

COMSTOCK PUBLIC SCHOOLS BOARD OF EDUCATION

GOVERNANCE GUIDELINES AND PRACTICES

In effective school systems, the Superintendent and the Board of Education work together as a “Board Team.” The Board of Education is the corporate policy making body for the District, and the Superintendent and staff provide the leadership to implement Board policies. It is the goal of the Comstock Public Schools Board of Education and Superintendent to function as a united team; provide positive leadership to the District; and foster open communication to the administration, staff, students, parents, and community members of the District.

Therefore, and to that end, the Comstock Public Schools Board of Education adopts these Governance Guidelines and Practices. Refer to Board policies for more details as needed.

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1.0 GOVERNANCE GUIDELINES & PRACTICES

1.1 BOARD OF EDUCATION SHARED VISION

Comstock Public Schools stands as a lighthouse district, a beacon of offering educational opportunities to all children and serving as a source of pride for our community. As the Board of Education, we promote a passion for learning and a philosophy that puts the needs of children and their education first.

1.1.1 Climate & Environment

We are a caring community that knows and lifts every child. All employees, parents and community members appreciate and honor the unique contributions each brings to our education community. Therefore, we envision a school district where we:

- A. Provide a safe, healthy, joyful, welcoming environment for all who enter, and a place where students are eager to learn
- B. Respect, value, empower and trust one another
- C. Celebrate the uniqueness of each individual in a climate of acceptance and understanding
- D. Value open, honest, and two-way communication among all stakeholders (families, students, staff and community)
- E. Invite parents and community members to be active partners
- F. Benefit from facilities that are updated, well maintained and inviting, including cutting-edge technology and equipment

1.1.2 Engaged Learners

An exemplary learning community inspires and motivates all students to reach their full learning potential. Therefore, we envision a school district where students:

- A. Experience joy in learning
- B. Flourish in a learning environment where creativity and imagination abound
- C. Give their personal best and challenged to go beyond the ordinary
- D. Have their unique learning needs met
- E. Experience learning that connects to the real world through a variety of opportunities for exploration
- F. Are assessed using reliable and timely instruments that measure what students have learned

1.1.3 Enhancing Employee Capacity

An exemplary educational system operates on the premise that a school district can only be as good as the people it employs. Therefore, we have a deep commitment to holding the highest standards for ourselves and others, and providing the opportunity to learn and grow. We envision a school district where an empowered staff:

- A. Works cooperatively and collaboratively to expand their ability to support and improve student achievement
- B. Broadens the potential for success through implementation of innovative and creative ideas
- C. Values and seeks meaningful individual professional development
- D. Experiences focused professional development based upon best practices and current research
- E. Uses state-of-the-art technology and equipment to enhance job effectiveness

1.1.4 Organizational Capability

The pursuit of excellence requires persistence, tenacity and courageous patience. Therefore, we envision a school district where our processes support:

- A. Continuous improvement in all that we do
- B. Implementation of innovative ideas when determining structural and operational changes
- C. Participative problem-solving and decision-making

1.1.5 Outcomes For Our Students

Our schools excel at preparing each student for their life journey. Therefore, we envision a school district where students are:

- A. Persons of character who are contributing members of society and life-long learners
- B. Independent, confident and hopeful, with the skills to plan a successful future
- C. Capable of making analytical decisions
- D. Proficient in academic, literacy and communication skills
- E. Prepared for future education and career opportunities

This Shared Vision document provides the “imagination” of what we hope to become, blueprint for continuous improvement, and the benchmarks by which we will evaluate our progress. We dedicate ourselves to these ideals.

1.2 BOARD OF EDUCATION COLLECTIVE COMMITMENTS

The Comstock Public Schools Board of Education Shared Vision provides the framework for what will be and is a blueprint for continuous improvement. The clarity of our Shared Vision and commitment to it is crucial to our success. We have identified the following Board of Education Collective Commitments that will define the behaviors that lead us to our Shared Vision.

1.2.1 Learning: Our Priority

- A. Learning is our focus for students as well as adults. We are committed to both individual and collective growth.
- B. We make learning come alive through engaging and inspiring our students.
- C. Individual differences matter; we strive to provide for our students' unique needs.

1.2.2 Our Environment

- A. We create positive, welcoming, and safe environments where students, staff, and parents thrive and are eager to learn.

1.2.3 Our Interactions

- A. Respect and integrity are at the core of our interactions with one another.
- B. We model responsible, ethical behavior.

1.2.4 Our Practices

- A. We collaborate in order to produce results superior to those achieved individually.
- B. We are innovative in our pursuit of excellence. We actively seek a better way.
- C. We recognize and celebrate our successes.

1.2.5 Our Communication

- A. We want everyone to have a voice. With that comes a responsibility to speak openly, to listen to others, and to be part of the solution.
- B. We engage in open and timely communication with each other.

1.2.6 Our Resources

- A. We safeguard and conserve our district resources with great diligence.

We will honor, advance, and value these Commitments; the education of our students depends on it.

1.3 BOARD OF EDUCATION CODE OF ETHICS

As members of the Comstock Public Schools Board of Education, we shall promote the best interests of the school district as a whole, and will make decisions that place student learning and the success of all students first by adhering to the following educational and ethical standards:

As a Board member,

- A. I will make decisions in the best interest of the educational welfare of children, and will seek to develop and maintain schools that meet the individual needs of all children regardless of their race, color, religion, sex, national origin, age, height, weight, marital status, special need or disability.
- B. I will be a personal advocate for the good work of the District.
- C. I will focus Board action on policy making, strategic planning, and designating and evaluating the Superintendent.
- D. I recognize that the role of the Board is to govern the District. I will delegate authority to the Superintendent for the day-to-day operations and management of the District and will not seek to participate in the day-to-day operations.
- E. I will review and evaluate all policies, bylaws, procedures, and processes, and will work to make desired changes so they will be current and relevant.
- F. I will follow established Board Policies, and Governance Guidelines and Practices.
- G. I will come to Board meetings prepared to discuss and take action on all agenda items. I will study the material in the Board packet and follow established Board Governance Guidelines & Practices for additional information prior to each Board meeting.
- H. Whenever possible, I will give the Superintendent or Board President notification of my concerns prior to the Board meetings, so that the concerns can be properly addressed.
- I. I understand that I have not only the right, but the duty, to express my views and opinions and ask questions at the Board table, and will make a good faith effort to understand the views of others.
- J. I recognize that the Board must make decisions as a whole and in public. I will render all decisions based on the available facts and my independent judgment, and I will refuse to surrender my independent judgment to individuals or special interest groups.
- K. I will avoid being placed in a position of conflict of interest, and, if such a conflict is unavoidable, I will disclose such interest and abstain from voting on such matters.

- L. I will respect the consensus and decisions of the Board and support their implementation.
- M. I will recognize that while I am free to express my personal views, the Board President is the spokesperson for the Board and the Superintendent is the spokesperson for the District.
- N. I will be respectful and listen to all ideas presented to the Board, be it from parents, staff, students, community members, other Board members, or other stakeholders. I will listen and then refer any person to appropriate personnel.
- O. I will communicate to other Board members and the Superintendent expression of public reaction to Board policies and school programs.
- P. I will exercise caution when communicating between and among Board members via electronic communication, and will abide by the Open Meetings Act.
- Q. I will respect the confidentiality of information that is privileged under applicable law, including closed session discussions. Additionally, I will hold confidential all matters that, if disclosed, would needlessly injure individuals, schools, or the district.
- R. I will stay informed about current educational issues.
- S. I will take no private action that will compromise the Board, the Administration, or the District.
- T. I will refrain from using my Board position for personal or partisan gain.
- U. I will support the employment of those persons best qualified to serve as District staff.
- V. I will support and protect District personnel in the proper performance of their duties.
- W. I will, along with my fellow Board members, review this Code of Ethics annually at the beginning of each year.

As Board President,

- A. I will ensure that persons addressing the Board follow established guidelines as outlined in Board policy.
- B. I will advise persons addressing the Board to do so in a respectful manner and not allow rude and indecent behavior, profane or indecent discourse, to be directed to the Board, Superintendent, or others during Board meetings.
- C. I will ensure that all Board members are given an opportunity to express their views. I will work toward building consensus among all Board members.
- D. I will follow parliamentary procedure, to the extent that it does not conflict with Board policy.

The Board of Education has adopted the following ethics policy for its trustees. This policy is intended to provide guidance with ethical issues and a mechanism for addressing unethical

conduct.

1.3.1 Board Responsibilities

Board members are responsible for providing governance for the District, in the following ways:

- A. Regularly attend Board meetings
- B. Review material provided in preparation for Board meetings
- C. Review the District's financial reports
- D. Make reasonable inquiry before making decisions

1.3.2 Professional Conduct

In general, Board members must conduct all dealings with the Superintendent, employees, contractors, and vendors with honesty and fairness, safeguarding confidential information.

1.3.2.1 Self-Dealing

Occurs when Board members make decisions that materially benefit themselves or their relatives at the expense of the District. "Relatives" include a person's spouse, parents, siblings, children, mothers and fathers-in-law, sons and daughters-in-law, brothers and sisters-in-law, and anyone who shares the person's residence. Benefits include money, privileges, special benefits, gifts or other items of value. Accordingly, no Board member may:

- A. Solicit for compensation for serving on the Board or any committee
- B. Make promises to vendors unless with prior approval from the Board
- C. Solicit or receive, any gift, gratuity, favor, entertainment, loan, or any other thing of value for themselves or their relatives from a person or company who is seeking a business or financial relationship with the Association
- D. Seek preferential treatment for themselves or their relatives
- E. Use District property, services, equipment or business for the gain or benefit of themselves or their relatives, except as is provided for all members of the Board of Education

1.3.2.2 Confidential Information

Board members are responsible for protecting the District's confidential information. As such they may not use confidential information for the benefit of themselves or their relatives. Except when disclosure is duly authorized or legally mandated, no Board member may disclose confidential information. Confidential information includes, without limitation:

- A. Private personal information of fellow Board members
- B. Private personnel information of employees
- C. Disciplinary actions against members of the District
- D. Assessment collection information against members of the Board
- E. Legal disputes in which the district is, or may be involved--Board members may not discuss such matters with persons not on the Board. Failure to follow these restrictions could constitute a breach of the attorney-client privilege and loss of confidential information.

1.3.2.3 Misrepresentation

Board members may not knowingly misrepresent facts. All data, records and reports must be accurate and truthful and prepared in a proper manner.

1.3.2.4 Interaction with Employees

Board members shall observe the following guidelines:

- A. The President shall serve as liaison between the Board and Superintendent.
- B. Except for the President, Board members may not give direction to the Superintendent, employees, contractors, volunteers, or vendors.
- C. If Board members are contacted by employees with complaints, the employees shall be instructed to contact the Superintendent or their immediate supervisor.
- D. No Board member may threaten or retaliate against an employee who brings information to the Board regarding improper actions of a Board member. Board members are prohibited from harassing or threatening employees, contractors, volunteers, or vendors, Directors, committee members, and stakeholders whether verbally, physically or otherwise.

1.3.2.5 Proper Decorum

Board members are obligated to act with proper decorum. Although they may disagree with the opinions of others on the Board or committee, they must act with respect and dignity at all times and places and not make personal attacks on others. Accordingly, Board members must focus on issues, not personalities, and conduct themselves with courtesy toward each other and toward employees, contractors, volunteers, vendors and other members of the Board. Board members shall act in accordance with Board decisions and shall not act unilaterally or contrary to the Board's decisions.

1.3.3 When Conflicts of Interest Arise

Situations may arise that are not expressly covered by this policy or where the proper course of

action is unclear. Board members should immediately raise such situations with the entire Board. If appropriate, the Board will seek guidance from legal counsel.

1.3.3.1 Disclosure & Recusal

Board members must immediately disclose the existence of any conflict of interest, whether their own or others. Board members must withdraw from participation in decisions in which they have a material interest.

1.3.3.2 Violations of Policy

Board members who violate the District's ethics policy are deemed to be acting outside the course and scope of their authority. Anyone in violation of this policy may be subject to disciplinary action, including, but not limited to:

- A. Censure
- B. Removal from committees
- C. Removal as an officer of the Board
- D. Request for resignation from the Board
- E. Recall by the membership
- F. Legal proceedings

Prior to taking any of the actions described above, the Board President shall appoint a committee to review and investigate the violation(s). The committee shall review the evidence of violation, endeavor to meet with the Board member believed to be in violation, confer with the District's legal counsel, and present its findings and recommendations to the Board for appropriate action. The Board shall endeavor to meet with the Board member in closed session prior to imposing disciplinary action against that person.

2.0 MEETINGS

2.1 DEVELOPING THE BOARD MEETING AGENDA

2.1.1 Who Can Place Items on the Agenda and the Guidelines

2.1.1.1 Creating & Presenting the Agenda

Agendas are created by the Superintendent and Board President, then presented to the Board no later than the Friday preceding the Regular Meeting.

2.1.1.2 Agenda Item Request

Any Board member may request verbally or in writing to the Superintendent or Board President an item the member desires to have placed on the agenda.

2.1.1.3 Time Limits

The Board President, with the recommendation of the Superintendent, shall set reasonable time limits for all Board discussions and agenda items which will be printed on the agenda.

- A. If the time limit is reached, the Board may extend the discussion by a majority vote.

2.1.2 Use of Consent Agenda

A consent agenda may include items of a routine and / or recurring nature grouped together under one action item. For each item listed as part of the consent agenda, the Board shall be furnished with background material. All such items shall be acted upon by one vote without separate discussion, unless a Board member requests that an item be withdrawn for individual consideration. The remaining items shall be adopted under a single motion and vote.

Consent Agenda Items, may include but are not limited to:

- A. Routine Items
- B. Minutes for Approval
- C. Bills for Payment
- D. Routine Renewals
- E. Items Recommended by the Superintendent and Agreed to by the Board

2.1.3 Order of Meeting Agenda

2.1.3.1 Work Session

1. Call to Order
2. Call to the Audience (Limit 3 minutes per person)
3. Business Items
4. Adjournment

2.1.3.2 Regular Board Meeting Agenda

1. Call to Order
2. Pledge of Allegiance / Moment of Silence
3. Mission, Vision, Values
4. Roll Call

5. Changes to Agenda
6. Approval of Agenda
7. Recognitions & Presentations
 - A. Student & Staff of the Month (monthly during school year)
 - B. Academic Update
 - C. Building Presentation (monthly Dec-Jun)
 - D. Department Presentation (monthly)
 - E. Committee Report(s)
8. Call to the Audience
9. Consent Agenda (Items on the Consent Agenda are to be voted on as a single item by the Board. Any Board member may remove items from the Consent Agenda prior to the vote. Items which are removed from the Consent Agenda will be discussed individually following the Consent Agenda.)
 - A. Approval of Previous Meeting(s) Minutes
 - B. Finance Reports & Update (monthly)
 - C. Personnel
10. Celebrations & Communications
 - A. Celebrations
 - B. Superintendent's Update
 - C. Board Member Comments
11. Old Business
12. New Business
13. Recording Secretary Update
14. Adjournment
15. Announcements & Information

2.1.4 Annual Board Agenda Calendar

To ensure appropriate oversight of district operations and to help the Board meet its responsibilities and duties as outlined by Board policy, the Board will create an annual calendar.

2.2 BOARD MEMBER MEETING PREPARATION

- A. Board members will come to Board meetings prepared to discuss and take action on all agenda items.
- B. Board members are responsible to study the material in the Board packet sent to them prior to the meeting.
- C. Requests for additional information will be addressed through the Superintendent as follows:
 - 1. Board members are always encouraged to ask questions of the Superintendent and their designee and have their questions answered.
 - 2. A Board member, with support, may request documentation or a report from the Superintendent. Within two (2) weeks, the Superintendent shall respond by providing copies of the requested material to all Board members, or provide reports as directed by the Board.
 - 3. If there are persistent concerns by any Board member, they shall bring the concerns to the entire Board. The Board of Education will determine collectively how the issue will be addressed.
- D. Board members who cannot attend a Board meeting shall notify the Superintendent's Executive Assistant as soon as they know. The Executive Assistant will then notify the Board President and Superintendent. If the President will be absent, the Executive Assistant will notify the Vice President.

2.3 BOARD MEETING CONDUCT, PARTICIPATION, & PROTOCOL

2.3.1 Board Members

- A. Any time when four or more Board members are gathered together to discuss school business it is considered a meeting (quorum).
- B. In addition to the following procedures, at all times Board members shall adhere to the Board Code of Ethics.
- C. A Board member will maintain professional and courteous behavior throughout the meeting.
- D. Board member will demonstrate respect to fellow Board members and public participants by:
 - 1. Directing comments solely to the business under deliberation
 - 2. Addressing each other, staff, and public by title and last name
 - 3. Speaking only after acknowledgement from the Board President or committee chair
 - 4. Seek solutions and reasonable compromises or consensus when there are

differences of opinions

5. Setting electronic devices in a non-audible mode during Board meetings, emergency situations warrant exceptions
6. No surprises

2.3.2 Persons Addressing the Board

- A. Audience participation at Board meetings is limited to the portion of the meeting designated as “Call to the Audience”. At all other times during a Board meeting, the audience shall not enter into discussion or debate on matters being considered by the Board, unless recognized by the presiding officer.
- B. A person may address the Board on an agenda or non-agenda item. After recognition by the Board President, the speaker may address the Board for no more than three (3) minutes.
- C. Delegations of several persons addressing the same issue are encouraged to appoint one person to present their views to the Board.
- D. Taping, videotaping, and photographing are permitted in an area designated by the Board and in such a manner as to not disrupt the dignity and function of the Board meeting. Taping, videotaping, and photographing of individuals or groups that are being recognized will be allowed outside the designated area during the Communications portion of the meeting. If the meeting is being disrupted, the Board may direct all taping, videotaping or photography to cease.

2.3.3 Board Response to Persons Addressing the Board

- A. During “Call to the Audience” Board members are to listen to comments without response.
- B. The Board President may direct administration to investigate item(s) and report back to the Board and / or the individual citizen.
- C. Board members should not respond or enter into discussion with the audience during the meeting because:
 1. Items on the agenda will be discussed as appropriate and scheduled on the agenda.
 2. Items not on the agenda do not permit Board members to respond or discuss except to make factual statements or refer to Board policy.
 3. Since all Board members may not have had an opportunity to fully review the issue being presented prior to the meeting, comments would not be appropriate.

2.3.4 Discussion of Employee / Student Issues

- A. The Board will not encourage or actively participate in negative comments regarding individual employees or students.

2.3.5 Hearings, Grievances, Student / Employee Discipline

- A. The Board will conduct all hearings or presentments in accordance with the applicable Board policies.
- B. During hearings or presentment, the Board President or Superintendent may seek legal counsel as deemed necessary.
- C. The Board shall not use any student's name outside of closed sessions.
- D. Student / disciplinary hearings will be held in closed session if requested in accordance with Board policy and state law.

2.3.6 Discussion of Motions

- A. All discussions shall be directed solely to the business currently under deliberation.
- B. The Board President or designated chair has the responsibility to keep the discussion to the motion at hand and shall halt discussions that do not apply to the business currently before the Board.
- C. The Board member, prior to giving their comments, shall ask for and receive recognition by the presiding officer.

2.4 BOARD MEMBER PARTICIPATION IN DISCUSSION, DEBATE, & VOTING

- A. All Board members shall vote on all action items unless a conflict of interest applies. If a conflict of interest exists, the Board member shall abstain.
- B. All Board members may make motions, second motions, and enter into discussion on any agenda items.
- C. In case of a tie, the motion fails. The President may bring the item back to the Board on a subsequent agenda.
- D. In case of a less than unanimous vote, the Board will respect the decision and the implementation of the consensus of the Board once a decision has been made.
- E. A majority of the entire Board is needed to pass a motion, with the exception of two thirds of the entire Board needed to go into closed session for certain purposes as determined by law.

2.5 BOARD MEMBER RESPONSES TO INQUIRIES ABOUT CLOSED SESSIONS

- A. Any information from a closed session is confidential and shall not be discussed outside of the closed session.

2.6 PARTICIPATION BY NON-BOARD MEMBERS IN CLOSED DISCUSSION

Participants are limited to:

- A. The person requesting the closed session, their counsel, a union representative, their parent(s) / guardian(s) where applicable
- B. Representatives of the administration who have pertinent information
- C. Additional persons approved by the Board

2.7 BOARD ORGANIZATION

2.7.1 Election of Officers

- A. An individual Board member may decline nomination for any or all offices.
- B. The Officers shall be President, Vice President, Secretary, and Treasurer. Board officers shall serve for a term of one year, or until a successor is elected. Officers are not term limited.
- C. At the Organizational Meeting in January the current Board President will ask for Board office nominations. Each officer will be voted on separately by the Board.
- D. In the case of a vacancy of the office of President, the Vice President shall succeed to the office of President for the remainder of the term. A vacancy in the office of Vice President or Secretary of the Board shall be filled by a majority vote of the Board.

2.7.2 Role & Authority of Officers

- A. No Board member or officer has authority outside the Board meeting.
- B. No Board member can direct employees in regard to performance of their duties.

2.7.3 Selection & Operation of Board Committees

- A. Standing committees are appointed by the Board President.
- B. The Policy Committee is the only standing committee.
- C. Board members serving on standing committees will make recommendations or advise the Board as a whole relative to the committee's area of study.
- D. The committee chairperson shall function as the liaison person between the Board and designated staff, facilitate their committee's portion of Committee of the Whole meetings, take brief minutes of their committee's work in study sessions, and keep and

update the committee folder for the next committee chairperson.

- E. Ad hoc committees are appointed by the Board President. Ad hoc committees may be formed as deemed necessary by the Board and appointed by the Board President.
- F. To serve on a committee, a Board member must attain MASB Level 1 Certification.

3.0 COMMUNICATION

3.1 BOARD MEMBER COMMUNICATION WITH EACH OTHER

- A. Board members shall not deliberate issues outside of the Board meetings.
- B. Board members may have one on one conversations, as long as the content stays between those two individuals.

3.1.1 Electronic Communication

- A. Board members shall abide by the Open Meetings Act.
- B. Electronic communication shall be recognized as potentially subject to FOIA.
- C. One-on-one electronic communication is permitted. Forwarding such messages is not permitted.
- D. Sending informational electronic messages to a group is permitted.
- E. Members may not “reply all” or forward to other Board members an email or other electronic communication that pertains to business before the Board.
- F. Electronic communications may not be used to vote on official Board business.
- G. The use of electronic communications is permitted to discuss non-Board business between individuals or in groups.
- H. Electronic communication between Board members during meetings is not permitted.

3.1.2 Board Member Responses to Community / Employee Contacts

- A. The Board recognizes that as elected officials there will be requests and contacts from the public and / or employees, therefore strict adherence to this procedure is required.
- B. The Board member should listen and then refer any employee, parent, student, community member or other stakeholder who contacts them with an issue to the appropriate staff member.
- C. The Board member should not become individually and personally involved.
- D. The Board member should notify the Superintendent or Board President of potentially significant requests or issues.

3.1.3 Board Member Communication With Media

- A. The Superintendent or their designee shall be the spokesperson for the district.
- B. The Board President shall be the spokesperson for the Board.
- C. All Board members who are contacted by the media should direct them to the Board President, Superintendent, or their designee.
- D. All Board members are free to express their personal views, making it clear that the Board President speaks for the Board and that the Superintendent speaks for the district.

3.1.4 Board Member Communication With the Community

- A. The Board will communicate with the community through public hearings, Board meetings, and publications.
- B. Individual Board members cannot communicate for the entire Board, or in an official capacity outside of the Boardroom.
- C. In their role as members of the Board, members regularly receive information that is not part of the public packet, but may be discussed in a future open meeting of the Board. Because such information is preliminary to a Board decision, individual members are not at liberty to forward such information to any other individual.

3.2 SCHOOL LIAISONS

Each year, members of the Board of Education take turns serving as liaisons with one of the District's six public schools, including the Transportation Department.

3.2.1 Primary Goals of a Liaison

- A. Facilitate and enhance communication between the Board of Education and Superintendent Team with the administration, staff, students, and families of that school community. Liaisons attend after-school events and functions, when possible, to answer questions, share information, encourage communication, and build relationships with the community.
- B. Provide each Board member the opportunity to learn about the strengths and needs of a building as well as its staff, students, programs, and activities. All of our buildings have their own individual personalities and cultures reflecting the variety and diversity of our District.

3.2.2 Protocols of a Liaison

- A. The liaisons serve one calendar year until the next organizational meeting before rotating.

- B. The liaison listens and learns but does not serve as a direct advocate for the school or program on issues.
- C. The liaison refers concerns to the appropriate staff and does not become involved in administrative or operational matters.
- D. The liaison must make an appointment before visiting the school. Upon arrival at the school, the liaison shall check in with the office staff.
- E. The liaison provides information to individuals or groups on how best to communicate with the Superintendent regarding specific needs or concerns, acknowledging that all operational matters should be routinely referred to the principal if more appropriate.
- F. The liaison provides information to individuals or school groups regarding upcoming issues that may impact them.
- G. The liaison represents the Board at school events and official functions, as invited.
- H. The liaison communicates Board policies and actions as requested.

3.3 SUPERINTENDENT COMMUNICATIONS WITH BOARD MEMBERS

- A. The Superintendent will communicate with Board members in a timely fashion in the following ways:
 - 1. Not urgent / not in the media – Board packet
 - 2. High importance (not a crisis) – Email to each Board member
 - 3. Crisis / emergency – Phone call or text to each Board member
 - a. In the case of an emergency or crisis, the Superintendent or their designee will provide the following information:

- What - Where - When - Who	- Action Taken - Public statement for Board members
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 - b. Phone calls and texts will be placed in the following order:

1. President 2. Vice President	3. Secretary 4. Trustees
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 - c. The Superintendent or their designee will provide updates as practicable.
- B. It is recommended that Board members check their school email accounts at least once daily and respond to communications from the Superintendent or the Superintendent's Office within 24 hours when appropriate or requested to do so.
- C. Prior to a Board meeting, if Board members notice any materials are missing from the

Board packet, or if there are any additions to the minutes, they should contact the Superintendent's Executive Assistant.

4.0 BOARD DEVELOPMENT

4.1 NEW BOARD MEMBER ORIENTATION

A new Board member will review key items with the Superintendent, Board President, Board trustee mentor, and / or Superintendent Team. Individuals will be assigned by the President immediately upon election.

4.1.1 Suggestions for the Board Mentor & Board Team

- A. Immediately upon election, assign a mentor for the newly elected Board member.
- B. Encourage the newly elected member to attend all meetings.
- C. Meet with the newly elected member after meetings to answer any questions about the meeting, even for five minutes.
- D. Explain the different kinds of meetings (general, work session, study, workshop) and what happens at each of them.
- E. Explain how an item gets on the agenda.
- F. Attend an MASB training session with the newly elected (perhaps not the same class, but the same day).
- G. Explain how to register for classes and workshops.
- H. Be aware that the "newness" lasts for a full year, until everything has been done once.
- I. Be patient! The newly elected don't know what they don't know.

4.1.2 Superintendent

4.1.2.1 School District Direction & Overview

- A. Strategic Plan
- B. Board Annual goals
- C. Superintendent Evaluation process
- D. District Celebrations
- E. Annual Education Report (including district background and history)
- F. District School Improvement Plan

G. Budget Summary

4.1.2.2 Additional Background Information

- A. Review of essential elements of individual Cabinet member's role
- B. Student discipline process review – with Board's role outlined
- C. Superintendent's contract
- D. Last month's Superintendent updates
- E. Map of the whole district and possible tour
- F. Introduction to union leadership
- G. Introduction to principals

4.1.3 Superintendent Team

4.1.3.1 Additional Background Information

- A. Assistant Superintendent
 - 1. Collective bargaining agreements and update
 - 2. Review of curriculum decisions upcoming for the Board of Education
 - 3. Outline of the layoff / recall process
 - 4. Review of hiring process
- B. Finance Director
 - 1. Review of different budgets utilized by the district
 - 2. Review of finance processes and procedures
- C. Facilities Director
 - 1. Possible tour of central office facility / map of facility
- D. Executive Assistant
 - 1. Procedures for registering for conferences
 - 2. Reimbursement for the purchase of approved items
 - 3. Process for responding to calendar invitations
 - 4. Process for responding to other communications from the Superintendent's Office

4.1.4 Board President or Board Trustee Mentor

4.1.4.1 Board Member Responsibilities

- A. Policy
- B. Hiring / evaluation of Superintendent
- C. Budget & strategic planning

4.1.4.2 Board Member Documents

- A. Code of Ethics
- B. Board Governance Guidelines & Practices
- C. Board Policy (possibly just begin with an overview with independent review of other policies on their own time)
- D. Board Annual Calendar
- E. Superintendent Evaluation Document
- F. Other documents (held by Executive Assistant)
 - a. Board member duties under the Revised School Code
 - b. Guide to the Open Meetings Act
 - c. "Surviving the 1st year"
- G. Other
- H. MASB level 1 class information / course schedule and ongoing Board Member training opportunities
- I. Contact list for fellow Board members

4.2 BOARD OFFICER TRANSITION PROCESS

- A. Current officers are to transition duties and responsibilities of the position to their replacements.
- B. New officers to review written description of position before taking office.

4.3 ANNUAL BOARD SELF-EVALUATION & ESTABLISHMENT OF BOARD GOALS

- A. Board self-evaluations are to be done annually
- B. Board self-evaluations are to be done as a Board and Superintendent team

4.4 BOARD MEMBER PERFORMANCE CONCERNS

4.4.1 Resolution Process

- A. If a Board member has a concern about another Board member's performance they should first discuss it with the offending member.
- B. If still unsatisfied with the results of the first meeting, they should then discuss it with the Board President.
- C. If still unsatisfied with the results, or if the concern relates to the Board President, then the concern will be taken to the full Board.
- D. At any time in the process, the Superintendent may be enlisted to support the process.

4.4.2 Censure

4.4.2.1 Definition of Censure (noun)

An official condemnation, reprimand, or expression of adverse criticism, usually by a legislative or other formal body, of the conduct of one of its members or of someone whose behavior it monitors. *Webster's New World Law Dictionary*, Wiley Publishing, Inc., Hoboken, New Jersey.

4.4.2.2 Purpose of Censure

A censure is the reprimand of a Board member for misconduct and may be imposed immediately by motion and vote of the Board of Education if, for example, the inappropriate behavior occurred during or at a Board meeting. Behavior worthy of censure includes, but is not limited to:

- A. Disruption of meetings (shouting, pounding, use of profanity, or personal attacks against fellow Board members)
- B. Breach of confidences including revealing discussions from closed sessions with outside parties
- C. Interference with Board or District operations
- D. Breach of fiduciary duties
- E. Improper behavior toward Board members, or District employees including contractors and volunteers
- F. Undisclosed conflicts of interest

Note: A censure is not a disciplinary action. If rules were violated and fines could be imposed, action against a Board member would qualify as a disciplinary proceeding requiring a noticed

hearing and the presentation of evidence.

4.4.2.3 Approval of Censure

If, after repeated warnings a Board member persists in behaving poorly or inappropriately during a Board meeting, the Board may move immediately to censure the misbehaving Board member.

In situations where the alleged behavior occurred outside of the Board meeting and a censure may be appropriate, the Board shall give notice to the Board member and add the hearing to the Board agenda. In either case, the censure is recorded in the meeting minutes. The minutes should reflect the reason for the censure.

4.4.2.4 Powers Unaffected

While expressing strong disapproval of a Board member's behavior, a censure does not remove a Board member from the Board nor does it impair the Board member's ability to attend meetings, make and second motions, or vote on motions, unless there is reason for the Board member to recuse themselves from a particular vote.

4.4.2.5 Removal from Office

If the errant Board member is an officer (President, Vice President, Treasurer, or Secretary), they can be removed from office by fellow Board members. However, the Board member cannot be removed from the Board except by the courts or by membership (when the director ceases to be a qualified Board member, ie. they move out of the District).

4.4.2.6 Request for Resignation

In addition to censure, a Board may request the resignation of the censored Board member. However, the Board member may refuse. Courts may remove Board members from office as legally allowed by State law. However, a censored Board member may be removed with or without cause by means of a recall election.

4.5 PROCEDURES FOR BOARD TRAVEL & TRAINING

- A. Board members are encouraged to take MASB's CBA 101 Board Orientation class within the first six (6) months of their Board term, and to complete CBA 102-109 for Board Certification within their first two (2) years on the Board, in order to be educated on the diverse issues they will be facing as a Board member.
- B. Board members are encouraged to further their professional training and take advantage of available training or conferences within or outside of the district on an ongoing basis.
- C. Board members should arrange travel, accommodations, and classes through the

Superintendent's Office.

- D. All Board members are to comply with the Board policy on travel expenditures and submitting travel / training expenses.
- E. Board members are encouraged to give a class or conference summary at an upcoming Board meeting.

5.0 BOARD – DISTRICT OVERSIGHT

5.1 DISTRICT'S VISION, MISSION, & GOALS

- A. The Board and Superintendent Team shall ensure the development of the District vision and mission statements, and annual district goals.
- B. The Board will review the district's goals annually.

5.2 DISTRICT IMPROVEMENT PLAN

- A. The Superintendent shall facilitate the District Improvement Plan annually.

5.3 REVIEW OF PROGRAMS

5.3.1 Instructional Programs

- A. The Administration will present updates to the instructional program at Board meetings.

5.3.2 Non-Instructional Programs

- A. The administration will present updates regarding non-instructional programs annually.

5.4 DEVELOPMENT & ADOPTION OF THE DISTRICT BUDGET (FULL CYCLE)

- A. The administration shall present to the Board an annual budget for approval by June 30th of each year.
- B. The Finance Director shall present to the Board quarterly budget amendments, if necessary.

5.5 BOARD MEMBER BUILDING VISITS

- A. Board members are encouraged to visit schools and school events.
- B. Board members must notify the principal or designee of visits to buildings when they are not attending a scheduled or normal parental activity.

- C. Board members will not individually undertake to observe the performance of employees, including classroom teachers, for the purpose of "evaluating" an employee's performance.

6.0 POLICY / PROCEDURES

6.1 DEVELOPING, REVIEWING, & UPDATING

6.1.1 Board Policies & Bylaws

- A. Board policies and bylaws are developed and updated as needed or required in response to legislative and other governmental actions, judicial rulings, district's attorney and administrative review, or current practice.
- B. Board policies are reviewed and recommendations are submitted by the Board policy committee whenever Thrun releases updates.
- C. New or revised Board policies and bylaws are approved by the voting procedure of the Board.

6.1.2 Board Guidelines & Practices

- A. Board Governance Guidelines & Practices are developed and updated in response to district or Board needs by the Board policy committee.
- B. New or revised Board procedures are approved by consensus of the Board.

6.1.3 Administrative Guidelines

- A. Administrative Guidelines are developed and updated as needed in response to legislative and other governmental actions, judicial rulings, district's attorney, and administrative review, or current practice.
- B. Administrative Guidelines are brought to the attention of the Board, but do not require Board approval.

7.0 PERSONNEL

7.1 SUPERINTENDENT EVALUATION (FULL CYCLE)

- A. The Board shall do a quarterly review of progress toward goals and annual evaluation of the Superintendent's performance.
- B. The Superintendent evaluation form shall be selected by the Superintendent and the Board, and shall meet the state guidelines.
- C. The Board and Superintendent will meet together to discuss and complete the Superintendent evaluation.

- D. The Superintendent may choose to have their review during an open or closed session of the Board.

7.2 CONCERNS ABOUT SUPERINTENDENT'S PROFESSIONAL PERFORMANCE

- A. We value the Superintendent's role in the community and how the District is represented. If this representation is less than favorable and witnessed by a Board member, the Board member shall:
 - 1. Communicate their concerns directly to the Superintendent
 - 2. Communicate with the Board President to address questions and / or concerns

7.3 HIRING OF PERSONNEL (OTHER THAN THE SUPERINTENDENT)

- A. The Board does not directly hire any personnel other than the Superintendent.
- B. When initially hired, the Superintendent shall present all certificated personnel to the Board for approval.

8.0 AGREEMENT

8.1 REVIEW & APPROVAL

- A. As part of the annual Board calendar, these governance guidelines and practices will be subject to review and approval by consensus of the Board.