



What is the most important responsibility?


STUDENT ACHIEVEMENT

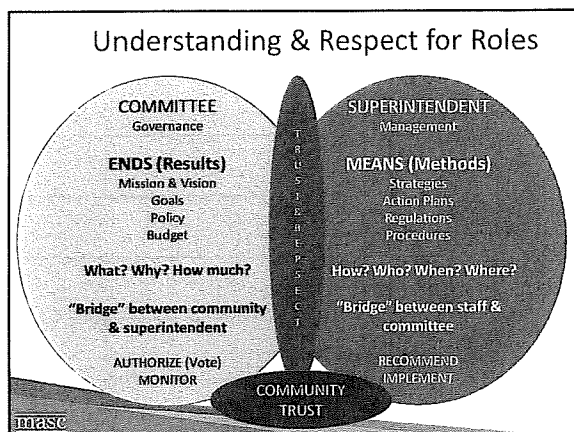


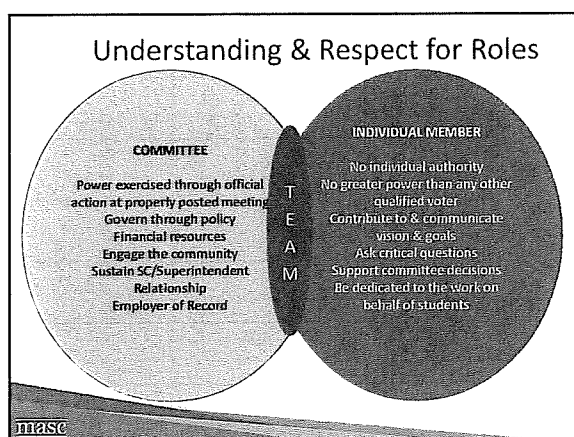
✓ Vision of High Expectations
Effective School
 ✓ Focus on
Boards Positively
 ✓ Accountability
Influence Student
 ✓ Foster Strong
Achievement
 Relationships
ATTRIBUTES
 ✓ Use Data to Monitor Progress
 ✓ Lead as a United Team
 ✓ Collaboration * Trust * Respect

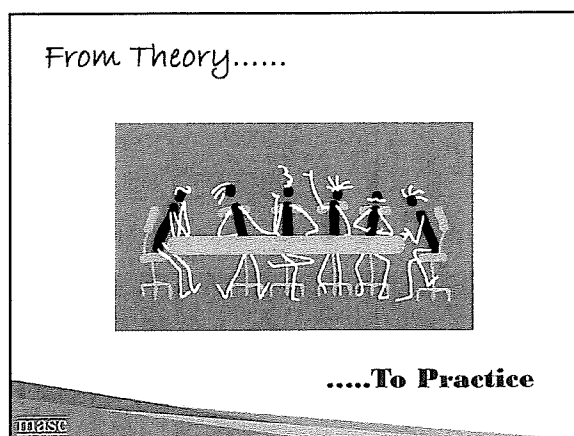


✓ Set Goals & Monitor Progress
 ✓ Varied & Purposeful Meetings Focused on Student Achievement
Effective School
 ✓ Self-Governance
Boards Positively
 ✓ Board Professional Development
Influence Student
 ✓ Strong Superintendent-School Committee Collaboration
Achievement
PRACTICES









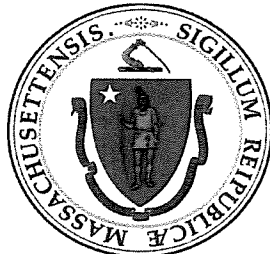
Municipal Legislature for Schools

- Establish Educational Goals 
- Enact Policies 
- Approve & Monitor Budget 
- Hire & Evaluate Superintendent (And certain other positions) 
- Employer of Record on Collective Bargaining Agreements 

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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

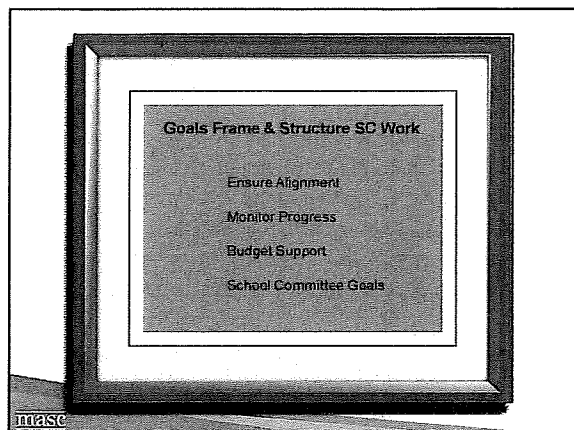


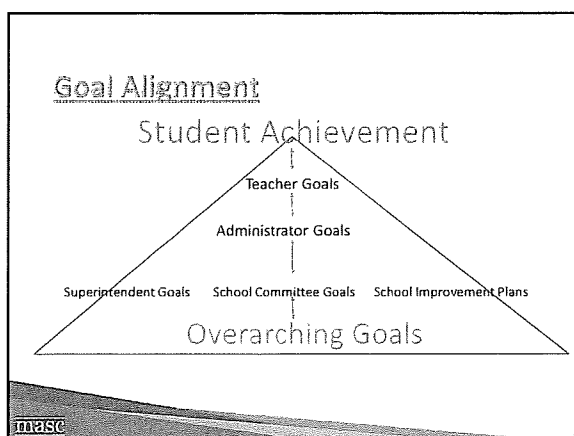
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Why Set Goals?

- 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

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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

The seal of the Commonwealth of Massachusetts, featuring a Native American figure holding a bow and arrow, surrounded by the text "SIGILLUM REIPUBLICÆ MASSACHUSETTENSIS".

POLICY IS FOUND EVERYWHERE – NOT JUST IN YOUR POLICY MANUAL

- District Policy Manual
- Student Handbooks
- Collective Bargaining Agreements
- Strategic Plans
- Official Goals and Objectives, Mission and Vision Statements
- School Committee Minutes (Motions, Orders)
- Grant Applications (e.g., Race to the Top)
- Legal Documents Filed For You by Counsel
- Directives of the Superintendent
- Past Practices
- Regional Agreements
- Town Charters
- Budget




POLICY = WHAT



↑ GOVERNANCE ↑

↓ ADMINISTRATION ↓

PROCEDURE = HOW




Balanced Governance


Is it Policy (School Committee)
OR
Administration (Superintendent)?

- Budgeting for materials, new positions, buildings or programs
- Making decisions about hiring, supervision, transfers, promotions
- Decisions with collective bargaining implications such as teacher assignments, stipends
- Adding or amending a policy
- Evaluating faculty and staff
- Making pedagogical decisions related to teaching




When the Lines *Blur*?


- The lines are not always clear
- Differences should be discussed and resolved
- Operating Protocols can help



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





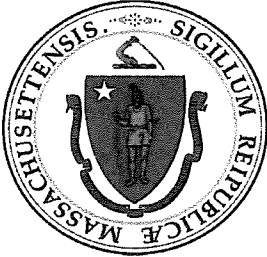
Personnel

School Committee	Superintendent
<ul style="list-style-type: none"> • Hire & contract with Superintendent • Hire & retain legal counsel • "Advise & Consent" on: <ul style="list-style-type: none"> • Associate/Assistant Superintendent • School Business Manager • Special Education Director • Physicians, Nurses, Attendance Officers • Set district personnel policy <ul style="list-style-type: none"> • Job Descriptions • Number of Positions Funded • Establish "compensation" for principals and others not set by collective bargaining • Employer of record for Collective Bargaining Agreements 	<ul style="list-style-type: none"> • Hired by and reports to School Committee • Chief Educational/Administrative Officer with Executive Authority • Management of the Schools • Authority for Personnel • Supervises Principals <ul style="list-style-type: none"> • "Site Based Managers" • Implements District Policy • Initiates Budget Proposal • Manages Budget approved by School Committee

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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



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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

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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

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WHAT WAS THAT ABOUT UNDERSTANDING
SCHOOL FINANCE?



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**STAY
TUNED!**

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Review

- How many employees report to the School Committee?
- A good policy would have specific guidelines for classroom discipline at all levels: True or False?
- Once your budget is approved, spending on items can be changed without going back to the municipal appropriating authority: True or False?

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What is the most important responsibility?



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**STUDENT
ACHIEVEMENT**

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