

The duty of the Board of Education is to set policy and evaluate the results of those policies. The duty of the Superintendent of Schools is to carry out Board policies in an effective, efficient manner.

Members of the Board cannot act for the Board on any matter unless officially delegated by the Board with the authority to do so. Members shall refrain from involving themselves in administrative matters and from asking the district administrator for personal considerations. Board members shall refer all non-action matters and criticisms to the district administrator.

Many of the factors that make the relationship between the Board and the Superintendent work well are the same factors that make relationships work well in any human endeavor. They are:

1. **A Shared Mission or Goal** - Unless there is a clear understanding of the ultimate results desired there can be no successful building toward those results. And if differing missions are in place, the Board and the Administration will only succeed in frustrating each other in the reaching of any goal.
2. **Good Two-Way Communication** - Assumption of knowledge can be fatal to the necessary working together in the achievement of the shared mission. Board members must share their concerns and insights with the Superintendent if they expect that person to be cognizant of their views. By the same token, the Superintendent must be careful to keep the Board informed fully on matters for which the Board must answer to the public or on which the Board may be required to make decisions.
3. **Mutual Trust and Respect** - As in any relationship, achievements that require joint effort is greatly impeded without all involved trusting in the ability and good will of the others with whom they must work. This may be especially true of the relationship of Board and Superintendent where sensitive issues must be dealt with by people with diverse backgrounds and areas of expertise. Without the belief that all involved have the best interest of the mission at heart and that all involved have the ability to deal with issues fairly, communication breaks down and the relationship fails. Members of the Board and the superintendent will refrain from public comments that could be taken as criticism of the other.
4. **A Clear Delineation of Duties** - All of those involved in the relationship must have a clear understanding of their responsibilities and the expectations they can have of the others involved in the relationship. While there will be points at which the spheres of responsibility will intersect, a clear understanding of the duties of each side will avoid misunderstanding and frustration while providing for accountability.

*Ref: Wisconsin Statutes 118.24, 120.12, 120.13, 120.44*

*Approved February 21, 2011*

