

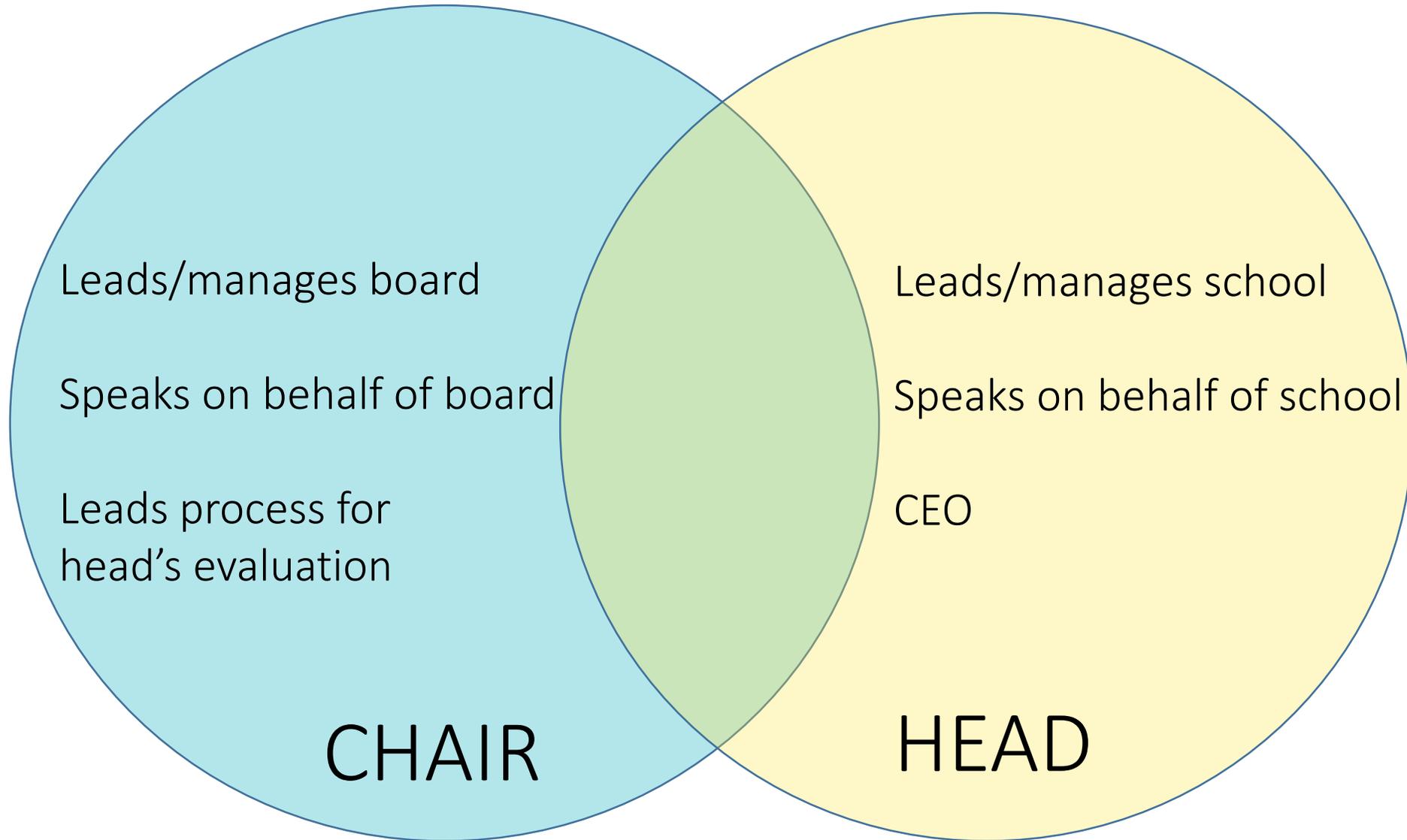
# Board Chair & Head of School Partnership

Claudia Daggett, ISACS President  
Trustee Day  
November 3, 2016  
Columbus, OH

Archived at: [www.isacs.org/ISACSresources](http://www.isacs.org/ISACSresources) > governance



# Getting to Know You



## Comparing the Roles of the Board, the Board Chair, and the Chief Executive

The Board	The Chair	The Head
Is corporate; can act only as a group	Cannot officially act alone	Is an individual
Exists continuously even as its membership changes	Changes often in many schools	Is temporary in the life of the school
Is part-time	Is part-time	Is full-time
Has little or no staff	Has little or no staff	Has access to all staff
Holds ultimate responsibility (along with the chair)	Holds ultimate responsibility (along with the full board)	Holds limited, immediate responsibility
Typically is not an expert in education	Typically is not an expert in education	Typically is an expert in education
Volunteer	Volunteer	Salaried
Sees only parts of the whole	Needs to be able to see the big picture	Is intimately involved in everything

Houle, C., in DeKuyper, M.H. [“The relationship between the board chair and the head.”](#) *Trustee handbook: A guide to effective governance for independent school boards*, 9<sup>th</sup> edition. NAIS, 2007.

*Together they model the leadership relationship in action.*

[The Role of the Board Chair. NAIS, 9/18/15](#)

*The relationship... is key.*

*Trust, respect and a willingness to rely on each other's strengths are critical, along with a common understanding of the organization's goals and the strategies needed to get there.*

[What role does the board chair play?](#)

*Nonprofit Answer Guide*, Center for Nonprofit Management

National Association  
of Independent Schools

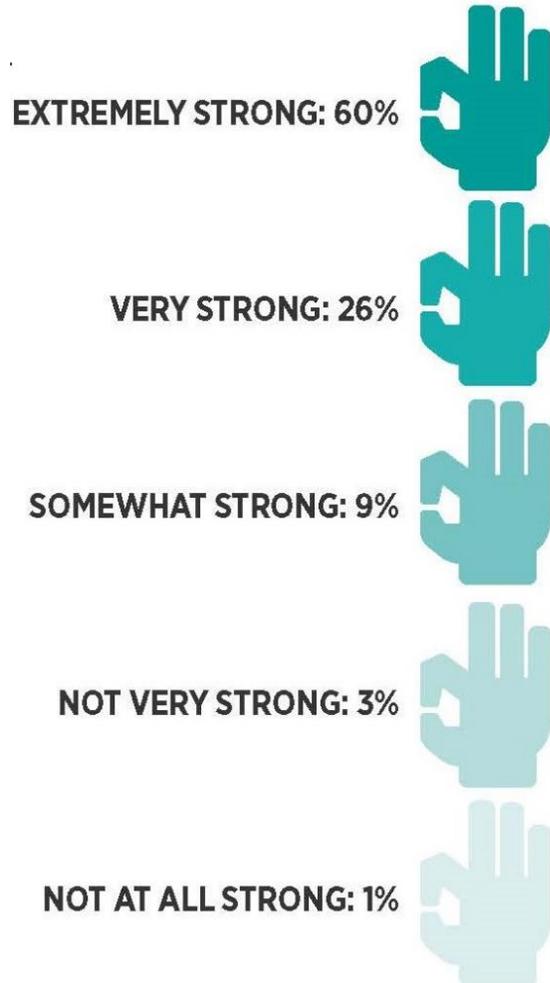
# HEADS AND BOARDS WORKING IN PARTNERSHIP

2012–13  
NAIS  
Governance  
Study

[Heads and boards working in partnership:  
2012-13 NAIS governance study](#)  
(NAIS-member password required)

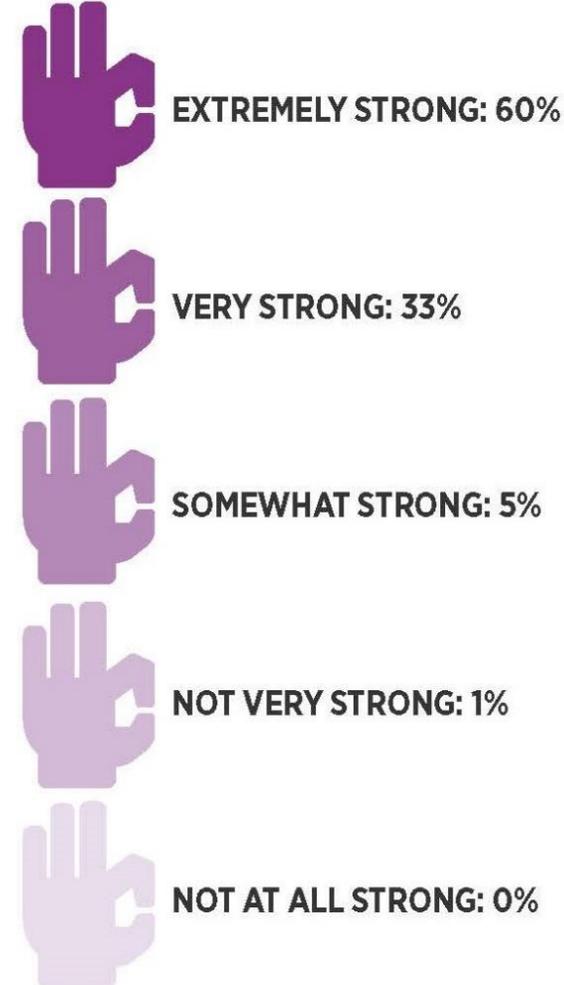
# Perceptions of the Relationship

Heads report:



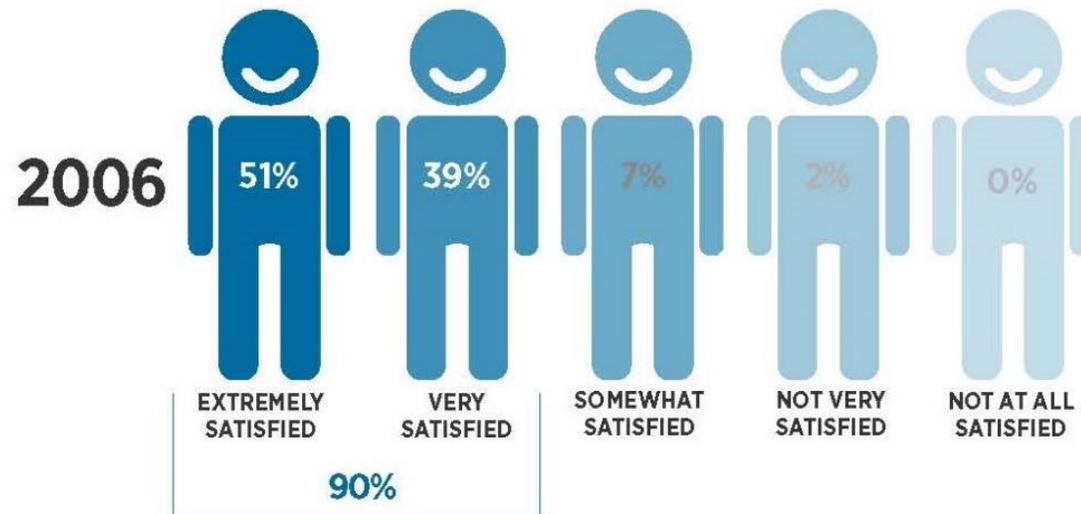
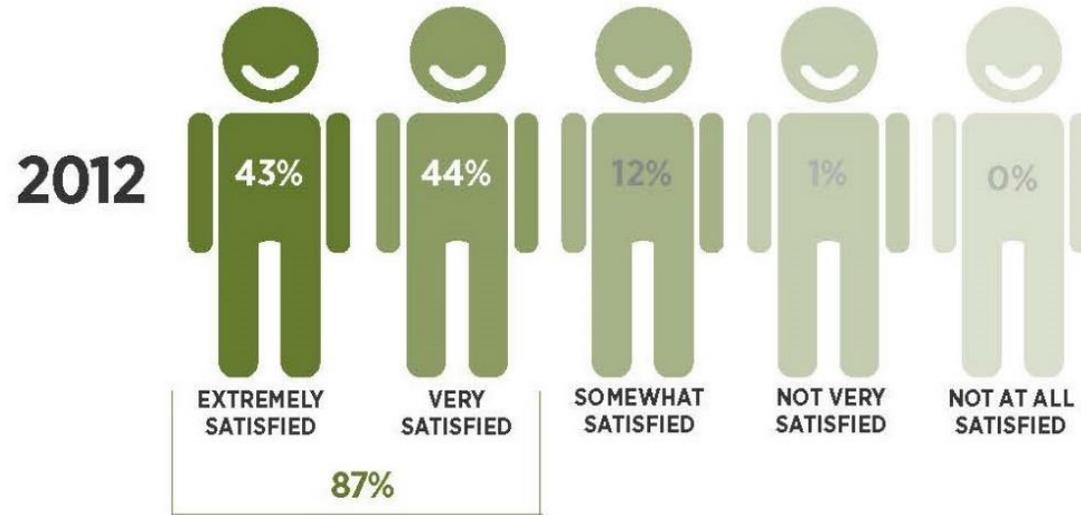
\* Percentages may not total 100 due to rounding.

Board chairs report:



\* Percentages may not total 100 due to rounding.

# Board Chairs' Satisfaction with Their Service to Boards



\* Percentages may not total 100 due to rounding.

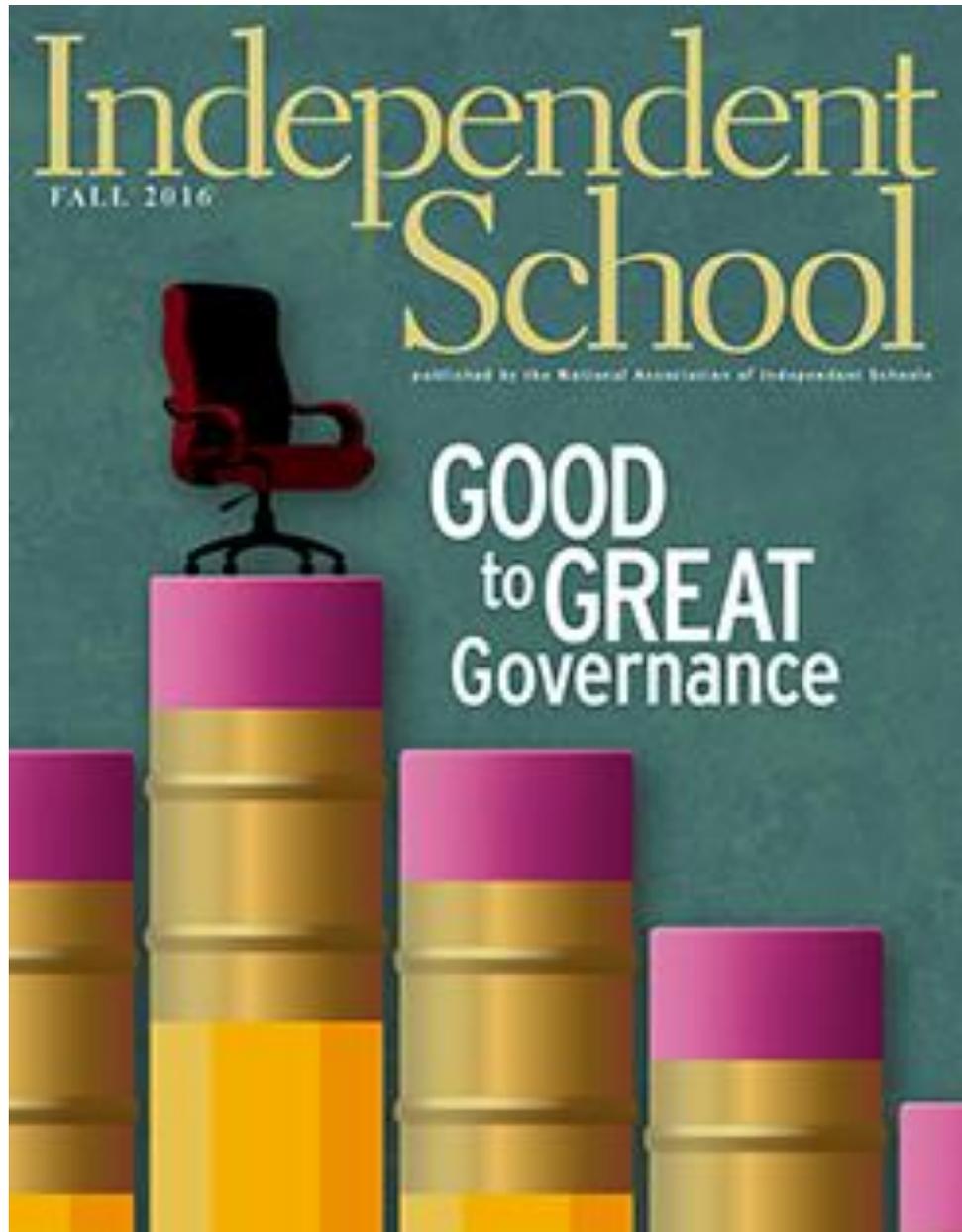
# Board Chair Time on Board Work



**BOARD CHAIRS**  
6.7 hours per week



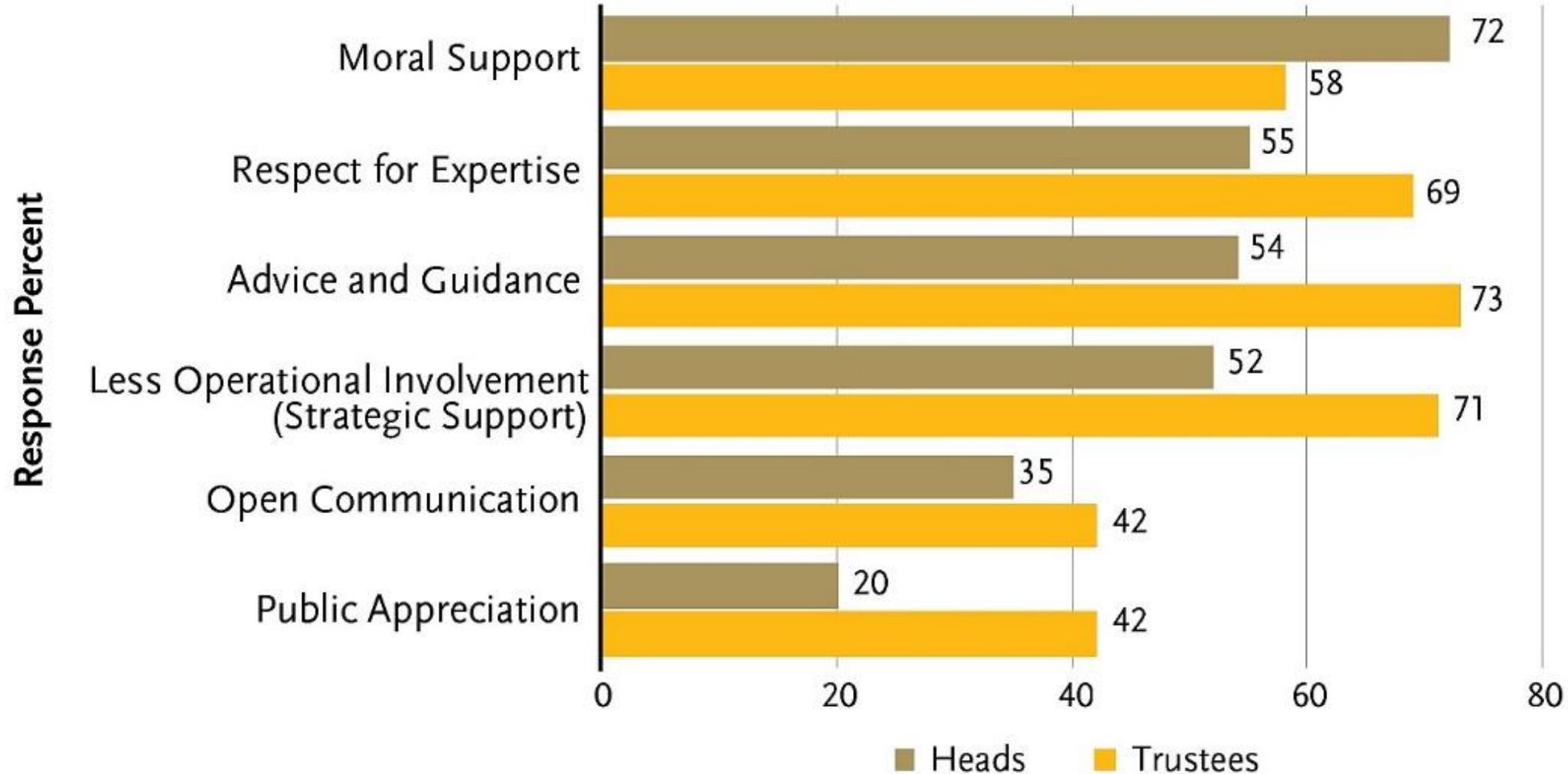
**HEADS OF SCHOOL**  
4.3 hours per week



Jorgenson, O., & Pernambuco-Wise, T.  
[Supporting heads: Sustaining a flourishing leadership partnership.](#)  
*Independent School*, NAIS, Fall 2016.

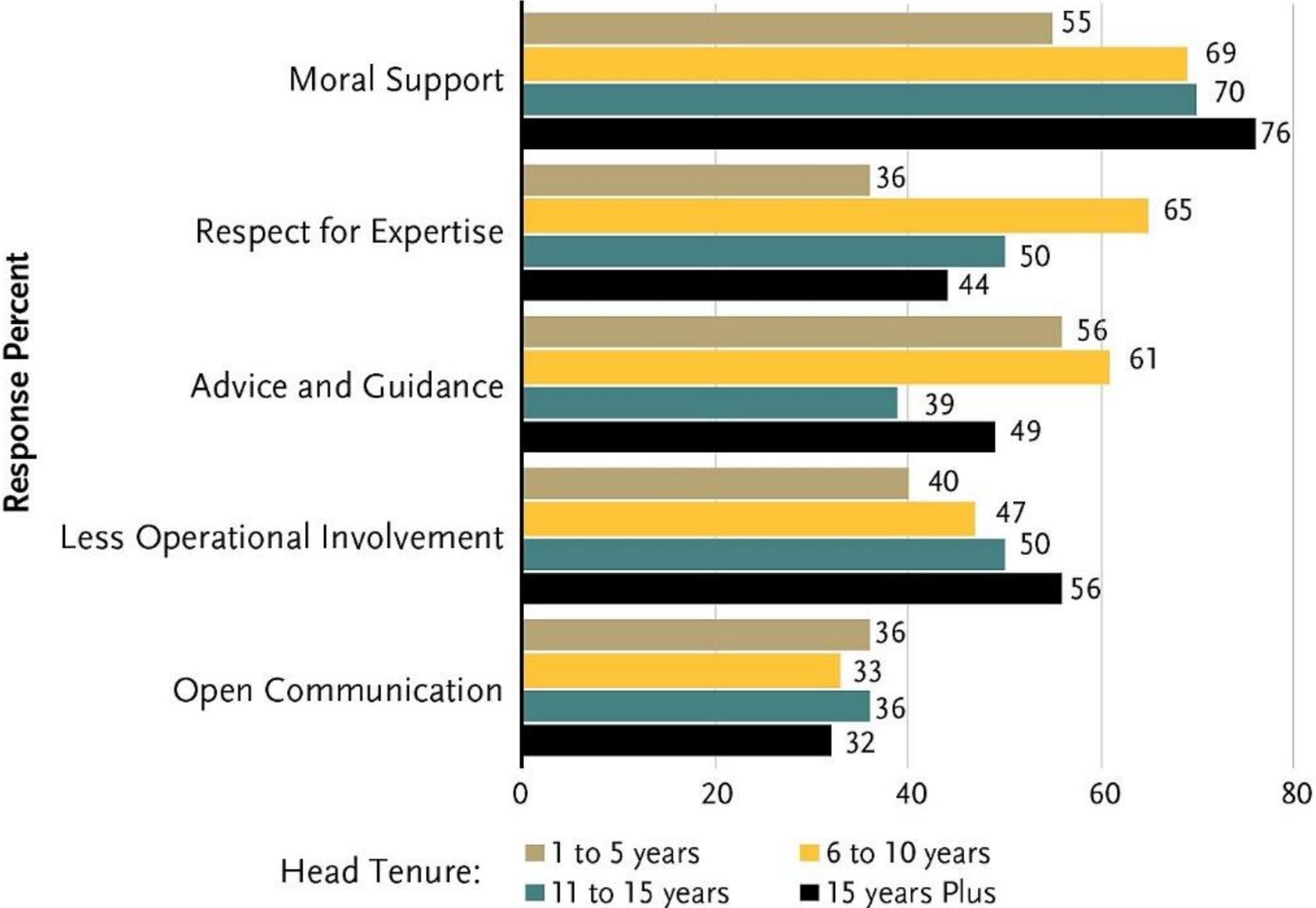
# What do heads need and value most?

## Heads' and trustees' perspectives



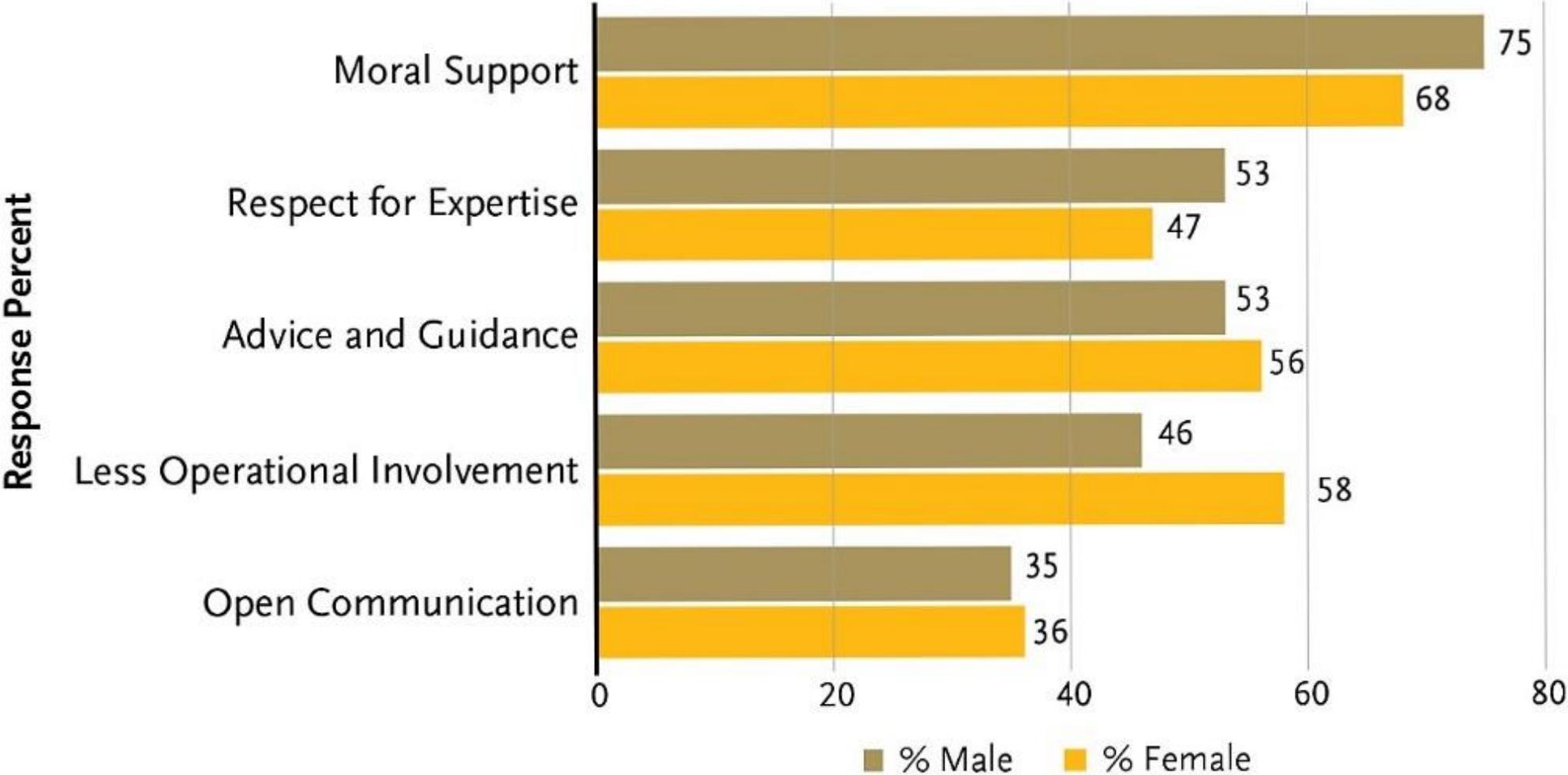
# What do heads need and value most?

## Heads' perspective by tenure



# What do heads need and value most?

## Heads' perspective by gender





# Response & Commitment to Action

# Recommended Reading & Resources

[The board/head partnership](#). NAIS. 8/13/13.

## [Board Source](#)

Chait, R.P., Ryan, W.P., Taylor, B.E. [Governance as leadership: Reframing the work of nonprofit boards](#). BoardSource, 2005.

DeKuyper, M.H. "[The relationship between the board chair and the head](#)." *Trustee handbook: A guide to effective governance for independent school boards*, 9<sup>th</sup> edition. NAIS, 2007.

Daggett, C. "[Don't Go Near the Water](#)." The Trustee's Letter, Educational Directions, May/June 2016.

[Developing and reviewing policy](#). NAIS, 2008.

Evans, R. ["Why a school doesn't run – or change – like a business."](#) *Independent School*. NAIS, Spring 2000.

Gifford, G. ["You're not the boss of me: Board chairs and CEOs."](#) Cause & Effect, January 17, 2011.

[Heads and boards working in partnership: 2012-13 NAIS governance study](#) (NAIS-member password required)

[Independent School Chairpersons Association](#)

[ISACS resources: Governance](#)

[ISACS standards for membership](#)

Jorgenson, O., & Pernambuco-Wise, T. [Supporting heads: Sustaining a flourishing leadership partnership.](#) *Independent School*, NAIS, Fall 2016.

[Leadership through Partnership.](#) NAIS.

Melvoin, R., & Thompson, M. "[Surviving, thriving, and sometimes just enduring as a head of school.](#)" Independent School, NAIS, Winter 2005.

Orem, D. & Wilson, D.P. (Ed). [Trustee handbook, 10<sup>th</sup> edition](#). NAIS, 2015.

[Principles of good practice: Board of trustees](#). NAIS, 2012.

[The role of the head](#). NAIS, 8/13/13.

[The role of the board chair](#). NAIS, 9/18/15.

Shahan, K. [Board chair job description \(and relationship with the head\)](#). ISACS, March 2014.

[What role does the board chair play?](#) *Nonprofit Answer Guide*, Center for Nonprofit Management.

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