. Refrain from making commitments to individuals or groups as an individual board member.	3. Interpret official actions of the board to school employees and community groups in a faithful, accurate, and objective manner and not make any commitments to individuals or organizations outside the context of adopted school policy.
4. Support the superintendent as the executor of board policies.	4. Faithfully and objectively administer the policies of the district.
5. Listen courteously to parents with questions and complaints, referring them to an appropriate member of the school staff in accordance with policies of the school.	5. Establish a program of school-community relations leading to open, two-way communications between the district and all parties.
6. Refer personal requests and criticism by school staff directly to the appropriate administrative officer, in accordance with board policies.	6. Provide written grievance procedures for school staff and assure an effective means of communication among staff, board, and superintendent.
7. Keep the superintendent and fellow members of the board advised of community reaction to school policies.	7. Keep the board continuously, adequately, and objectively informed concerning the school program, curriculum, and problems—current and anticipated.
8. Submit items to be placed on the board meeting agenda in ample time so the superintendent may assemble information bearing upon the subject and according to locally adopted policy.	8. Accept items to be placed on the board meeting agenda from members of the board and others, and gather pertinent information relative to the items on the agenda.
9. Encourage and support the superintendent to consult with staff and community to seek opinions and recommendations for board consideration.	9. Formulate, when appropriate, with members of the school staff, board, and community, recommendations to be made to the board.

<b>Board members:</b>	<b>Superintendents:</b>
10. Engage in a strategic planning process. Gather diverse stakeholder input, identify district strengths and opportunities for growth, and review student achievement and demographic-related data for all student groups. Include the mission, vision, beliefs statements, district goals, and objectives to ensure all students succeed.	10. Provide the board with the resources, structure, disaggregated district data, research, and administrative support required to develop, implement, and monitor the strategic plan. Provide district-wide leadership to implement the board-approved strategic plan to ensure all students succeed.
11. Require that meetings of the board be conducted on the basis of a planned agenda prepared by the superintendent in accordance with board policies and be made available to board members prior to the board meetings.	11. Prepare for all board meetings, in cooperation with appropriate board officers, an agenda and supporting materials to be distributed to board members in ample time prior to board meetings.
12. Develop a clear set of policies regarding such items as size of school, class size, assigned responsibilities, budget preparations, staffing, suspension, or dismissal, etc.	12. Carry out board policies and be held accountable for them. Assist the board in maintaining focus on policy matters and recommend and evaluate policy at all times.
13. Require that the administrative rules and regulations be in harmony with school policy.	13. Present to the board for its advice, counsel, and approval, administrative rules and regulations implementing the policies of the board.
14. Delegate full executive responsibility to the superintendent to make recommendations which establish and operate a total school program of acceptable standards.	14. Accept full executive responsibility for establishing and operating a total school program of acceptable standards.
15. Assume responsibility for adopting fiscal policies that will allow the superintendent to operate a total school program of acceptable standards.	15. Assume responsibility for presenting to the board responsible and detailed fiscal plans to assure the smooth operation of the school program.
16. Adopt policies that will allow the superintendent, staff, and board to keep abreast of contemporary developments in education through conference attendance, in-service workshops, and consultant services.	16. Advise the board of programs designed to keep the superintendent and staff abreast of contemporary developments in education through conference attendance, in-service workshops, and consultant services.
17. Act on the selection, promotion, demotion, or dismissal of school personnel only after submission of a specific recommendation by the superintendent. Confidentiality is maintained regarding all private data.	17. Present to the board recommendations for selection, promotion, demotion, or dismissal of school personnel. Private data is clearly identified as such and confidentiality is maintained.