

Bureau of Indian Education School Board Training

SCHOOL BOARD ROLES AND RESPONSIBILITIES
September 16, 2020

Please say **hello** using the chat function. We'd love to know your name, school district and email address.

Overview of Panel



Mute



Chat



Raise Hand

Let's Practice! Tell us where you are joining from.

The screenshot displays the GoToTraining interface with several panels:

- File Options View Help**: Top navigation bar.
- Audience view**: 100% zoom level.
- Screen Sharing**: Stopped. No one sees your screen. Includes buttons for Show My Screen, Stop Showing Screen, Give Keyboard & Mouse, and Change Presenter.
- Start Recording**: 78.4 GB remaining. Includes a Settings link.
- Webcam**: Share My Webcam. Includes a Webcams dropdown.
- Audio**: Control panel for audio.
- Timer**: Control panel for a timer.
- Dashboard**: Control panel for the dashboard.
- Attendees**: 1 of 52 (max).
- Activity**: Control panel for activity.
- Materials**: 0.
- Polls**: 0/0 and Tests: 0/0.
- Chat**: Chat panel with a message from "Me (to All - Entire Audience):" at 9:45 AM: "Chat here to message presenter with questions." Includes a text input field and a Send button.
- Train now**: Training ID: 478-011-420.
- GoToTraining**: Logo at the bottom.

Session Overview

- ❖ Welcome and Overview
- ❖ School Board's Core Responsibilities
 - ❖ Top 10 Roles and Responsibilities
- ❖ Compare and Contrast School Board and School Administrator Roles
- ❖ Avoiding Common Pitfalls of Board Roles
- ❖ Discussion, Q&A and Feedback

School Board Training Staff

We are available to deliver culturally relevant, high-quality professional development and school board governance training to Tribally-Controlled School Board Members supporting their efforts to advocate for academic excellence.

Ventura Lovato



Located: Albuquerque ERC

Bob Parisien



Located: Bismarck ERC

Kim Smith



Located: Seattle ERC

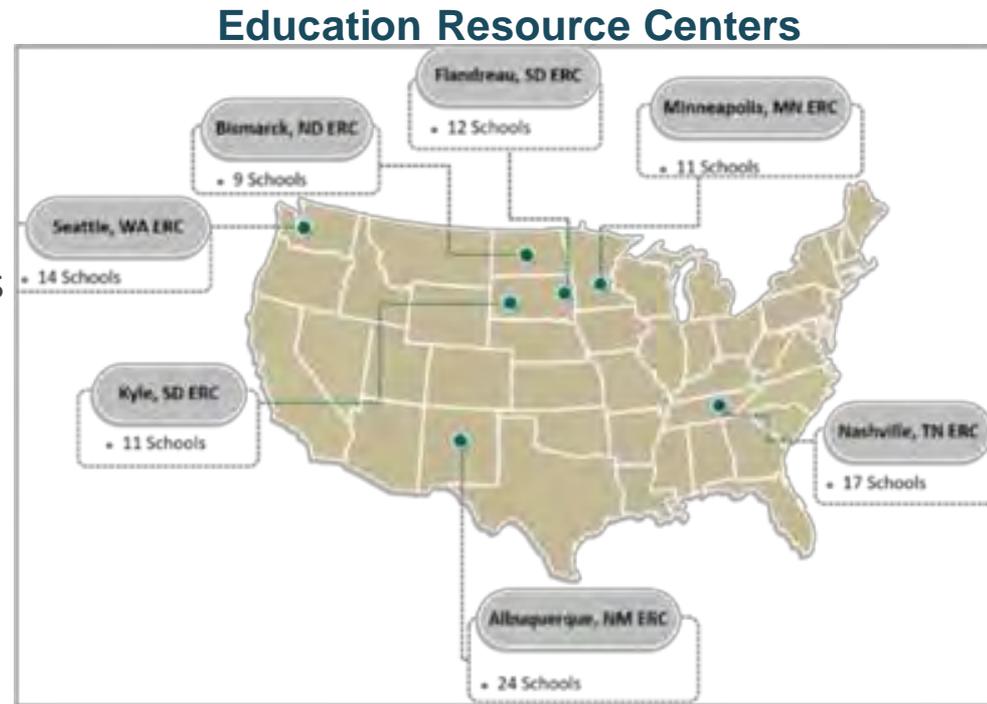
Meet our Team



TCS Education Resource Centers

The Education Resource Centers (ERC) staff provide technical assistance and guidance to 97 Tribally Controlled Schools in the following areas:

- ❖ School Improvement Support
- ❖ Curriculum, Instruction and Assessments
- ❖ Consultation and support with Native Language and Culture Curriculum
- ❖ Grant Application Technical Assistance
- ❖ Professional Development and School Board Training





Welcome

“Let's put our minds together
and see what life we can make
for our children.”

- Sitting Bull



Overview of School Board Members Responsibilities





Poll

What school board roles and responsibilities are you interested in learning more about?



Check-in



How are you feeling about this session?



1



2



3



4



School Board Core Responsibilities



1. Believe in the school's mission statement and focus on student achievement.
2. Hire and supervise the school administrator.
3. Support and evaluate the school administrator.
4. Ensure effective strategic planning.
5. Monitor and provide oversight of education programs.
6. Provide financial oversight.
7. Ensure school has adequate funding and staffing.
8. Build and sustain a competent board.
9. Ensure legal and ethical integrity.
10. Serve as the school's ambassador and liaison with the community.



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Doing What's Best for Students!



Believe in the school's mission statement and focus on student achievement.

Legal Authority
of School Boards



Administration of Grant and Contract Schools

The Education Amendment Act of 1978 (P.L. 95 – 561)

Indian Education Act of 1988

Under P.L. 100-297

The Education Amendment Act of 1978 (P.L. 95-561)

P.L. 100-297 Tribally Controlled School Act of 1988

- Congress affirms the reality of the special and unique educational needs of Indian People, including the need for programs to meet the linguistic and cultural aspirations of Indian tribes and communities. These may best be met through a grant process.
- Authorizes BIE to transfer the school's management to tribes.
- Allows for timelier funding.
- Ability to invest.



School Board Authorities

- ❖ Legal authority of School Board
 - Education of Students
 - Provide safety and welfare
 - Determine matters relating to school employees and contractors
 - Make joint agreements and cooperative agreements
 - Approve annual budgets
- ❖ School boards operate as a corporate body. Individual school board members have no authority to act independently and cannot commit or bind the board by their individual actions.

A primary focus of all board decisions must be student achievement.



Photo: Santa Fe Indian School Board

Examples of Executing School Board Leadership



Legal Citation: 25 CFR 30.112, 30.104(b) and 30.119

- ❖ Approve school programs to achieve educational standards and student performance, including school improvement.
- ❖ May develop Alternate Educational Standards.
- ❖ May approve language and cultural programs and standards.
- ❖ Approve school applications and grants
- ❖ May request school closure, consolidation or attendance boundaries of school, with tribal approval.
- ❖ May determine fees and tuition for non-Indian students.

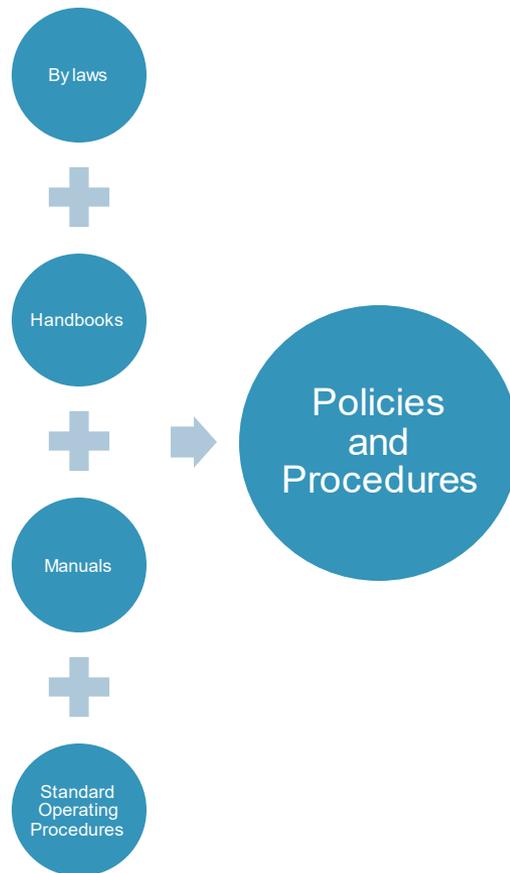
Board Bylaws - Policies & Procedures



- ❖ P.L. 100-297 Tribal Grant Schools must establish bylaws and policies & procedures to operate their school.
- ❖ Board bylaws and policies should be reviewed annually and be revised as needed by the School Board.
- ❖ Clarifies for the School Administrator the intent of the School Board and any actions for necessary for implementation of Board policy.



Sample of Policy and Procedures Table of Contents



0000 Bylaws	+
1000 Administration	+
2000 Program	+
3000 Professional Staff	+
4000 Support Staff	+
5000 Students	+
6000 Finances	+
7000 Property	+
8000 Operations	+
9000 Relations	+

Within your Policies and Procedures



Bylaws

- Duties of School Board Representative
- Powers of the School Board
- Quorum
- Conflict of Interest
- Meeting Protocols
- Selection of Officers
- Subcommittees
- Relationship with the School Administrator
- Fiscal Year and Audit
- Maintenance of Records

Policies and Procedures

- Organization of the school district
- School board operations
- General school administration
- Financial management
- Facilities
- Personnel
- Instructional programs
- Student requirements
- Communications
- Parent involvement and volunteer programs



T or F



School Board bylaws provide a description of the governance structure and its membership.

Leadership & Professional Development



- ❖ Continue to Seek Training and Professional Development
- ❖ Take part in team development and training efforts.
 - Learning together as a group
 - Orientation for new members
 - Annual professional developments

School Board Training Requirement: *Legal Citation: 25 CFR 39.603*



Handout: School Board Professional Development Flyer



Technical Assistance

- ❖ The School Board Training Staff can provide technical assistance on your Board Bylaws and Policy & Procedures. If you would like support in this area, please contact us.



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Bismarck Education Resource Center

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Doing What's Best for Students!

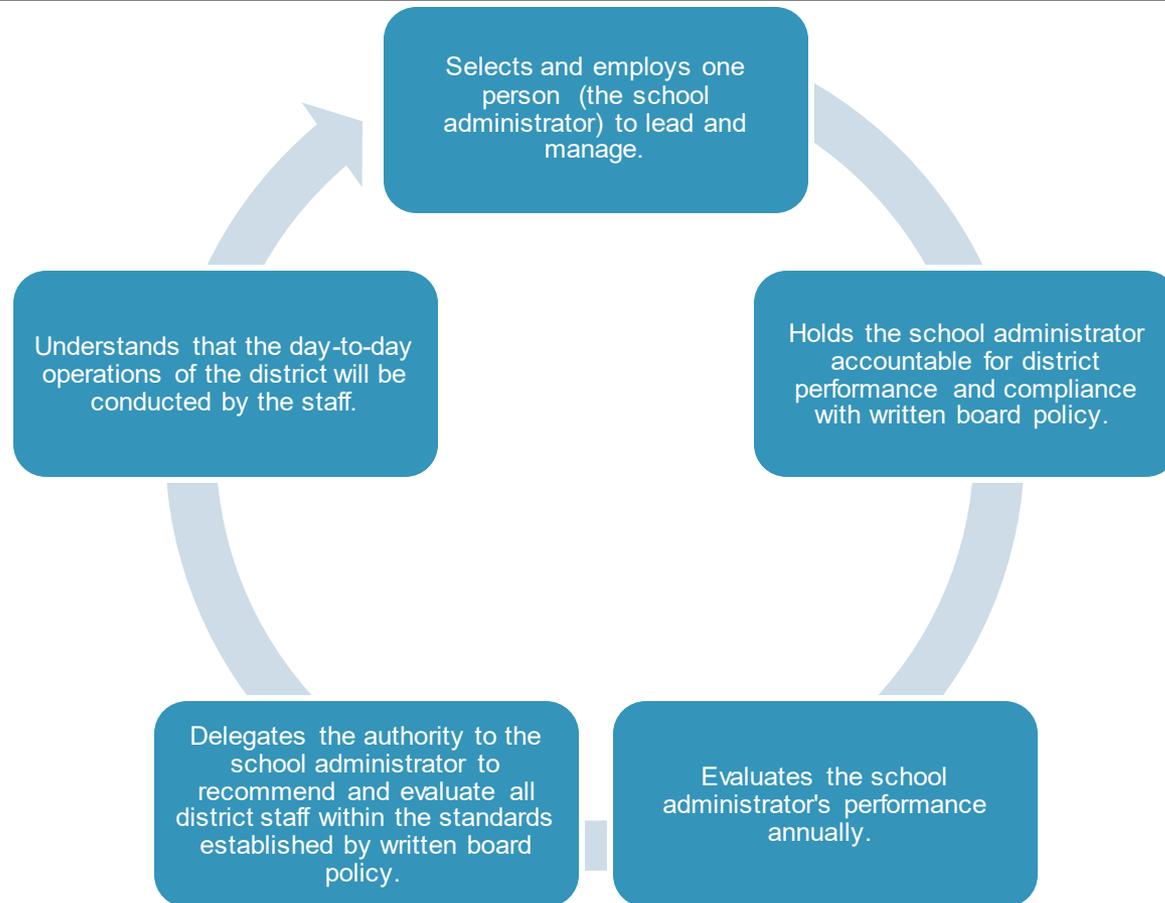
Hire and supervise the
school administrator.

Support and evaluate
the school administrator.





Employ, supervise and evaluate





T or F



School Boards should only evaluate the school administrator before extending his or her contract.



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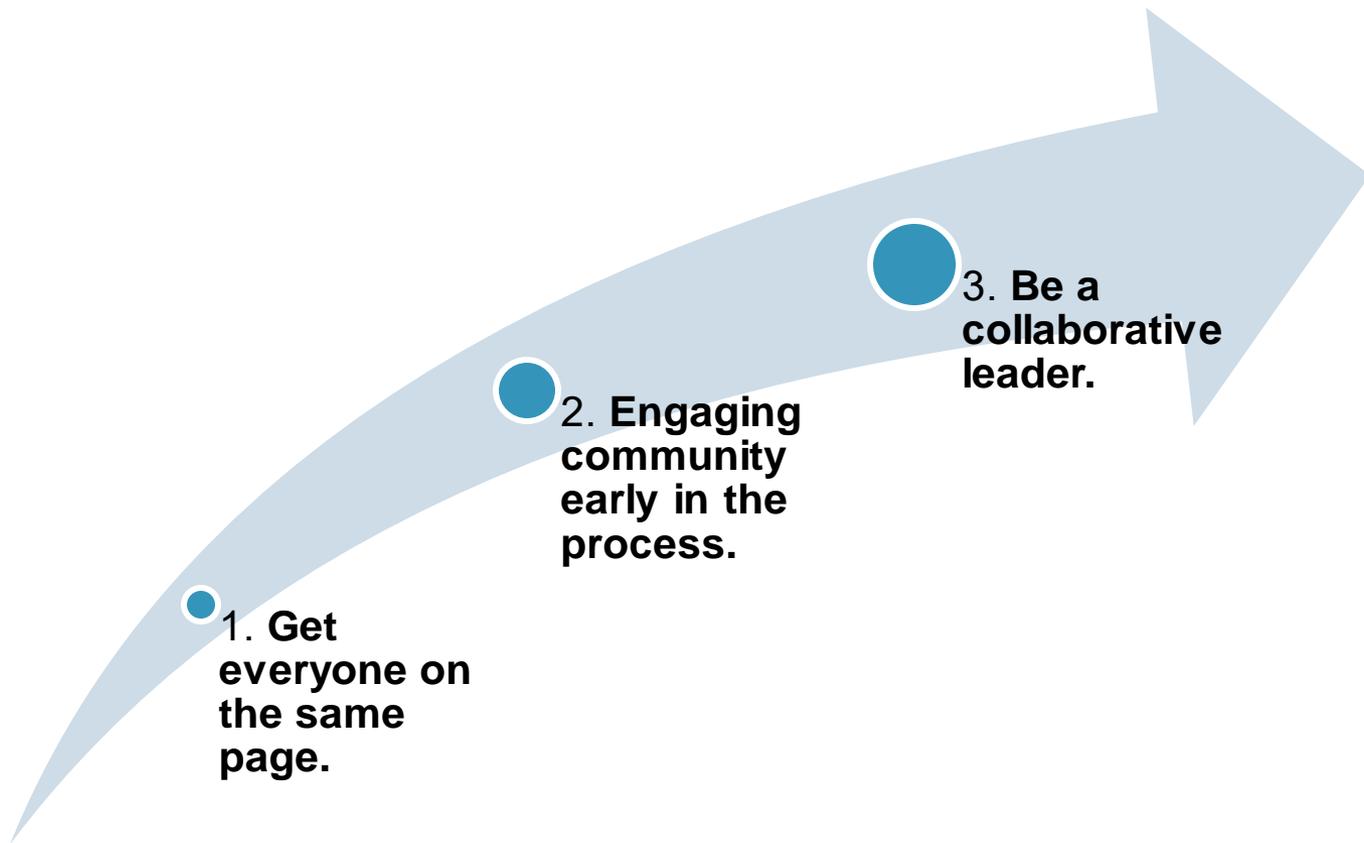
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Ensure effective
strategic planning.



Strategic Planning





School Needs Assessment

School Board

Approves a planning process to include stakeholders in developing a comprehensive needs assessment and a comprehensive plan for student achievement.

School Administration

Develops a needs assessment and creates recommendations for implementing a comprehensive plan for student achievement.



Stakeholder Engagement:

- Your school board may have approved a needs assessment to develop your School's Reopening Plan.
- Your school board may have approved a needs assessments to develop your Title I Schoolwide application. They are typically updated annually from January- April.



Poll

Have you done any of the following:



Financial Management

Provide financial oversight. Ensure school has adequate funding and staffing.





Purpose

School Boards and School Leaders are responsible for supporting the development and oversight of the following financial management activities:

- ❖ Budget Management
- ❖ Fiscal Accountability
- ❖ Internal Controls

In accordance with 25 CFR, Part 32.4 (x) Indian Education Policies, P.L. 107-110 ESEA Section 1116 (c)(1)(A-B), and P.L. 108-446 IDEA Section 616(a), the BIE is required to enforce a strict standard of fiscal management, programmatic and contract accountability to the Tribes and Alaskan Native entities and assist them in development in their own standards of accountability, and carry out annual evaluations of all bureau-funded education programs.



Federal Funding Sources

Strategic and effective program and budgeting results in being in compliance with federal programs including:

- ❖ The Indian School Equalization School Program (ISEP)
- ❖ Programs under the Elementary and Secondary Education Act (ESEA)
- ❖ Programs under the Individuals with Disabilities Act (IDEA)
- ❖ And other supplemental programs included in the schoolwide program plan.

Program Assurances: School Boards sign assurances for some federal funding (ISEP, IDEA, CARES Act, etc...) if the assurances are not followed your school may not receive continued funding or could ace corrective action.



Fiscal Accountability

*The governing board
(school board,
tribal council, etc.)
reviews and approves
quarterly expenditures
and adjusts their
budget plans
as needed. (Legal
Citation: 25 CFR 47)*

Examples of Financial Actions School Boards Take:

- ❖ ISEP Assurances - signed and approved before start of school year
- ❖ SF-425 Federal Financial Report - submitted quarterly
- ❖ A-133 Single Audit Reports -On-site
- ❖ Monitoring: BIE should be invited by school to review

Fiscal Accountability

Examples

A-133 Single Audit	SF-425	Annual School Report
<ul style="list-style-type: none"> • Required when an entity receives over \$750,000 in federal funds • Due 9 months after the close of the fiscal year 	<ul style="list-style-type: none"> • Required to be submitted quarterly to the Grants Manager and EPA. 	<ul style="list-style-type: none"> • Required to be submitted to the Tribe and BIE EPA
School Board Responsibility		
<ul style="list-style-type: none"> • Ensures the audit is conducted and supports the school administrator in scheduling the audit. • Selects an auditing firm to conduct the audit. • If the audit reports "findings", support the school leader in correcting them. 	<ul style="list-style-type: none"> • Ensures SF425's are submitted timely 	<ul style="list-style-type: none"> • Provides support in developing the annual school report and ensuring the Tribe receives a copy of the report.



Internal Controls

*Legal Citation: 2
C.F.R 200.303, OMB
A-123,
Internal Controls, 2
CFR 200*



- ❖ Assurances of effectiveness of Internal Controls over Financial Reporting
 - Policies & Procedures
 - Reduces the risk of fraud, waste, and errors

- ❖ Internal Controls give reasonable assurance that the organization will achieve its objective through
 - Effective and efficient operations
 - Reliable reporting
 - Compliance with applicable laws and regulations



Board Responsibilities

- ❖ With collaboration with the School Administrator, develops priorities for the financial management of the district.
- ❖ Approves the annual budget per priorities of the school.
- ❖ Explores with the school auditor the internal controls of the school.
- ❖ Reviews the budget monthly and makes adjustments as needed, per recommendations from the School Administrator.

Financial Management Summary



- ❖ Every program has a corresponding regulation and “intent and purpose”.
- ❖ Every recipient is required to be in compliance with the laws and regulations.
- ❖ Every school must have a spending plan.
- ❖ Tribally Controlled Schools are recommended to present their budget and reconciliations to their governing board on a monthly to quarterly basis to maintain an accurate and reliable financial statement.
- ❖ Every school must track expenditures and reconcile on a weekly to monthly basis to achieve a balanced budget and a successful close-out.



Financial Management Poll

Question: Select all of the things school boards should think about when overseeing their school budget.

1. Tracking expenditures, how much money do you have on hand?
2. How are your spending plans tied to your schoolwide budget?
3. Can you identify any large or unnecessary purchases?
4. Do you have an emergency fund?
5. Do you have an organized accounts receivable system?





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Conduct and Ethics



Ensure legal and ethical integrity



Accountability

- ❖ School board members are prohibited from using their positions for personal gain or purposes in conflict with the interests of the organization.
- ❖ Board members should refrain from all discussions and votes about matters involving their relatives or their own businesses.



Code of Conduct

The board, as a whole, *provides leadership to the community on behalf of the district by conducting its business in a fair, respectful, legal, and responsible manner.*

An effective board:

- ❖ Takes full responsibility for its activity and behavior.
- ❖ Encourages its members to express their individual opinions, respect others' opinions, and vote their conscience.
- ❖ Speaks with one voice after reaching a decision.
- ❖ Spends its time on board work rather than staff work.
- ❖ Provides for orientation and ongoing training for all board members.
- ❖ Follows its established policies, including the chain-of-command, by directing people with concerns to the appropriate staff.
- ❖ Sets an example of respectful and civil leadership.



Discussion

What personal interests of a board member can conflict with the interests of the school?

How is school morale impacted when a school board member puts his or her interests ahead of the school's interests?

What should a board member do if a relative is involved in a matter before the school board?

Does your School Board have a Code of Ethics?



Summary

- ❖ School Board Members are prohibited from using their positions for personal gain.
- ❖ School Board Members may sign a Code of Ethics.
- ❖ Your Code of Ethics may be listed in your bylaws.



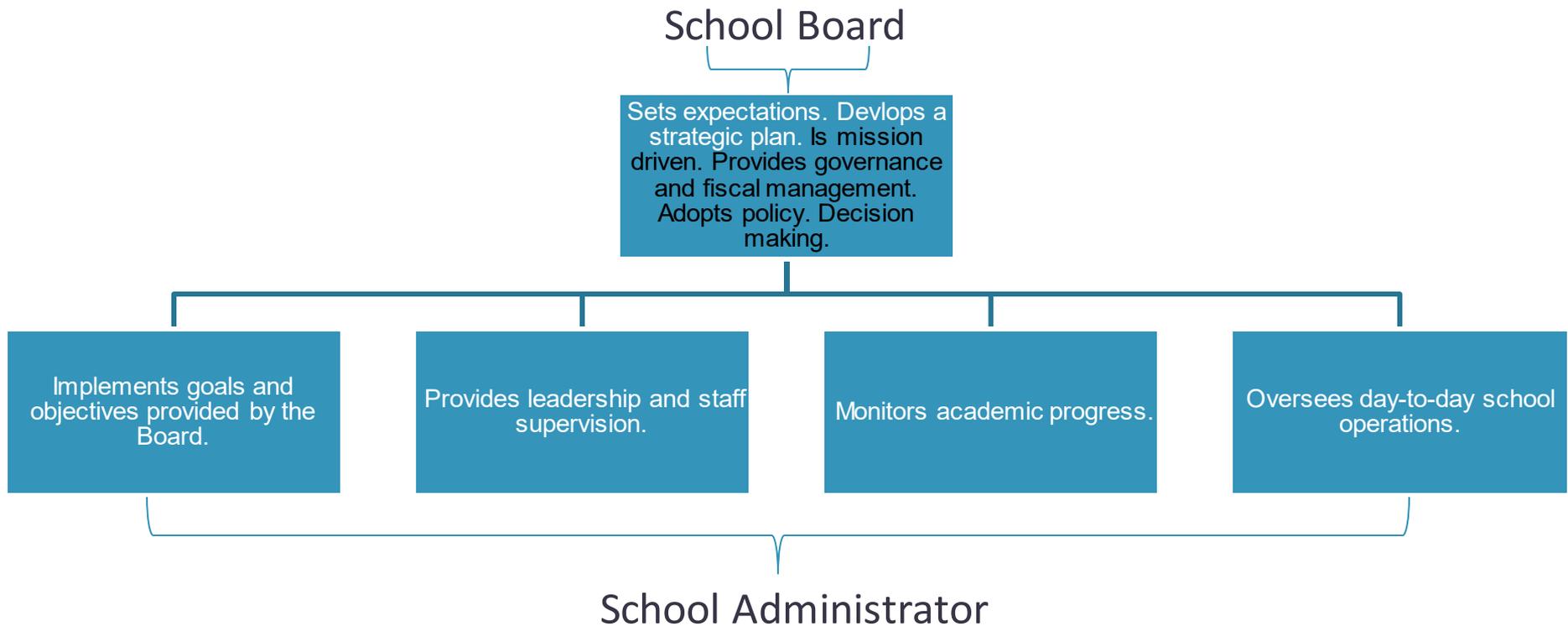
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School Board and School Administrator Roles

NEW SCHOOL BOARD MEMBER ORIENTATION



School Board and School Administrator Overview



School Board Members and their School Leader should communicate often and regularly.



Collaboration is Key!

“Superintendents are part of the team, but they are not school board members. School board members are part of the team, but they are not superintendents. Each have distinct, yet complementary roles on the team.”

- Michael T. Abramson





Monitor and Provide Oversight of Education Programs



- ❖ Academics: Curriculum, Instruction and Assessments
- ❖ Special Education
- ❖ Community Engagement
- ❖ Board Meetings
- ❖ Personnel & Staffing Responsibilities
- ❖ School Safety
- ❖ Residential School Programs
- ❖ Facilities, Transportation and Food Service
- ❖ Gifted and Talented Programs
- ❖ Culture and Native Language
- ❖ Extracurricular Activities
- ❖ Sports Programs
- ❖ Graduation Requirements



Handout: School Board and School Administrator Roles

Monitoring and Oversight Action Keywords

School Board

- ❖ Approves
- ❖ Finalizes
- ❖ Adopts
- ❖ Establishes
- ❖ Supports
- ❖ Upholds
- ❖ Requests
- ❖ Ensures

Together



School Administrator

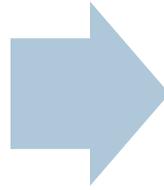
- ❖ Drafts
- ❖ Prepares
- ❖ Presents
- ❖ Involves
- ❖ Introduces
- ❖ Delivers
- ❖ Provides
- ❖ Implements
- ❖ Manages





School Board or School Administrator

Adopts and/or
changes standards
and
instructional programs,
as necessary.



School Board

Academics: Curriculum, Instruction, Assessments

School Board	School Administrator
Establishes philosophy, goals, and objectives for the instructional program of the school.	Collaborates with the School Board to implement the school's philosophy, goals and objectives for the instructional program.
Adopts and/or changes standards and instructional programs, as necessary.	Provides recommendations to the Board and staff for continuous development, implementation and evaluation of instructional program. Recommends and implements policy on selection of instructional materials and equipment.
Regularly reviews student achievement data and adopts graduation requirements	Provides student data for review and recommends appropriate graduation standards and methods.
Reports to the community the status of education of the school	Provides the appropriate information to be shared with the community and general public.
May request reports from professional staff relative to assessments and instructional programs.	Seeks input from staff to provide reports and updates to the Board on instructional programs.
Provides input to native language and culture curriculum needs.	Involves the Board and community in development of the language and cultural needs of students.



School Board or School Administrator

Academics: Curriculum, Instruction, Assessments

Provides student data for review and recommends appropriate graduation standards and methods.



School Administrator

Academics: Curriculum, Instruction, Assessments

School Board	School Administrator
Establishes philosophy, goals, and objectives for the instructional program of the school.	Collaborates with the School Board to implement the school's philosophy, goals and objectives for the instructional program.
Adopts and/or changes standards and instructional programs, as necessary.	Provides recommendations to the Board and staff for continuous development, implementation and evaluation of instructional program. Recommends and implements policy on selection of instructional materials and equipment.
Regularly reviews student achievement data and adopts graduation requirements	Provides student data for review and recommends appropriate graduation standards and methods.
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Provides input to native language and culture curriculum needs.	Involves the Board and community in development of the language and cultural needs of students.



Special Education School Board or School Administrator

Ensure the school is fulfilling special education positions that support the Free and Appropriate Public Education (FAPE) of students with disabilities.



School Board

Collaborate with the special education team in submitting additional funding applications for IDEA.



School Administrator



Special Education Responsibilities

School Board	School Administrator
<p>Understand how Federal and State Laws of the Individuals with Disabilities Education Act (IDEA) support students with disabilities.</p>	<p>Implement Federal and State Laws of IDEA to meet the needs of Special Education Students.</p>

Community Engagement



Serve as a liaison between the school and community.



School Board

Recommends resolutions for complaints that cannot be resolved at the admin level.



School Administrator



Serve as the school's ambassador and liaison with the community.





Personnel Responsibilities

Promotes good working relations with staff through the school's chain of command. Does not micromanage school staff.



School Board

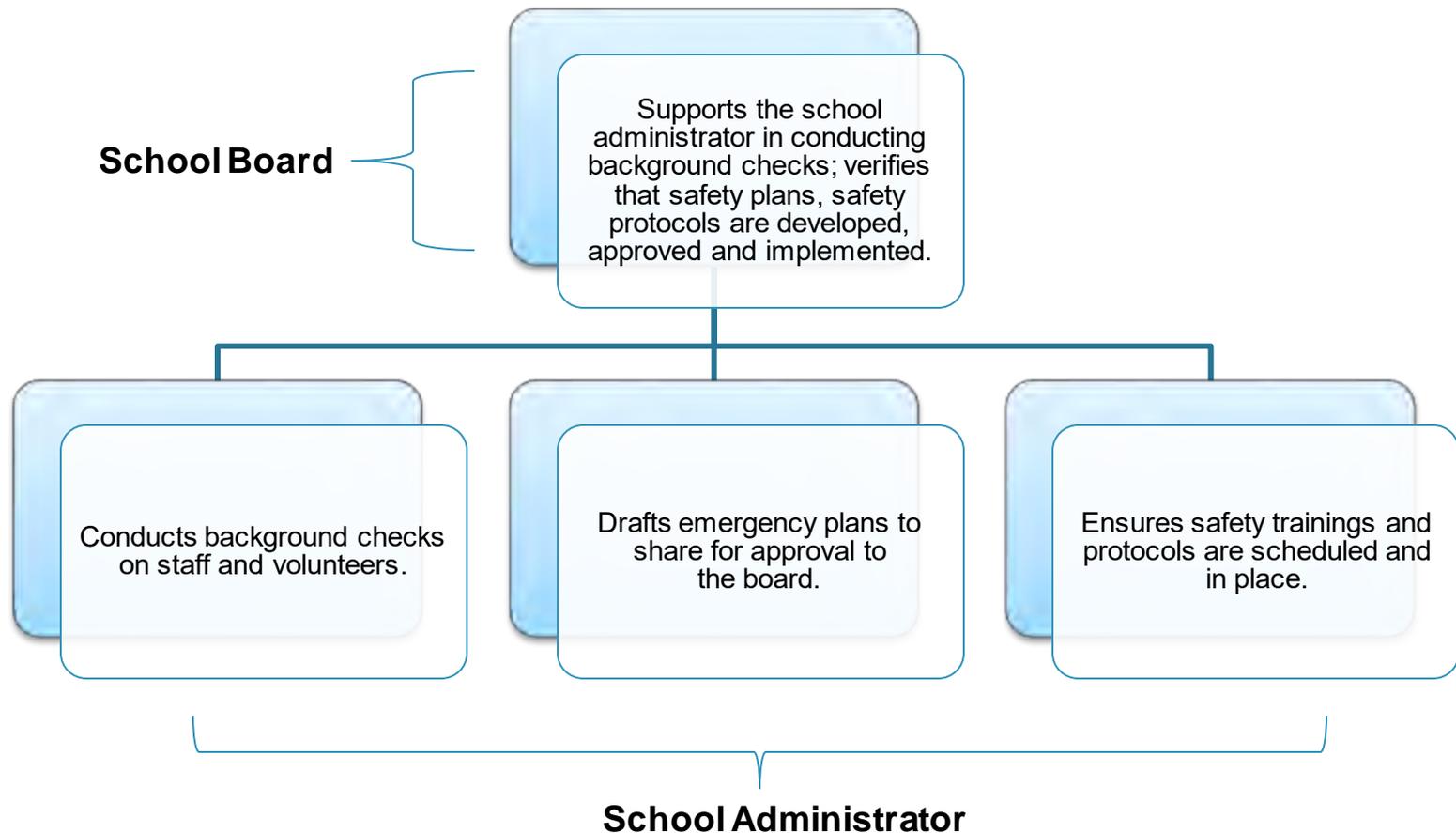
Develops job descriptions for all positions. Delegates authority to staff members, as appropriate.



School Administrator

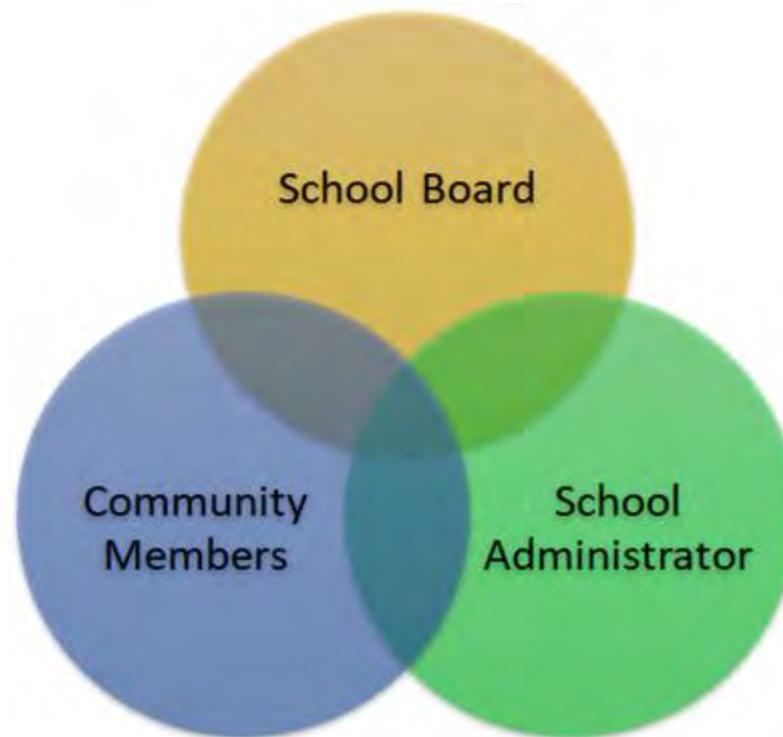


School Safety Responsibilities





School Leadership Team



In general, the school board sets policy and holds the School Superintendent or Chief School Officer accountable for school success.



Avoiding Common Pitfalls

AND WAYS TO ADDRESS THEM



Common Errors

Lack of Patience

- Board members are “Movers and Shakers”
- Want to do it all now
- ✓ **Take time to appreciate others**

Poor Behavior

- Act out due to frustrations
- Feel as though they have no voice otherwise
- ✓ **The quality of the school board rests on the behavior of the board**

Challenge the board after a vote

- Fight hard for what you believe in
- ✓ **Accept the outcome of the vote**
- ✓ **Publicly support the boards' decision after the vote**



Common Errors

Acting like the one-person "auditor"

- Self-appointed overseer of the school
- Reports to the board all of the problems at the school
- Micro-managing
- ✓ **Remember your role in school board governance**
- ✓ **Concentrate on the vision and less on the day-to-day activities**

"Surprise!"

- Asking a surprise question at the board meeting
- The board shouldn't be hit with a surprise request without adequate preparation
- ✓ **If it is a concern to the community, give the administrator time to give a thoughtful answer**
- ✓ **Read the board packet ahead of time**



Common Errors

Putting politics before children

- Leave politics out of board business
- ✓ **School boards look out for their student's best interests**

Hidden agendas (your own/others)

- Attempting to help someone circumvent the chain of command
- Board work is more than your issue
- ✓ **Let the process work**
- ✓ **Make decisions based on what you believe is best for the students**

Speak about confidential issues/leaking out issues

- What is privileged information?
- Is it your story to tell and should you tell it?
- ✓ **Don't violate the trust of a closed session**



Implementing Good Board Governance Practices

- ❖ Recruit and maintain a full slate of excellent board members who bring diverse skills, experience and perspectives.
- ❖ Invest in the board's development, providing orientation and ongoing trainings.
- ❖ Adopt job descriptions for the officers, committees and board members.
- ❖ Require that each board member sign an annual agreement, committing to fulfill his/her responsibilities.
- ❖ Hold well-run, regularly scheduled, strategic meetings.
- ❖ Assess board performance annually, holding the board accountable for achieving its goals and governing effectively.
- ❖ Maintain a positive relationship with the School Administrator.



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Additional Resources & Things to Think About

SCHOOL BOARD ROLES AND RESPONSIBILITIES



External Organizations

Native American Grant School Association

<https://www.nativegrantschools.org/>

Native American Finance Officers Association

<https://www.nafoa.org/education>

National Indian Education Association <https://www.niea.org/bureau-of-indian-education>

National American Indian and Alaska Native (AIAN) Council of School Board Members <https://www.nsba.org/Services/National-American-Indian-and-Alaska-Native-School-Board-Members>

Individual State School Board Associations



LRP Resources

A brief description of each resource:



www.specialedconnection.com

The premiere online resource for information and guidance regarding all aspects of special education



<https://do-ble2020-ds.lrp.com/>

eCourses that explain legal requirements and best practices on topics ranging from IDEA eligibility, behavior management, Section 504 and autism

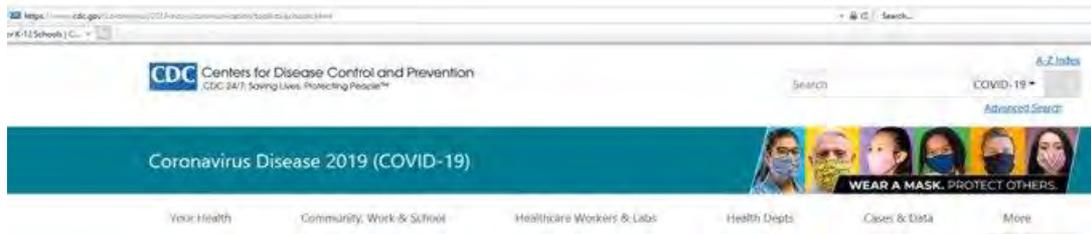


www.title1admin.com

Designed for education professionals whose priority is providing high-quality services for economically disadvantaged children and their families



COVID-19 Response Resources for School Reopening Plans



<https://www.cdc.gov/coronavirus/2019-ncov/community/schools-childcare/index.html>

Return to Learn



The BIE reopening plan, *Return to Learn!* provides BIE leaders and school personnel with general guidelines and protocols for establishing and maintaining safe school environments that reduce the risk of COVID-19 spread. The guidance specifically pertains to Bureau-operated schools and residential settings. However, we recommend tribally-controlled schools operated pursuant to a grant under the Tribally Controlled Schools Act of 1988 (25 U.S.C. § 2501, et seq.) or pursuant to a contract under the Indian Self-Determination and Education Assistance Act (25 U.S.C. § 5301, et seq.) take the recommendations included as guidance to inform their general operations in preparation for opening and to prepare each school's learning environment for the 2020-2021 school year.

Tribally-controlled school grantees that may wish to deviate from this guidance, or decide not to reopen, should consult immediately with BIE leaders to ensure the school grantee does not risk violating the terms of its grant.

<https://returntolearn.bie.edu/>

VIEW PDF



Check-in

How are you feeling after today's session?



1



2



3



4

Questions



Next Training: Facilitating Effective Board Meetings

**BIE School Board Training
Facilitating Effective Board Meetings**

Dates To Be Determined

October 2020

Thank you
for
attending



Please contact us with any questions:

Albuquerque Education Resource Center

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