

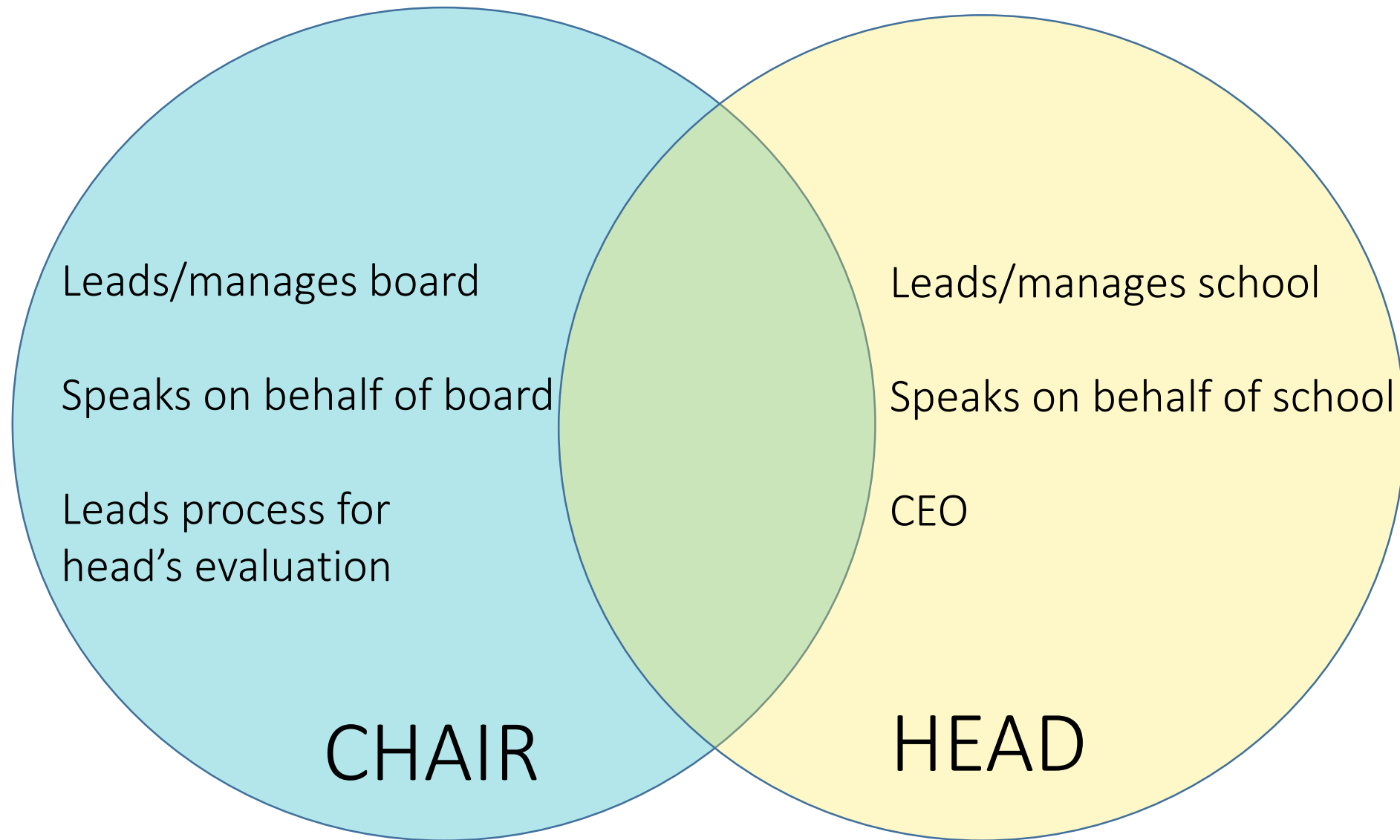
Board Chair & Head of School Partnership

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

Archived at: 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, 9th 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

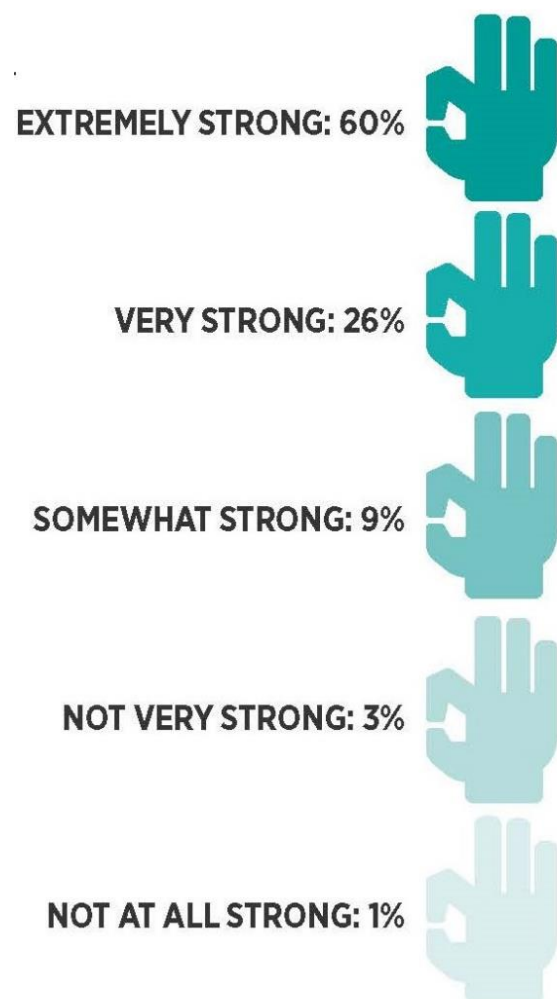
HEADS AND BOARDS WORKING IN PARTNERSHIP

2012–13
NAIS
Governance
Study

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

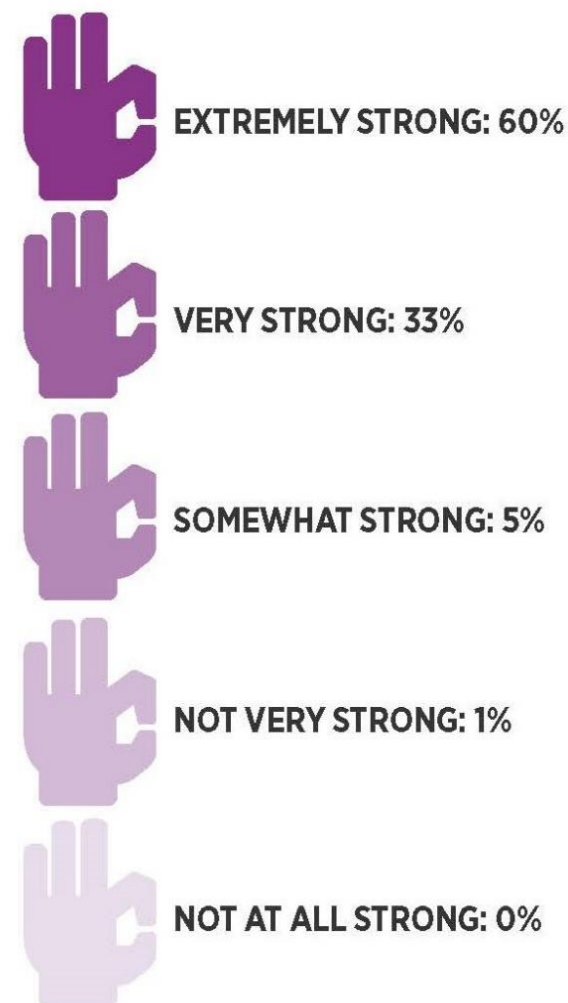
Perceptions of the Relationship

Heads report:



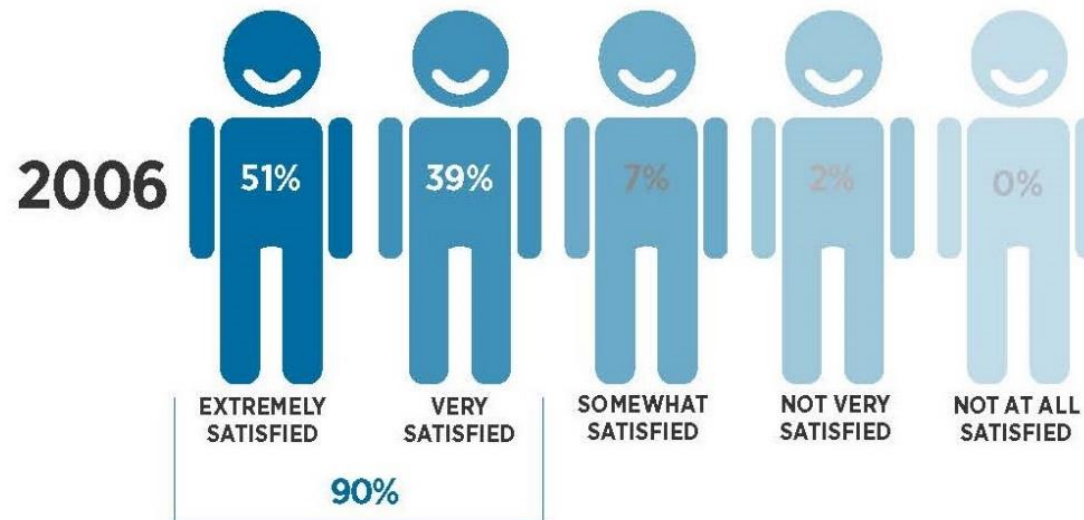
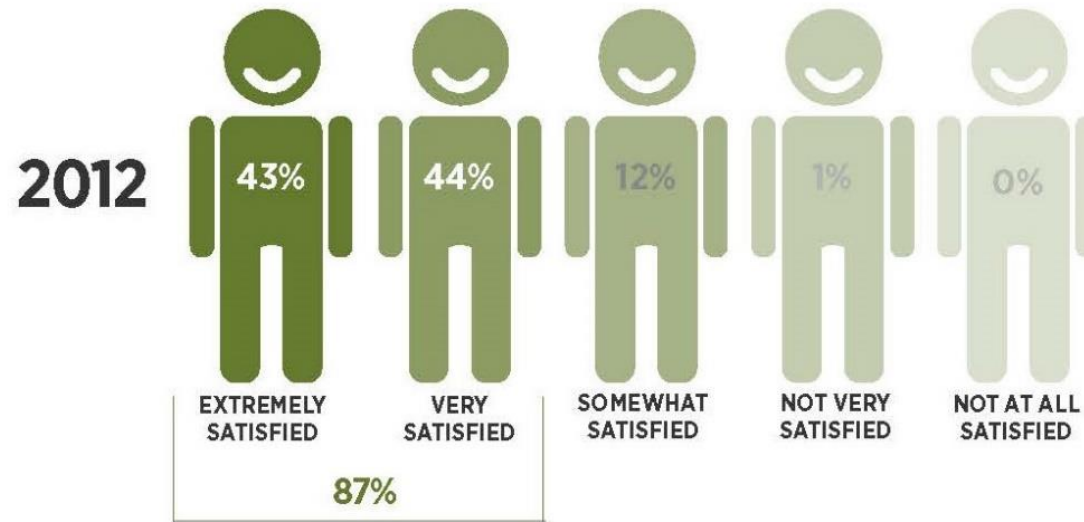
* Percentages may not total 100 due to rounding.

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.

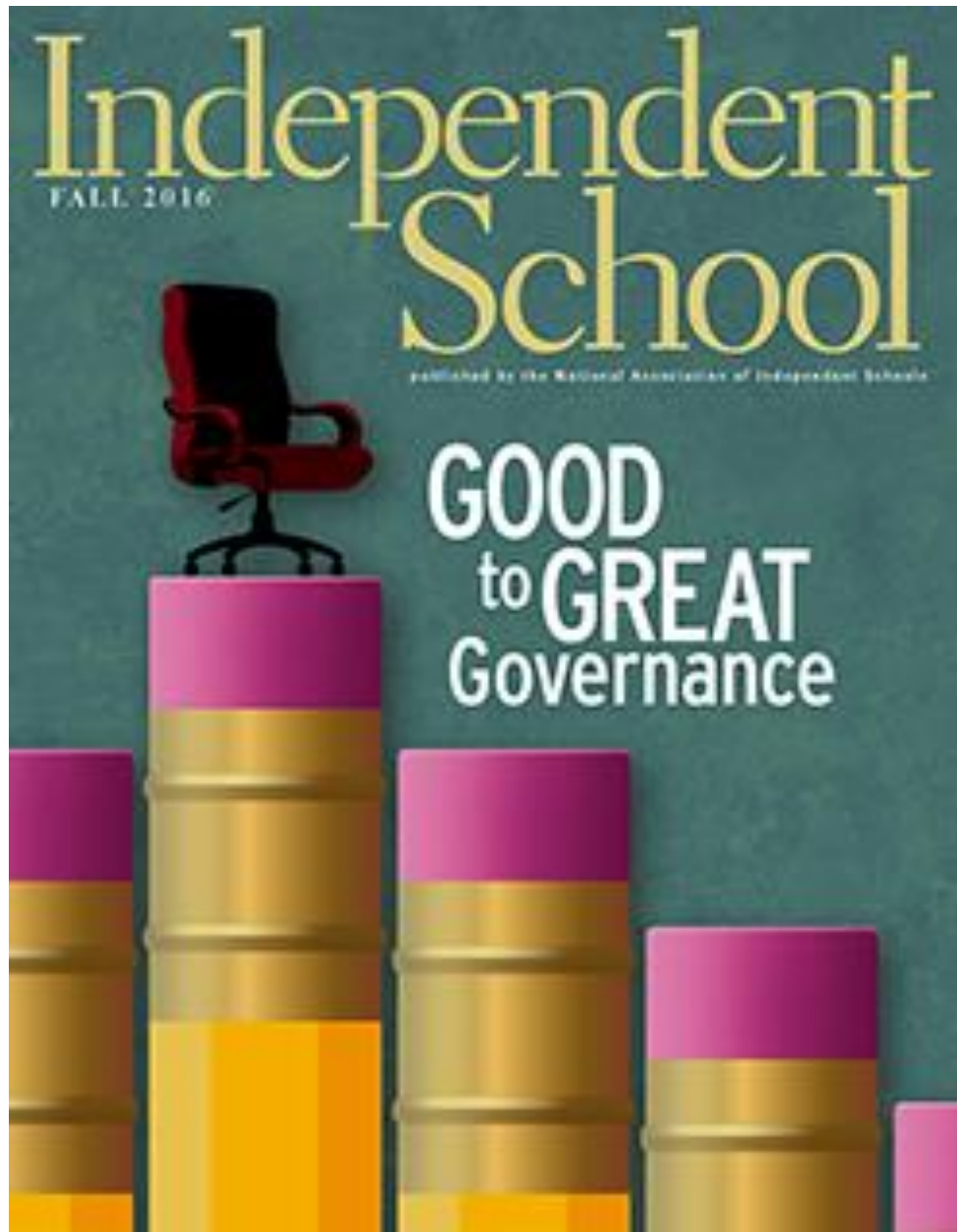
Board Chair Time on Board Work



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.

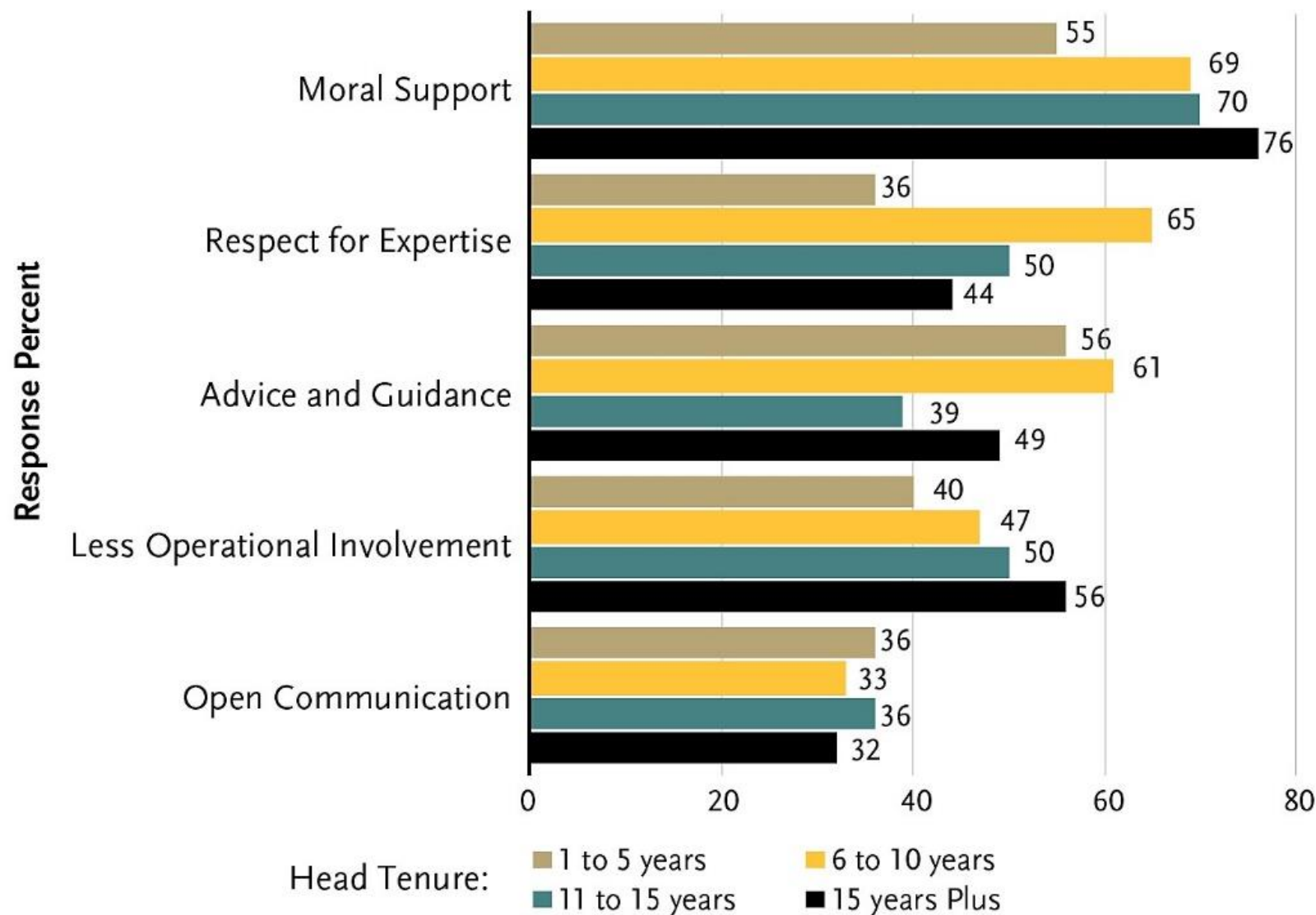
What do heads need and value most?

Heads' and trustees' perspectives



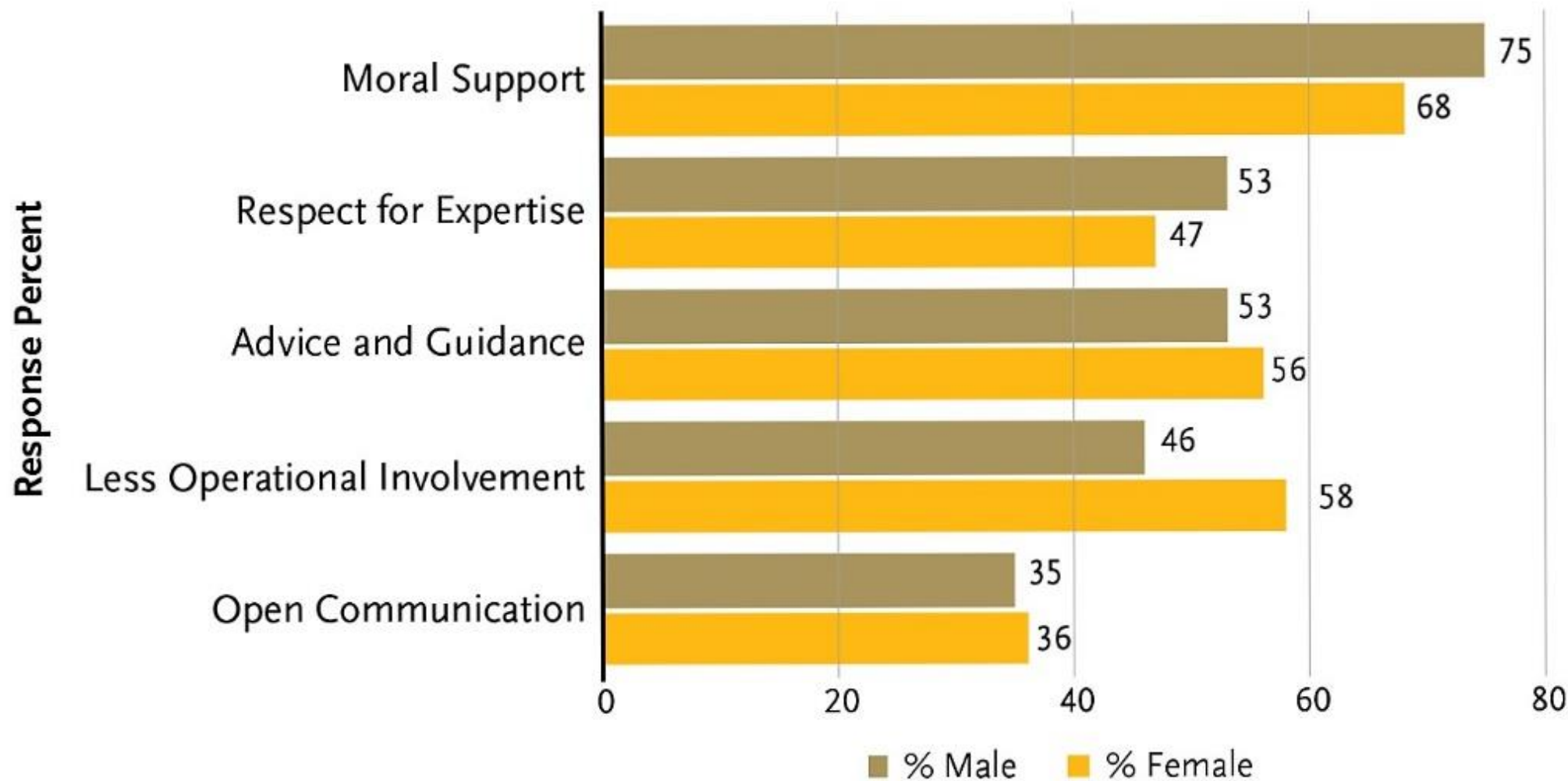
What do heads need and value most?

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*, 9th 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, 10th 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.

Contact

Claudia Daggett
President
ISACS

www.isacs.org

claudia@isacs.org

(312)750-1190



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