***Stakeholder Involvement in Resource Management***

*What is a stakeholder?*

“A stakeholder is an individual or group with an interest in the success of an organization in fulfilling its mission—delivering intended results and maintaining the viability of its products, services and outcomes over time.”

*Why should we involve stakeholders in the educational process?*

Schools seeking improved outcomes usually have one or more “champions for change” on the inside of the organization, and these leaders can often engage other staff to produce better results in the short term. But these instructional leaders often move to another school, climb the career ladder, or retire; when they do, gains that have been made often fade away. If schools are going to build support for on-going success, they also need advocates for improved program outcomes outside the immediate organization—constituents who understand the mission of the school, who share the champions’ vision and passion for student success, and who have a personal stake in the performance of the school and its students. In this brief, we identify schools’ external stakeholders and offer ways in which these constituents can be a positive force for helping school staff achieve improved outcomes for all students and sustain them over time.

*How do you develop commitment to mission and vision in budgeting?*

* Shared Leadership/Responsibility
* Community Forums for Faculty and Parents
* Collaboration
* Transparent Decision Making
* Set the tone for the work
* Plan regular meetings
* Keep stakeholders informed

*Here are some guidelines for engaging stakeholders:*

* The staff must take the lead to provide stakeholders the data and other information they need to be productive partners around student achievement.
* Partnership activities must be directly aligned with student achievement goals.
* Efforts must be collaborative and genuine.
* There are meaningful roles for each party to play and these must be clearly articulated.
* Information sharing must be transparent.
* Achievement data must be clear, accurate, and meaningful.
* All parties must operate from common values and a common vision for student achievement.
* All efforts must be mission-oriented and data-driven.

*How do I see this in action?*

The Blaine School District as a whole does a good job of informing the community about fiscal decision making as well as inviting them into the process. The following statement was posted with the 2013-2014 Draft Budget Overview last spring; “The District’s 13-14 draft budget maintains services at approximately the same level as enjoyed during the 12-13 school year. Despite enrollment decline, staffing levels in most areas remain steady or have increased to accommodate program needs. New revenues from State and local sources were sufficient to address anticipated increases in retirement and salary schedule costs, however, they were not enough to address all outstanding needs surfaced in the District’s March 11th public forum and Fiscal Review Committee reports. Additional planning and coordination will be required in order to fund these priorities, which include the transition to Common Core, the TPEP evaluation system, facility repairs, security enhancements, and curriculum and library needs.” These statements involve the stakeholders in the community such as parents and taxpayers.

It is vital that a building leader is purposeful and transparent in using the school vision to inform decisions. The school vision statement should be the compass of decision-making. To provide stewardship of the vision, I believe it should be visible and present throughout the school. It should be visible to parents, community members and other stakeholders, re-affirming their values and beliefs about the education of children. It should absolutely be visible to all staff including those inside and outside of the school building, even so far as the school bus. Most importantly, the vision should be visible and understood by students, the most important stakeholders, after all, we are accountable for each student’s success.

***What are the roles of various stakeholders?***

*School Board Members*
A school board is comprised of members that are usually elected by the residents of the school district, but in some districts are elected by the mayor or other executives of jurisdictions that may include towns, cities, or counties. The size of a school board varies between districts and from city to city; similarly, the power of the boards will vary between districts and from city to city. School boards have the power to hire and fire teachers and administrators. They are the guardians of the policy that help implement changes that will benefit the district or support the superintendent of the district who has the responsibility of implementing and maintaining the policies set by the board.

*Superintendent*

In most cases, the school board selects the school district superintendents. The school board's responsibilities are similar to that of a chief executive officer of a large corporation. Through the help of the school board, the school district superintendent has the job responsibility of making sure personnel selections meet state standards and benefits the district with their educational experience. The district superintendent as a stakeholder also makes important decisions in matters such as new school construction, the districts finance, and a major part of the curriculum and teaching that goes on in the schools of the district. The district superintendent has other responsibilities that include creating long-term plans for technology, educational delivery, and district growth.

*Teachers*

The teacher, along with the student, plays an interactive role in the education process because one cannot function without the other. The teacher as a stakeholder is expected to possess the professional knowledge to lead the students in instruction. In addition to serving in an instructional role the teacher can be a mentor, supervisor, counselor, and community leader. The teacher can be a mentor to students or other teachers. The role of supervisor is present in every aspect of a teacher's daily responsibilities. The teacher's role as counselor can be used to offer advice to students or school advisory committees.

The motivational factors for teachers is related to the impact their role plays in producing individuals who are an asset to the community they live in. The teacher is motivated to fulfill their role with an understanding of how important teachers are to society. Without teachers, our society would not be able to function as a global competitor.

*Parents*

Parents play key roles as educational stakeholders. Parents' primary objective is the assurance that their children will receive a quality education, which will enable the children to lead productive rewarding lives as adults in a global society. Parents bring a valuable quality to the educational experience of their children because they may better understand their own children and can influence significantly student behaviors such as time management and study habits, eating practices, and their personal safety and general welfare. Parents as educational stakeholders provide additional resources for the school to assist with student achievement and to enhance a sense of community pride and commitment, which may be influential in the overall success of the school.

*Students*

Today schools serve a wider range of students who are expected to meet standards that were required of only a few students years ago Those who are identified as students have changed from all to those who participate but their role in the education process has not change. The student plays the lead role in the educational process and as stakeholders are expected to participate in the process. Although the student's primary role is that of a recipient, students should be encouraged to exercise their decision-making role in the education process. By giving aid to the decision-making process students become an integral part of a successful institution. Students as stakeholders possess both intrinsic and extrinsic motivational factors. The intrinsic motivation comes with understanding the value of an education. Extrinsic motivations are the accolades students receive for successful completing their education.