

HAVE YOU...

- ✓ *Just had an election and have new board members?*
- ✓ *Recently hired a superintendent?*
- ✓ *Not evaluated your superintendent in the last 12 months?*
- ✓ *Not had a planning retreat in the last 18 months?*

Or, is everything O.K., but you know it could be better?

McPherson & Jacobson L.L.C., Executive Recruitment and Development, has created a three step process to assist superintendents and boards of education in creating a harmonious working relationship, improve communications, and advance the overall goals of the school district. This three step process is designed to create realistic and achievable expectations, define how the board will operate, and develop a comprehensive plan of action.



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ENHANCING SUPERINTENDENT/ BOARD RELATIONS



Step 1: Establishing Superintendent Performance Objectives

In Step 1 the superintendent and board of education will, using a consensus decision making model, agree upon two to three annual performance objectives for the superintendent.

Once the performance objectives are agreed upon, the board will then identify what evidence they will accept that the superintendent is making progress towards the identified objectives.

The superintendent will take the information generated at this meeting and create an action plan consisting of performance objectives, indicators, target dates and necessary resources for attainment of the identified objectives. The action plan is presented to the board for final approval and also forwarded to McPherson & Jacobson.

At six months, McPherson & Jacobson will send each board member a form to evaluate the superintendent's progress towards the identified objectives. The forms are returned to the board president for review with the superintendent. At the conclusion of one year the evaluation process is repeated.



Step 2: Creating Board of Education Operating Principles

In Step 2, the consultants will assist the board in identifying operating principles they will adhere to as they function as a board. The areas covered in this step include:

- Operating Principle 1:
Educational Advocate*
- Operating Principle 2:
Team Focus*
- Operating Principle 3:
Human Resource Development*
- Operating Principle 4:
Positive Relationships*
- Operating Principle 5:
Open Communication*
- Operating Principle 6:
Handling of Concerns*
- Operating Principle 7:
Meeting Format*
- Operating Principle 8:
Team Decision-making*
- Operating Principle 9:
Planning, Goal Setting, and
Accountability*

The consultant will take the board and superintendent through a process where they will define the meaning of the operating principle as well as specific operating procedures for each principle.

This process clearly identifies for the board, as well as all stakeholders, how the board and administration will operate in conducting the business of providing quality education in a highly accountable environment.

Step 3: Developing an Organizational Strategic Plan

Step 3 is the implementation of Operation Principle 9. In this step the consultants will facilitate the creation of a long-range strategic plan. While this process starts with the Board of Education and Superintendent, it also involves a high degree of stakeholder input at all levels. This process includes:

- I. Creating a Vision
- II. Articulating Your Mission
- III. Determining Long and Short Range Goals
- IV. Creating and Implementing an Action Plan
- V. Evaluating Progress

Implied in this process is continuous two-way communication with all stakeholders allowing for on-going monitoring and adjustment of the plan.

