

When the Board Goes Another Way!

Case Study Standard Six Superintendent

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Scenario

The teacher selection committee, the principal and you have recommended a candidate to the board of education for the opening in the third grade. Following a glowing presentation by the principal, the board ignores your recommendation and unanimously votes to hire a teacher from an adjoining district, who had not gone through the application process. The teacher hired currently resides in your district and was released from your district prior to your tenure for undisclosed reasons.

At the conclusion of the board meeting, you are approached by the local media to respond to the decision of the board to override the principal's recommendation. When asked how the reporter came upon this information, she responded, "I spoke with your principal yesterday and he told me who he was recommending."

Questions

1. What actions would you take that would show sensitivity to the teachers/administrators in your district?
2. What are the legal implications of hiring a person that did not go through the district hiring procedures?
3. What are the legal implications of confidentiality?
4. What procedures would implement when dealing with the media?
5. How would you address these issues (social, political, legal) at the next board meeting? Give a rationale for your decision.

Standard Six

A school administrator is an educational leader who promotes the success of all students by **understanding, responding to, and influencing the larger political, social, economic, and cultural context.**

Standard Six Performance Expectations

- There is ongoing dialogue with representatives of diverse community groups
- Communication occurs among the school community concerning issues and potential changes in the environment in which school operate
- The school community works within the framework of policies, laws, and regulations enacted by local, state, and federal authorities

Extended Learning

1. Role-play your initial reaction to the board of education.
2. Role-play your meeting with the selection committee and principal.
3. Role-play your next meeting with the board of education.
4. Review your district's policy/procedures in dealing with the media.
5. Compose the press release regarding the new hire.

Key Terms

- Politics/Political Issues
- Media/Media Relations
- Legal issues
- Public Relations
- Board Relations
- Administrative team relations

Recommended Resources/Support Materials

- Missouri School Public Relations Association – <http://info.csd.org/mospra/mosprahome/html>
- Department of Elementary and Secondary Education – School Laws and Legislation Section - www.dese.mo.gov/
- School and Community Relations, Bagin, Gallagher, and Kindred. Allyn and Bacon (2002)
- Missouri Association of School Administrators – www.mcsa.org/masa
- Missouri School Boards Association – www.msbanet.org/

Notes to the Instructor

1. This case is one that can be used to determine students' entry level skills in:
 - Communication
 - Collaboration
 - Board Relations
 - Administration Relations
 - Media Relations
 - Local Politics
2. Students will increase their knowledge of boards of education, their power structures and working outside the system.
3. Students will increase their knowledge of working with the media.
4. Students will write a reflection of their findings, conclusions, and recommendations.

Scoring Guide

- 2 Response specifically addresses two of the three issues below.
 - There is ongoing dialogue with representatives of diverse community groups
 - Communication occurs among the school community concerning issues and potential changes in the environment in which school operate
 - The school community works within the framework of policies, laws, and regulations enacted by local, state, and federal authorities
- 1 Response specifically cites one of the three listed above.
- 0 Response omits reference to any of the essential facts.

Principal Authors

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Dr.'s Kern and Arnold both teach educational administration courses and have used case studies, vignettes and problem-based learning modules in their classrooms. Each has written for the Missouri Professors of Educational Administration (MPEA) web site for instructional material and have served on the executive board for MPEA.