

**BBD Board-School Superintendent Relations**

5/6/13

**A. GENERAL PROVISIONS:**

The Cobb County Board of Education's (Board) sole connection to the operational organization will be through a Chief Executive Officer, titled Superintendent. Only decisions of the Board acting as a body are binding on its Superintendent. Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Superintendent.
2. Board member or Board committee requests for information and/or reports from any division of the Cobb County School District (District) will be directed to the Superintendent's Office so that the Superintendent can direct the appropriate staff to fulfill the request unless the Superintendent has directed otherwise. The request should also be communicated to the Board Chair.
3. In the case of Board members or Board appointed committees requesting information or assistance without full Board authorization, the Superintendent may refuse such requests that require, in the Superintendent's opinion, an excessive amount of staff time or funds, or are disruptive. In the event of such refusal, the issue will be brought before the full Board for discussion and resolution. Responses to requests for information submitted by any Board member will be provided to the full Board.

**B. LINKAGE:**

The Superintendent is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Superintendent. Therefore:

1. The Board and/or individual Board members will never direct or suggest the activities, give instructions, or exert undue influence to persons who report directly or indirectly to the Superintendent.
2. Members of the Board will not work directly with staff in the performance of normal staff duties unless authorized by action of the Board with the agreement of the Superintendent.
3. The Superintendent will inform the Board or one of its officers whenever in his/her judgment the Board or a Board member is not in compliance with its own policies, especially in any circumstances in which the Superintendent believes that Board behavior is detrimental to the working relationship between the Board and the Superintendent or interferes with the operations of the District or the duties of District staff.
4. The Board will view the Superintendent's performance as identical to organizational performance, so that organizational accomplishment of Board-stated "ends" and avoidance of Board-proscribed "means" will be viewed as the measures of success of Superintendent performance.

Nothing in the above shall be construed as restricting discussions between Board members and staff which are not in violation of this Policy.

**C. ADMINISTRATIVE PRACTICES AND PROCEDURES:**

The Superintendent is authorized to establish administrative practices and procedures, make decisions, take actions, and develop activities necessary to further the District Strategic Plan that are consistent with Board Policies. If the Board feels that an administrative decision is not consistent with Board Policy, it may clarify or amend such decision at any time.

**D. COMMUNICATION AND SUPPORT:**

1. The Superintendent will keep the Board informed and will provide for such staff and other support as the Board shall require for its work. In particular, the Superintendent shall

regularly provide the Board with the following categories of information in a timely, accurate, and understandable fashion:

- a. That which is necessary to monitor the achievement of the Board's goals and objectives.
  - b. That which the Board requests as part of an overall "Management Information Reporting System" designed to keep the Board informed of District operations generally, even though action on such matters has been delegated to the Superintendent.
  - c. As much external and internal data, research, staff and other opinions and findings as may be reasonably required for fully informed Board deliberations and choices.
  - d. Any additional information that in his/her judgment relates to relevant District trends, anticipated adverse media coverage, pertinent external or internal changes (particularly those that affect the assumptions on which current Board policies have been established).
  - e. Superintendent shall notify the Board of sensitive or emergency situations as shall be required to prepare the Board to answer inquiries from citizens or the media. Status reports regarding ongoing crisis situations shall be provided to the Board as soon as is consistent with the Superintendent's other responsibilities at the time.
2. Without limiting the above, the Superintendent shall also:
- a. Provide the Board timely notice of:
    - (1) Material internal changes;
    - (2) Planned/actual personnel changes at the local school administrative level and above;
    - (3) Substantial or publicly visible programmatic changes;
    - (4) Any legal action threatened or filed;
    - (5) All press releases and mass communications originating from the school district prior to their release, including "talking points" as appropriate;
  - b. Issue emergency communications to the Board as unforeseen circumstances warrant. In these cases, all reasonable efforts shall be made to ensure that each board member is contacted.
  - c. Ensure that all Executive reports as required by the Board in areas of performance of duties delegated to the Superintendent is provided in a timely, complete, accurate, understandable, non-defensive and unbiased fashion, directly addressing Board policies monitored and justifying his/her interpretation. Such reports, in final version, shall be provided to the Board no less than five business days in advance of any public discussion of such data. Two days following the Board's receipt of such data, it shall be posted on the public section of board docs.
  - d. Present to the Board at least twice annually on developing trends. Examples of such trends include academic, growth and demographic, legal, financial, personnel, and communication.
  - e. Provide an executive summary for all data presented to the Board.
  - f. Report, in a timely manner, actual or anticipated non-compliance with Board policy.

Adopted: 8/23/01

Confirmed: 5/9/07

Revised and Re-coded: 5/17/12 (previously coded as Board Policy BDD)

Revised: 2/28/13

Structural Revisions: 5/6/13

Legal Reference

O.C.G.A. 20-02-0061

O.C.G.A. 20-02-0109

Rule 160-5-1-.36

Fundamental roles of local boards of education and local school superintendents

Duties of superintendents

Local School Board Governance