

## LECTURE 5

### THE ROLE OF EDUCATIONAL MANAGERS IN THE SCHOOL SYSTEM

#### Lecture overview

Welcome to our 5<sup>th</sup> lecture on the role of educational manager in the management of Learning Institutions. The educational manager is the key person in the school/college management. He/she has the overall responsibility of running and controlling the learning institution.

This lecture will therefore discuss the administrative tasks or roles of the educational manager that fall under six categories. In addition, the role of the teacher in the school system will also be discussed.

#### Objectives



By the end of this lecture you should be able to:

Explain the role of a head teacher in relations to:

- Management of approved curriculum and instruction
- Management of school finance
- Management of staff personnel
- Management of student personnel
- Promotion of school-community relations
- Management of physical and material resources.
- Examine the role of the teacher in the school system.

#### Explaining the tasks of the educational manager

Okumbe (1999, Olembo et al., Amanuel, 2009) identified the following as the roles of the school manager:

##### a. Management of the Approved Curriculum and Instruction:

The head teacher plays the following duties under this task:

- Involves individuals with varied expertise such as BOG, PTA, sponsors at the school to review past and present application educational objectives in the process of shaping the future of the youth. In this way the head teacher gives direction to the teachers to offer approved and diversified curriculum in accordance to the circularized guidelines from the ministry of education.

- Causes teacher to prepare schemes of work and developing teaching or learning materials for effective learning.
- Ensures teachers attend to their lesson and further finds out what the teacher has been teaching during their lessons.
- Visits, observes and keep record of learning sessions in the classroom, laboratories and workshops.
- Checks student's exercise books, projects, practical work assignments and continuous assessment tests to ensure regular marking and systematic use of learning guide.
- Updates him/herself on educational programmes and innovations as well as change of curriculums. For example, reduction of subjects taken in a particular level of education or materials of teaching using the computer.
- Teaches in the classroom in order to set a good example to other members of staff
- Ensures that students are constantly evaluated using tests and examination.
- Holds meeting with staff and student to share any information considered necessary.
- Provides an enabling environment for teaching and learning process to take place through encouraging healthy relationships within the school.
- Provides support materials for curriculum and teaching or learning activities. The head teacher provides teachers and other staff with instructional materials in time and provide teachers and other staff with instructional materials in time and provide opportunity to the staff to attend meetings, seminars, workshops, visitations and in-service courses. Ensure the library is well equipped with relevant textbooks and other support material.

#### **b. Management of school finances and stores**

The head teacher has three subtasks under this role:

- Understanding the sources of revenue for the school.**  
The head teacher is the chief accounting officer.  
Hence he/she should be familiar with the various sources of school revenue school fees, government grants, donations, fundraising and any other income generating project.
- Preparing the school budget:**  
This involves the submission of the financial proposal of the year to the BOG of the school.
- Monitoring expenditure in view of approved budget.**

- The head teacher ensures appropriate record keeping accounting and auditing procedures in the school activities.
- He or she is in charge of purchase material and supplies, storage and distribution.
- He or she regularly checks the keeping of the books of account:
- Ensure serialized and official school reports for goods and money received by the school bursary, account desk, cateress, matron, technicians and HODS.
- Ensure proper accounting and keeping of books of accounts and store records.

**c. Management of the staff personnel. (teachers and support staff)**

Under this task, the head teacher sees to the following:

**Define job roles**

- The head teacher has to make sure that all the staff members have a clear statement of their job roles which have been developed and agreed upon e.g. the support staff should understand their terms of contracts under which should understand working hours, leave, salary and other benefits.
- He delegates duties and responsibilities to other members of the staff in order to ensure that the school runs smoothly.
- He has the responsibility of informing teachers on all official matters. For example, opening and closing dates.
- He should ensure that all teachers are present every day and if a teacher is absent proper arrangements are made on how his/her classes will be taught or alternatively that classes are left with enough work when the teacher is away.
- He should take any appropriate action on any member of staff. A member who frequently absents himself/herself from school without permission.
- The head teacher is an agent of the T.S.C. in his school and should therefore familiarize himself with the T.S.C code of regulations in order to know how to deal with teachers' disciplinary cases.
- He is the channel through which teachers communicate to higher authorities. He must therefore, forward any correspondence between his staff and higher authorities immediately.
- He must ensure that there is a duty rooster for teachers during the term and during the holidays.
- He should ensure that teachers attend assemblies and staff meetings

### **Staff Performance**

The head teacher should assess teacher's performance, identify their professional needs and plans for future improved performance. In relation to this, the head teacher has:

- To welcome and induct new teachers, new teaching staff and students to the school.
- Supervise staff performance
- Use the staff appraisal observations and reports to design appropriate staff, training and development aimed at improving staff performance.
- Ensure that discipline is cultivated, nurtured and maintained among the staff.

### **Staff motivation and development**

The head teacher should create a conducive work environment in the school to make everybody feel they are valued and their contributions are recognized. This can be done by:

- Allowing staff to attend appropriate in-service courses or workshops
- Paying attention to the general welfare and individual problems.
- Recommending the deserving teachers for promotion through writing recommendation letters to the TSC.

### **d. Management of the student personnel**

#### **Discipline Issues**

Students are key stakeholders within the school. The head teacher has the following tasks to fulfill in relation to student welfare.

- i. **Students' discipline:** the head teacher ensures establishment of effective and efficient guidance and counseling committees in order to manage the student smoothly. He or she should encourage positive means of counseling and to improve the students conduct.
- ii. **Discipline of student:** the head teacher should be an exemplary in self-discipline to all stakeholders in the school. Ensure the environment is conducive to allow both the staff and student to follow and obey the school rules and regulations willingly.
- iii. **Schemes of discipline:** the head teacher should involve the staff and students in formulating a reasonable and owning up policies.

### **Students comfort in the school**

The head teacher ensures students are satisfactory comfortable in the school to be able to concentrate with their studies is by:

- i. Ensuring facilities are adequate and well maintained.
- ii. Precaution measures are in place such as fire extinguishers
- iii. Provision of medical services to students
- iv. School feeding program is adequate where possible.

#### **Student inventory files**

The head teacher ensures student records are well kept. These include the progressive and cumulative records of all the information concerning the student backgrounds, health status, academic and character, and attendance to co- curriculum activities.

#### **Enrollment and participation**

- i. The head teacher is involved in the selection of the new students closely assisted by the teachers.
- ii. He or she should meet with students on admission, talk to them, welcome them to the school and brief them on the routine and tradition of the school.
- iii. He should also meet with students to discuss matters affecting them
- iv. Registers students for national examinations

#### **Appointment of students' leadership**

The head teacher takes responsibility of the students' leadership appointment system. He establishes and enhances student leadership system where the appointed students contribute to the school administration.

The head teacher meets the prefects regularly to discuss and strengthen his or her relationship with them and to remind them that they have to lead by example in keeping the school rules and showing good character.

#### **e. Promotion of school community relations.**

The head teacher ensures that:

- i. The community understands the roles of the school in the process of education. Explains what the school is doing and its plans.
- ii. Explains the curricula and co-curricular activities which the school is engaged in, through the use of newspapers, radio, television etc.

- iii. Works closely with representatives of the community e.g. BOGS, PTAS, politicians, alumni, sponsors of the school, local administration.

He encourages the staff to understand and appreciate the community by:

- Incorporation of certain aspects of community life in the school curriculum e.g. history of the region.
- Avail school facilities and resources accessible and available to the community during important functions e.g. playgrounds.

#### **f. Management of physical facilities**

The head teacher under this role ensures:

- i. Safety, security and cleanliness of the school environment e.g. fencing the school compound, repairing of facilities.
- ii. Plans for annual incremental of physical facilities, equipment and materials include textbooks and other learning materials.
- iii. Clearly schedule for distribution and use of available facilities
- iv. Upgrade facilities in the event of new technology e.g. use of computers and laboratories. etc.

#### **Activity**



Discuss the role of the BOM and PTA in the school system.

### **The Role of a Teacher in the School System**

#### **The main roles of a teacher (Olembo, et al., 1992)**

Other than classroom teaching, the teacher has to participate in the educational administrative processes to ensure the educational goals are achieved and the environment of learning is conducive.

The teacher therefore has to perform the following main roles:

- i. Direct learning.
- ii. Classroom management
- iii. A link between the school and the community
- iv. A role model to the students.

**(a) Curriculum planning and adaptation**

The teacher knows what to teach and how to teach effectively, hence he/she:

- i. Translates curriculum objectives into instructional materials.
- ii. Recommend teaching learning resources required for effective learning
- iii. Allocates instructional materials and resources to the students for example textbooks

**(b) Classroom Management**

- i. Prepares a schemes of work, lesson plans and record of work
- ii. He selects appropriate teaching methodology
- iii. Make effective content presentation in the classrooms
- iv. Evaluate the success of learning process and mark all the assignments and tests given.
- v. Enhances, the teacher/pupil relationship
- vi. Maintains classroom discipline
- vii. Supervises learning activities, for example preps
- viii. Performs instrumental tasks for example taking of class attendance registers, keeping of students records

**c) A link between the school and the community**

- i. The teacher promotes parental visits to the school
- ii. He/she cooperate with parents and the community to enforces school rules and regulations
- iii. Together with parents, he/she offers guidance and counseling services to students
- iv. He/she explains the students' progress to the parents.

**d) A role model to the students.**

The teacher should set a good example to the students by behaving well

**Problems facing teachers in the process of performing their duties**

- Lack of achievement due to low profile that is given to teaching society especially in primary schools
- Unfavorable working conditions for example, poor housing, lack of means of communication, poor infrastructures, lack of electricity and medical services especially in remote areas.
- Job insecurity due to increasing number of more qualified teachers
- Inadequate/low salaries

- Limited promotion opportunities particularly for the primary school teachers.
- Poor human relations issues as a result of formation of informal groups based on age, sex, qualification, subject area, specialization, junior versus senior, arts, versus science, etc.

### Summary



In this lecture we have examined the tasks of educational managers largely found in the areas of school-community relations, financial management, physical management, curriculum and instruction, student management, and staff management (both teaching and non-teaching). We have also examined the role of the teacher in the school system. When school managers and teachers undertake their roles effectively, they can be sure to achieve educational goals efficiently.

### Self-Assessment Questions



1. Giving examples, explain the main roles of the teacher in your school or college.
  2. Explain the solutions to the major challenges facing the head teachers and teachers in Kenyan Schools.
  3. Discuss the various ways the head teacher would employ to improve school community relations.
- (9marks)

### Further Reading



Ministry of Education, Science and Technology: Republic of Kenya. (2003). *Schools Management Handbook*. Nairobi: Ministry of Education Science and Technology.



Amanuel, A.T (2009) *Managing Education: A handbook for student- teachers, trainers and school principals*. Nairobi: CUEA Press.

Okumbe, J.A. (1998). *Educational Management: Theory and Practice*. Nairobi: University Press.

Olembo, J.O, ;Wanga P.E & Karagu N.M. (1992). *Management in Education*. Nairobi: ERAP.