



Robbinsdale Area Schools School Board Meeting Agenda

Saturday, July 21, 2012 at 8:30 AM

Robbinsdale Area School Board Workshop

Education Service Center Boardroom, 4148 Winnetka Avenue North,
New Hope, Minnesota

-
1. Policy Governance 2
Time: 8:30 a.m. - Noon
 2. Break
Time: Noon - 12:15 p.m.
 3. Lunch/Conversation Regarding Board Evaluation
Time: 12:15 - 12:45 p.m.
 4. Strategic Plan
Time: 12:45 - 2:45 p.m.
 5. Monitoring Calendar
Time: 2:45 - 3:00 p.m.



MEMO

DATE: July 21, 2012

TO: Members of the School Board
Superintendent Aldo Sicoli

FROM: Board Policy Committee: Linda Johnson, Tom Walsh, and Barb Van Heel

RE: Bylaws and Board Governance Policies

The board will review the work of the Board Policy Committee including the draft of the proposed Bylaws changes and the draft of revisions made to the Board Governance Policies. Please carefully review the documents prior to our workshop and note the following:

1. Points that need clarity or are confusing
2. Points that you may be reluctant to support
3. What stands out and has meaning for you, what we do well, what we may want to improve moving forward

Please note that our intent during the workshop is to focus on the content and concepts of the board governance policies and not spend our time “word smithing” the document to the extent possible.

Attached to the agenda for this topic are the following documents:

1. Draft of proposed Bylaws redlined
2. Draft of proposed Bylaws clean copy
3. Policy Governance overview
4. Currently approved Board Policies document
5. Proposed draft of the revised Board Policies document

Bylaws/Policy Governance Discussion Timeline Estimate

1. Recap of the committees work – Tom – 8:30 – 8:40
2. Policy governance overview – Linda – 8:40 – 8:45
3. Bylaws - Barb – 8:45 – 9:15
4. Board governance policies: **Governance Process** - quadrant 1 – Barb - 9:15 – 10:00
5. Break – 10:00 – 10:15
6. Board governance policies: **School Board Staff Relationship** - quadrant 2 - Linda – 10:15 – 11:00
7. Board governance policies: **Superintendent Operation Expectations** (previously called Superintendent Limitations) – quadrant 3 - Tom – 11:00 – 11:45
8. Wrap up discussion: “Ahhas” and concerns and commitment to continuing Board Policy Governance – 11:45 – 12:00

Independent School District No. 281, Robbinsdale School Board BYLAWS

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I. NAME

The name of this governing body is Independent School District 281 School Board. It is operated in accordance with the laws, rules and regulations pertaining to independent school districts in Minnesota.

II. LEGAL STATUS OF THE SCHOOL BOARD

The basis for the establishment and operation of the School Board lies in the State of Minnesota Constitution, Minnesota Statutes, court interpretations of these laws, and the powers implied under them. The School Board shall have the general charge of the business, management and governance of the District's schools. ~~Generally, e~~ Elected members of the School Board have binding authority only when acting as a School Board legally in session, except where specific authority is provided to the school board members or officers individually. ~~and t~~ The School Board is not bound by an action or statement on the part of an individual Board member unless the action is specifically directed or authorized by the school board.

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III. SCHOOL BOARD MEMBERS AND ORGANIZATION

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A. The membership of the School Board shall consist of seven elected members and the District Superintendent as an ex-officio, non-voting member.

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B. The term of office of a Board member is four years, commencing on January 1 and continuing until a successor qualifies.

C. The organizational meeting shall be held in the first week in January, or as soon thereafter as possible, on such date and at such place as the Board shall designate.

D. The business of the organizational meeting shall include:

1. Administration of the oath of office to Board members if needed;

~~2. Assignment of major tasks to School Board members;~~

~~3. Designation of the official newspaper; and (we do this in June)~~

4. ~~2.~~ Election of officers for the ensuing year;

3. Appoint Deputy Treasurer and Assistant Clerk

4. Declare conflict of interest

5. Set compensation rates for board members and board officers and transportation reimbursement rate

6. Authorize the Use of Facsimile Signatures and Surety Bond

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IV. BOARD MEMBER DUTIES AND ETHICS (moved to governance document)

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To ensure that the Board's business is conducted with maximum effectiveness, efficiency, and trust, each School Board member shall understand the roles and responsibilities of the Board and follow the Code of Ethics below:-

As a School Board member, I will:-

1. Remember always that my first and greatest concern must be the educational welfare of students;
2. Attend all Board meetings insofar as possible;
3. Be informed about the issues to be considered at those meetings;
4. Exercise prudent judgment in initiating, reviewing, considering, discussing, and voting on items affecting the District;
5. Initiate and maintain constructive two-way dialogue with students, staff, parents and the citizens as a means to engage all stakeholders in the work of the Board and the District;
6. Represent the Board and the District to the community in a manner that fosters public confidence and respect;
7. Maintain a working rapport with other members of the Board and the Superintendent;
8. Respect the rights of others to hold and express opinions;
9. Support the employment of those persons best qualified to serve as District staff, and insist on a regular and impartial evaluation of all staff;
10. Recuse myself when in a position of conflict of interest, and not use my Board position for personal, financial, or partisan gain;
11. Refuse to surrender my responsibilities to the greater good of the community for the favor of special interest or partisan political groups;
12. Take no private action that will compromise the Board or District administration;
13. Respect the confidentiality of information that is privileged under applicable law; and
14. Abide by majority decisions of the Board while reserving the right to seek changes in such decisions through appropriate and constructive channels.

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V. DUTIES OF OFFICERS

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IV. DUTIES OF OFFICERS

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The School Board shall appoint a chair, vice chair, clerk, treasurer and other officers as determined by the Board. If an officer can not fulfill his or her duties, a new election is held.

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A. The Chair shall:

1. Preside at all meetings of the School Board and ensure the orderly conduct of the meetings;
2. Countersign orders for claims approved by the Board;

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3. Sign all contracts, agreements, deeds, and conveyances approved by the Board and all reports prepared by the administration that require the signature of the chair;
4. Represent the Board in all matters for which such authority has been delegated;
5. Ensure that Board policies are properly implemented; and
6. Confer with the Superintendent as may be necessary and desirable.

In case of the absence, inability, or refusal of the clerk to draw orders for the payment of money authorized by a vote of the majority of the Board to be paid, the orders may be drawn by the chair and paid by the treasurer, or the office of the clerk may be declared vacant by the chair and treasurer and filled by appointment.

The Vice-Chair shall, if the chair is absent or otherwise unable to fulfill his or her responsibilities, perform the duties of the chair.

C. The Clerk shall:

1. Keep a complete record of the minutes of the School Board;
2. Sign all orders and contracts approved by the Board to be disbursed by the treasurer;
3. Direct preparation of and inspect all records and required reports;
4. Enter into the record book copies of all reports and of the proceedings of any meeting; and
5. Keep an itemized account of all District expenses.

In the absence of the chair and vice chair, the clerk shall perform the duties of the chair.

D. Assistant Clerk

The School Board may designate one or more members of the Superintendent's staff who shall, under the direction of the clerk, perform the following duties:

1. Keep a proper and complete record of the Board's agenda and reference materials, copies of which shall be sent to each Board member three days prior to the regular meeting;
2. Keep a proper and complete record of Board proceedings;
3. Ensure the issuance, mailing and delivery of meeting notices;
4. Prepare the agenda and other memoranda; and
5. Perform such other duties as may be directed by the Board or the Superintendent.

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~~E. Treasurer~~

~~The treasurer shall ensure that all funds are received, held in custody, and expended as directed by the Board and keep detailed records of all orders processed. In the event there are insufficient funds on hand to pay valid orders presented to the treasurer, the treasurer shall ensure that such orders are received, endorsed, and processed in accordance with Minnesota law.~~

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~~F. Deputy Treasurer~~

~~The Board may designate a member of the Superintendent's staff who shall, under the direction of the treasurer, perform the following duties:~~

- ~~1. Deposit District funds in the official depository;~~
- ~~2. Sign all contracts, orders, and agreements approved by the Board and all other reports that require the signature of the treasurer; and~~
- ~~3. Properly maintain all records pertaining to the receipt and disbursement of District funds.~~

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~~G. Superintendent~~

~~The Superintendent shall be an ex officio, nonvoting member of the Board. The Superintendent shall:~~

- ~~1. Prepare reports and materials for the Board;~~
- ~~2. Submit appropriate and timely recommendations to the Board;~~
- ~~3. Keep the Board informed about District needs and operations;~~
- ~~4. Implement Board policies and carry out Board actions; and~~
- ~~5. Perform other duties prescribed by the Board.~~

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A. CHAIR

The Chair shall:

1. Preside at all meetings of the School Board and ensure the orderly conduct of the meetings.
2. Develop board meeting agendas in consultation with the Superintendent and input from board members.
3. Ensure the Board deals only with those issues, which according to board policy, clearly belong to the Board to decide, not those falling within the purview of the Superintendent.
4. Confer with the Superintendent as may be necessary and desirable.
5. Ensure deliberations are fair, open, thorough, as well as efficient, timely, and to the point.
6. Ensure that Board policies are properly implemented.

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- 7. Represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the areas assigned to the Chair. The Chair may delegate this authority, but remains accountable for its use.
- 8. Direct the Superintendent only with specific directions from the Board.
- 9. Ensure the Superintendent and Board evaluations are completed according to board procedures.
- 10. Appoint, in collaboration with the Board, individual board members to out-of-district, district and board committees and organizations.
- 11. Initiate, in collaboration with the Board, ad hoc committees to accomplish specific tasks.
- 12. Countersign orders upon the treasurer for claims approved by the Board.
- 13. Sign all contracts, agreements, deeds, and conveyances approved by the Board and all reports prepared by the administration that require the signature of the chair.
- 14. In case of the absence, inability, or refusal of the clerk to draw orders for the payment of money authorized by a vote of the majority of the Board to be paid, the chair may draw orders, or the office of the clerk may be declared vacant by the chair and treasurer and filled by appointment.

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B. VICE CHAIR

The Vice Chair shall:

- 1. Perform the duties of the Chair in the event of the chair's temporary absence.
- 1. Assist Chair as requested in the execution of Chair responsibilities.
- 2. Participate in meetings with the chair and Superintendent to develop the Board agendas.

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C. CLERK

The Clerk shall:

- 1. Perform the duties of the Chair in the temporary absence of the Chair and Vice-Chair.

The Clerk (or Assistant Clerk as the Clerk's designee) shall:

- 1. Keep a complete record of proceedings of the School Board at its meetings.
- 2. Sign, or cause to be signed, all orders upon the Treasurer for payment of bills, salaries and contracts approved by the Board to be disbursed by the Treasurer.
- 3. Assure accuracy of Board meeting minutes.
- 4. Perform all other duties imposed by Minnesota statutes and other such duties as may be assigned by the School Board.

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D. TREASURER

The Treasurer shall:

- 1. Perform the duties of the Chair in the temporary absence of the Chair, Vice-Chair and Clerk.
- 2. Serve as the Board representative on the Financial Advisory Council.

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The Treasurer (or Deputy Treasurer as the Treasurer's designee) shall:

1. Receive, hold in custody and expend all funds as directed by the School Board.
2. Perform all other duties imposed by Minnesota statutes and other such duties as may be assigned by the School Board.

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VI V. CALL AND CONDUCT OF MEETINGS

Robert's Rules of Order shall govern School Board regular, special, and emergency meeting procedures. The School Board may temporarily suspend ~~these Bylaws~~ Robert's Rules of Order at any ~~regular or special~~ meeting by a majority vote of the School Board members present.

A. Call of Regular Meetings

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The Board shall meet as required by law. No action authorized or required by law shall be taken by the Board except in a meeting open to the public and after appropriate notice to the public as required by law.

B. Call of Special Meetings

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1. Special meetings of the Board may be called by the chair, clerk or any three members of the board.
2. Notice of special meetings will be provided to each Board member at least three (3) days prior to such meetings. The notice shall include the time, place and purpose of the meeting.
3. Board powers shall be the same at special meetings as at regular meetings.

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C. Call of Emergency Meetings

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1. Emergency meetings are special meetings called because of circumstances that, in the judgment of the board, require immediate consideration.
2. Notice of emergency meeting shall be given to board members by telephone or any other method used to notify the members of the school board.
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D. Call of Closed Meetings

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1. The school board may, by majority vote in a public meeting, decide to hold a closed meeting for a purpose defined in statute.
2. The time and place of the closed meeting shall be announced at the public meeting.

3. Closed meetings shall be recorded as required by statute.

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VII. BOARD MEETING MINUTES

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A. Maintenance of Minutes and Records

- 1. The clerk shall ensure that permanent records of School Board minutes and proceedings are kept. A copy of all motions and the names of the persons making and seconding motions shall be recorded. ~~The vote shall be recorded if the vote is not unanimous, each board members vote shall be recorded.~~
- 2. Minutes of meetings shall be available for inspection at the administrative offices of the District after they have been prepared.
- 3. Meeting minutes shall be approved by the Board at a subsequent meeting, and signed by the ~~chair and~~ clerk after approval.

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B. Publication of Official Proceedings

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- 1. Copies of minutes shall be given to all Board members.
- 2. The Board shall publish its minutes in its official newspaper as soon as practicable. The proceedings to be published may be a summary of the meeting if the summary adequately informs the public of the substance of the proceedings.

VIII. QUORUM

No meeting shall be convened nor any business transacted by the Board unless a quorum of its members are present either in person or through other means. A quorum of the Board consists of a majority of the Board members.

~~IX-VIII.~~ **FISCAL YEAR**

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The fiscal year of the Board shall commence on July 1 and end on June 30 of each year.

~~IX.~~ **CORPORATE SEAL**

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The Board shall have no corporate seal.

XI. AMENDMENTS TO BYLAWS

The Bylaws may be amended by an affirmative vote of two-thirds of the members present at any meeting of the Board, provided that the proposed amendment has been submitted in writing to all School Board members at least twenty (20) days prior to such meeting.

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Independent School District No. 281

Robbinsdale School Board

BYLAWS

I. NAME

The name of this governing body is Independent School District 281 School Board. It is operated in accordance with the laws, rules and regulations pertaining to independent school districts in Minnesota.

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 - 3. Appoint Deputy Treasurer and Assistant Clerk
 - 4. Declare conflict of interest
 - 5. Set compensation rates for board members and board officers and transportation reimbursement rate
 - 6. Authorize the Use of Facsimile Signatures and Surety Bond

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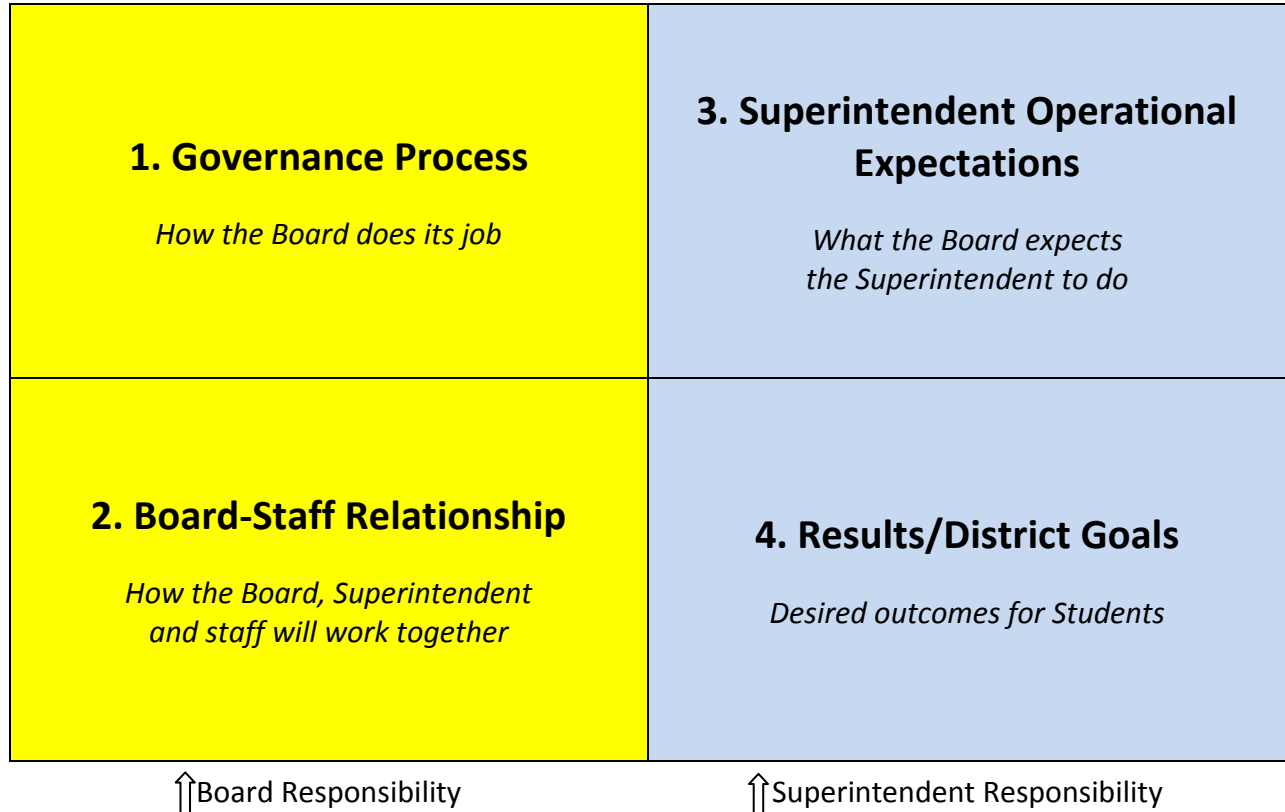
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Policy Governance Overview



Policy Governance answers these questions:

1. How does the Board set governing procedures, methods and behavior?
2. How will the Board and staff work best together?
3. How will the Superintendent know what he or she is being held accountable for?
4. How can the Board set direction for student outcomes?
5. How does the Board know if its goals are being accomplished and its policies carried out? Monitoring

INDEPENDENT SCHOOL

DISTRICT 281



ROBBINSDALE
area schools

School Board Policies

School Board Policies

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DISTRICT GOALS



BOARD POLICY

GOVERNANCE PROCESS

1.1 DEFINITION

Adopted November 2, 2002

Revised December 12, 2005

Governance Process specifies how the School Board conceives, carries out and monitors its own work.



BOARD POLICY

GOVERNANCE PROCESS 1.2 PURPOSE STATEMENT Adopted November 2, 2002

As a legal entity charged by the law with governing the School District, the School Board sits in trust for the entire community. In this essential governance capacity, the School Board holds the superintendent accountable for achieving appropriate results for the appropriate persons at an appropriate cost, and for avoiding unacceptable choices, conditions and activities. As a trustee for the community, the School Board continually defines, redefines and articulates District Goals to answer the recurring question: Who receives what benefit, and at what cost?



BOARD POLICY

GOVERNANCE PROCESS

1.3 GOVERNING STYLE

Adopted November 2, 2002

Revised December 12, 2005

The Board will govern lawfully with an emphasis on organizational vision, encourage diversity of viewpoints, focus on strategic leadership, observe clear distinction between Board and Superintendent roles, make collective decisions, exhibit future orientation, and govern proactively.

The Board will:

- A. Ensure that educational programs meet the individual needs of every learner, regardless of ability, race, gender, creed, sexual orientation, social standing, religion, or disability.
- B. Govern with a focus on the future, on results, on continuous improvement, and on the long-term benefits for students, not on the administrative means of attaining those benefits.
- C. Foster an ongoing two-way conversation with the entire community.
 1. Listen, understand and respond to the community's educational aspirations, desires and values.
 2. Inform the community of the district's performance.
- D. Encourage and respect diversity in viewpoints and collective decision-making within the board and work toward consensus on important matters.
- E. Respect the distinction between the School Board and Superintendent roles.
- F. Cultivate a sense of group responsibility and work in partnership with the Superintendent, staff, students, parents and community.
- G. Direct, control and inspire the organization through careful establishment of written policies reflecting the community's values and perspectives.
- H. Hold itself responsible and accountable for excellence in governing with respect to policy-making, respect of roles, continuity of governance, and thoughtful decision making after full discussion at publicly held board meetings.
- I. Monitor its process and performance on a regular basis, which will include comparison of Board activity and discipline to policies in the *Governance Process* and *Board-Superintendent Relationship* categories.



BOARD POLICIES

GOVERNANCE PROCESS

1.4 BOARD MEMBER CODE OF CONDUCT

Adopted November 2, 2002

Revised December 12, 2005

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

As a member of my local School Board, I shall do my utmost to represent the public interest in education by adhering to the following commitments:

- A. I shall represent all School District constituents honestly and equally.
- B. I shall refuse to surrender my responsibilities to the greater good of the community for the favor of special interest or partisan political groups.
- C. I shall avoid any legal conflict of interest, as defined by Minnesota Stat. 125.12, 471.87, 471.88, or the appearance of impropriety, which could result from my position, and shall not use my School Board membership for personal gain or publicity.
- D. I shall recognize that a School Board member has no legal authority as an individual and that decisions can be made only by a majority vote at a noticed School Board meeting.
- E. I shall respect the confidentiality of privileged information.
- F. I shall abide by majority decisions of the School Board, while retaining the right to seek changes in such decisions through ethical and constructive channels.
- G. I shall encourage and respect the free expression of opinion by my fellow School Board members and others who seek a hearing before the School Board.
- H. I shall take no private action that might compromise the School Board or Administration.

The Board and its individual members are committed to faithful compliance with the provisions of the Board's Code of Conduct, Policies and Processes. Compliance and enforcement of the provisions is the responsibility of each Board member. In the event of a member's violation of policy, the Board will seek resolution.



BOARD POLICY

GOVERNANCE PROCESS

1.5 JOB DESCRIPTION

Adopted November 2, 2002

Revised December 12, 2005

The job of the Board is to represent the citizens and taxpayers and lead the School District by determining and demanding appropriate and excellent organizational performance. To distinguish the Board's own unique job from the jobs of the Superintendent and staff, the Board will concentrate its efforts on the following:

- A. Ensure input from students, staff, parents, and the community as a means to link to the entire community.
- B. Fulfill the Board's powers and duties, which require Board action, as stated and implied in statute.
- C. Maintain, review, and refine written governing policies, which at the broadest level address:
 1. *District Goals*: organizational products, impacts, benefits, or results for specified recipients and their relative worth (what end result is desired for whom and at what cost);
 2. *Superintendent Limitations*: constraints on the Superintendent's authority which establish the practical, ethical, and legal boundaries within which all executive and decisions making takes place;
 3. *Governance Process*: provisions for how the Board conceives, carries out, and monitors its own work; and
 4. *Board-Superintendent Relationship*: how authority is delegated and its proper use monitored; the Superintendent role, authority and accountability.
- D. Ensure successful Superintendent performance through monitoring District Goals and Superintendent Limitations policies.
- E. Ensure successful Board performance through monitoring Governance Process and Board-Superintendent Relationship policies.
- F. Represent the Board, individually, on district and external committees.
- G. Promote the welfare of the district and all children through the political process at the local, state, and national level.
- H. Redirect specific complaints and requests to the Superintendent or other staff as appropriate.
- I. Properly prepare for Board deliberation.
- J. Make every reasonable effort to attend all board meetings and board committee meetings.

Provide for new Board Member orientation in collaboration with the administration.



BOARD POLICY

GOVERNANCE PROCESS 1.6 BOARD OFFICERS AND LEVEL OF AUTHORITY

Adopted November 2, 2002
Revised December 12, 2005

A. Chair

1. The Chair of the School Board, in addition to the duties and responsibilities imposed upon the office by state law, is empowered by the Board to ensure that board behavior is consistent with its own rules and those legitimately imposed upon it by law. Specifically, the Chair will strive to ensure that:
 - a. The Board will deal only with those issues, which according to Board policy, clearly belong to the Board to decide, not those falling within the purview of the Superintendent;
 - b. Deliberations will be fair, open and thorough, as well as efficient, timely, orderly and to the point.
 - c. Individual Board members are appointed, in consultation with the Board, to standing, ad hoc, district, and out-of-district committees to accomplish specific tasks.
2. The Chair, in consultation with the Superintendent and with input from school board members, will construct meeting agendas that provide an orderly and effective method of conducting Board business.
3. The authority of the Chair is limited to the topics covered by the Board's policies on School Board Process and School Board-Superintendent Relationship, except where the Board specifically delegates portions of this authority to others.
 - a. The Chair presides at all meetings of the Board and is empowered to chair board meetings within the rules and order adopted by the Board and the commonly accepted duties of that position (e.g., ruling on motions, recognizing speakers).
 - b. In the absence of specific Board directions to the contrary, neither the Chair nor any other member of the Board has authority to alter Board policy or to supervise or direct the Superintendent.
 - c. The Chair may represent the Board to outside parties in announcing Board-stated positions. The Chair may delegate this authority, but remains accountable for its use.
 - d. The Chair shall sign all contracts authorized by the board.

B. Vice Chair

The Vice-Chair shall have the powers and perform the duties of the Chair when the Chair is absent. The Vice-Chair shall preside at all School Board meetings in the absence of the Chair.

C. Clerk

The Clerk (or Deputy Clerk as the Clerk's designee) shall keep a complete record of proceedings of the School Board at its meetings, sign, or cause to be signed, all orders upon the Treasurer for payment of bills, salaries and contracts approved by the Board to be disbursed by the Treasurer, perform all other duties imposed by Minnesota statutes and other such duties as may be assigned by the School Board, serve as Chair in the absence of the Chair and Vice-Chair.

D. Treasurer

The Treasurer (or Deputy Treasurer as the Treasurer's designee) shall receive, hold in custody and expend all funds as directed by the School Board.



BOARD POLICY

GOVERNANCE PROCESS 1.7 BOARD CALENDAR AND MEETING AGENDAS

Adopted November 2, 2002
Revised December 12, 2005

-
- A. To accomplish its stated objectives, the Board will follow an annual calendar, which includes continued review, monitoring, analysis and refinement of district goals, periodic reports and statutory reports, linkage meetings with its various community and school groups, and Superintendent and Board evaluations.
 - B. The Board will manage meetings through the use of an agenda.
 - 1. Agendas will be prepared a minimum of 5 calendar days before the meeting.
 - 2. Individual board members may submit agenda items to the board chair during agenda planning.
 - 3. The board may vote to add agenda item or remove an agenda item.



BOARD POLICY

GOVERNANCE PROCESS

1.8 SCHOOL BOARD DEVELOPMENT

Adopted November 2, 2002

Revised December 12, 2005

The Board will invest in its governance capacity because poor governance costs more than learning to govern well. Board skills, methods, and supports will be sufficient to assure governing with excellence.

- A. Training and retraining will be used to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understanding.
- B. External service providers may be engaged so that the Board can receive additional information for monitoring and improvement.



BOARD POLICY

GOVERNANCE PROCESS 1.9 LINKAGE TO THE COMMUNITY

Adopted December 12, 2005

The Board is committed to gathering input from students, staff, parents, and the community. Such public engagement will be provided for in a variety of settings, forums, and process on an ongoing basis.



BOARD POLICY

SCHOOL BOARD STAFF RELATIONSHIP

2.1 DEFINITION

Adopted November 2, 2002

Revised December 12, 2005

Board-Staff Relationship defines how authority is delegated and its proper use monitored; the Superintendent's role, authority and accountability.



BOARD POLICY

SCHOOL BOARD STAFF RELATIONSHIP 2.2 BOARD SUPERINTENDENT RELATIONSHIP

Adopted November 2, 2002
Revised December 12, 2005

The Board employs one person—the Superintendent—and holds that person accountable for the performance of the entire District. The Board delegates authority to the Superintendent to pursue District Goals. Only decisions of the Board acting as a body are binding on the Superintendent. The Board-Superintendent relationship is based on mutual respect for their complementary roles.



BOARD POLICY

SCHOOL BOARD STAFF RELATIONSHIP 2.3 BOARD-OTHER STAFF RELATIONSHIP

Adopted November 2, 2002
Revised December 12, 2005

The Superintendent is the Board's only link to the operational organization of the School District; all authority and accountability of staff, as far as the Board is concerned, is considered to be the responsibility of the Superintendent.

- A. The Board will not give directives to any employee other than the Superintendent.
- B. The Board will not manage any staff other than the Superintendent. Except as required by law, the Board will not make personnel decisions. On all other personnel matters brought before it in compliance with the law, the Board will expect recommendations for action from the Superintendent.
- C. Board members or Committees requesting information or assistance must direct their request to the Executive staff. The Executive staff can refuse such requests that require, in their opinion, an excessive amount of staff time or resources or that are disruptive or unreasonable. Information resulting from these requests will be available to all Board members.



BOARD POLICY

SCHOOL BOARD STAFF RELATIONSHIP 2.4 MONITORING SUPERINTENDENT PERFORMANCE

Adopted November 2, 2002
Revised December 12, 2005

Board Superintendent job performance will be monitored systematically and rigorously against the Board's specified expectations of the Superintendent: organizational accomplishment of the District Goals and organizational operation within the boundaries established by Limitations of Superintendent's Authority.

The Board will view organizational accomplishment of the District Goals and compliance with the Limitations on the Superintendent's Authority as successful Superintendent performance.

- A. Monitoring will assess the degree to which District Goals are met. Information that does not contribute to this purpose is not considered monitoring data.
- B. In every case, the standard for compliance shall be whether the Superintendent has made a reasonable interpretation of the Board policy being monitored. The Board will make the final determination as to whether a Superintendent interpretation is reasonable.
- C. District Goals and Limitations of Superintendent Authority, which guide the Superintendent, will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but ordinarily will depend on following an agreed upon schedule and method.

As part of the Board's annual planning cycle, the Board will conduct a formal summative evaluation of the Superintendent. The summative evaluation will be based upon data derived during the year from monitoring District Goals and Limitation of Superintendent Authority. A written composite evaluation document will be prepared by the Board. The Superintendent will have the opportunity to review the document before meetings-with the Board in closed session. The report will be signed by the Superintendent and the Board Chair.

All employment decisions regarding the Superintendent remain within the sole and continuing discretion of the Board and existing contract terms.



BOARD POLICY

SCHOOL BOARD STAFF RELATIONSHIP 2.5 DELEGATION TO THE SUPERINTENDENT

Adopted December 12, 2005

The Board will instruct the Superintendent through written policies, which prescribe the organizational District Goals to be achieved and describe organizational situations and actions to be avoided. The Superintendent is allowed to use any reasonable interpretation of these policies.



BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY

3.1 DEFINITION

Adopted November 2, 2002

Revised December 12, 2005

Limitations of Superintendent Authority defines the constraints on the Superintendent's authority, which establish the practical, ethical, and legal boundaries within which all executive and decisions making takes place.



BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY 3.2 LIMITATIONS OF THE SUPERINTENDENT DISCRETION

Adopted November 2, 2002
Revised December 12, 2005

The Superintendent shall not cause or knowingly condone any practice, activity, decision or organizational circumstances which is either imprudent, illegal or in violation of commonly accepted business and professional ethics. The Superintendent will not commit the district to goals the Board has not confirmed.



BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY 3.3 TREATMENT OF STUDENTS, THEIR FAMILIES, AND COMMUNITY MEMBERS

Adopted November 2, 2002

Revised December 12, 2005

With respect to interactions with students, their families and community members, the Superintendent shall not cause or knowingly condone conditions, procedures, or decisions which are unsafe, disrespectful, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy.

Accordingly, without limiting the statement above, the Superintendent shall not:

1. Use methods of collecting and managing information that fail to protect confidential information.
2. Fail to operate facilities with appropriate accessibility and security.
3. Fail to provide for effective handling of complaints.
4. Fail to establish policies and procedures to ensure compliance with all federal and state laws.
5. Fail to take reasonable steps to inform stakeholders of those policies and procedures.



BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY

3.4 EMPLOYEE RELATIONS

Adopted December 12, 2005

With respect to the treatment of paid and volunteer staff, the Superintendent may not cause or allow conditions that are unfair, undignified, disorganized, or unclear.

Accordingly, with out limiting the statement above, the Superintendent shall not:

1. Fail to establish policies and procedures to ensure compliance with all federal and state laws.
2. Promise or imply permanent or guaranteed employment.
3. Operate without written personnel contracts and policies which:
 - a. clarify rules and procedures for staff;
 - b. provide for effective handling of grievances;
 - c. include adequate job descriptions for all staff positions;
 - d. include an effective personnel performance evaluation system; and
 - e. protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
4. Retaliate against any staff member for non-disruptive expression of dissent.
5. Use methods of collecting and managing information that fail to protect confidential information.
6. Fail to honor the terms of negotiated agreements with staff.
7. Fail to provide staff with the provisions of this policy.



BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY 3.5 COMPENSATION AND BENEFITS

Adopted December 12, 2005

No compensation and benefits for employees shall be established which are not internally consistent and externally comparable to the extent possible under existing contract and state law.

Accordingly, without limiting the statement above, the Superintendent shall not:

1. Change his or her own compensation and benefits; or
2. Create obligations over a longer term than revenues have been projected to maintain structural balance.



BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY 3.6 FINANCIAL PLANNING/BUDGETING

Adopted December 12, 2005

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's District Goals, priorities, risk fiscal stability, or fail to be derived from a multi-year plan.

Accordingly, without limiting the statement above, the Superintendent shall not:

1. Fail to disclose planning assumptions.
2. Fail to credibly project revenues and expenses, separate capital and operational items, and provide for adequate cash flow.
3. Fail to keep complete and accurate financial records by funds and accounts in accordance with the Uniform Financial Accounting and Reporting Standards for Minnesota School Districts (UFARS).
4. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period without board approval.
5. Allow general fund cash and cash equivalents to drop below the safety reserve of five percent of the annual budget without Board approval.



BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY 3.7 FINANCIAL ADMINISTRATION

Adopted December 12, 2005

With to the actual, ongoing financial condition and activities, the Superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in District Goals policies.

Accordingly, without limiting the statement above, the Superintendent, without Board approval, shall not:

1. Expend more funds than have been received in the fiscal year to date unless debt guidelines in numbers 2-5 below are met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues.
3. Use any long-term reserves.
4. Fail to settle payroll and debts in a timely manner.
5. Allow tax payments or other government ordered payments or fillings to be overdue or inaccurately filed.
6. Make or recommend a single purchase in excess of \$50,000 unless budgeted and in compliance with the law on bids and quotations.
7. Fail to pursue receivables after a reasonable grace period.
8. Compensate consultants and contract workers in a manner that is not internally consistent and externally comparable to the extent possible under existing contract and state law.



BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY

3.8 ASSET PROTECTION

Adopted December 12, 2005

The Superintendent shall not allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, without limiting the statement above, the Superintendent shall not:

1. Fail to insure against theft and casualty losses to at least 100% replacement value and against liability losses to Board members, staff, and the organization itself.
2. Allow un-bonded personnel access to material amounts of funds.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its Board, or staff to claims of liability.
5. Make any purchase without weighing:
 - a. reasonable precaution against conflict of interest;
 - b. comparative prices based on items of similar quality; and
 - c. the balance between long-term quality and cost.
6. Fail to use the competitive bidding procedures as required by state law.
7. Fail to protect intellectual property, information, and files from loss or significant damage.
8. Fail to preserve and dispose of all records related to affairs or business of the district in accordance with state law.
9. Receive, process or disburse funds under controls that are insufficient to meet the Board-approved auditor's standards.
10. Invest or hold operating capital in insecure instruments including uninsured checking or savings accounts according to state law.
11. Close or change the primary purpose of any district facility without Board approval.
12. Dispose or sell real estate, including facilities, without Board approval.



BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY COMMUNICATIONS AND COUNSEL TO THE BOARD

Adopted November 2, 2002

Revised December 12, 2005

The Superintendent shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, without limiting the statement above, the Superintendent shall not:

1. Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing the provisions of Board policies being monitored.
2. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
3. Let the Board be un-aware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in assumptions on which any Board policy has previously been established.
4. Fail to inform the Board if, in the Superintendent's opinion, the Board is not in compliance with its own policies on Governance Process and School Board-Staff Relationships, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the Superintendent.
5. Fail to marshal for the Board as many staff and external points of view, issues, and options as the Board determines it needs for fully informed Board choices.
6. Present information that fails to differentiate among information of three types: monitoring; decision preparation; and incidental.
7. Fail to provide a mechanism for official Board, officer, or committee communications.
8. Fail to deal with the Board as a whole except when responding to officers or committees duly charged by the Board.
9. Fail to disseminate individual Board requests for information to all Board members.
10. Fail to supply for the consent agenda all items delegated to the Superintendent but required by law or contract to be Board approved, along with monitoring assurance pertaining to those items.
11. Fail to provide accurate and complete information and advice to the Board in a timely manner.

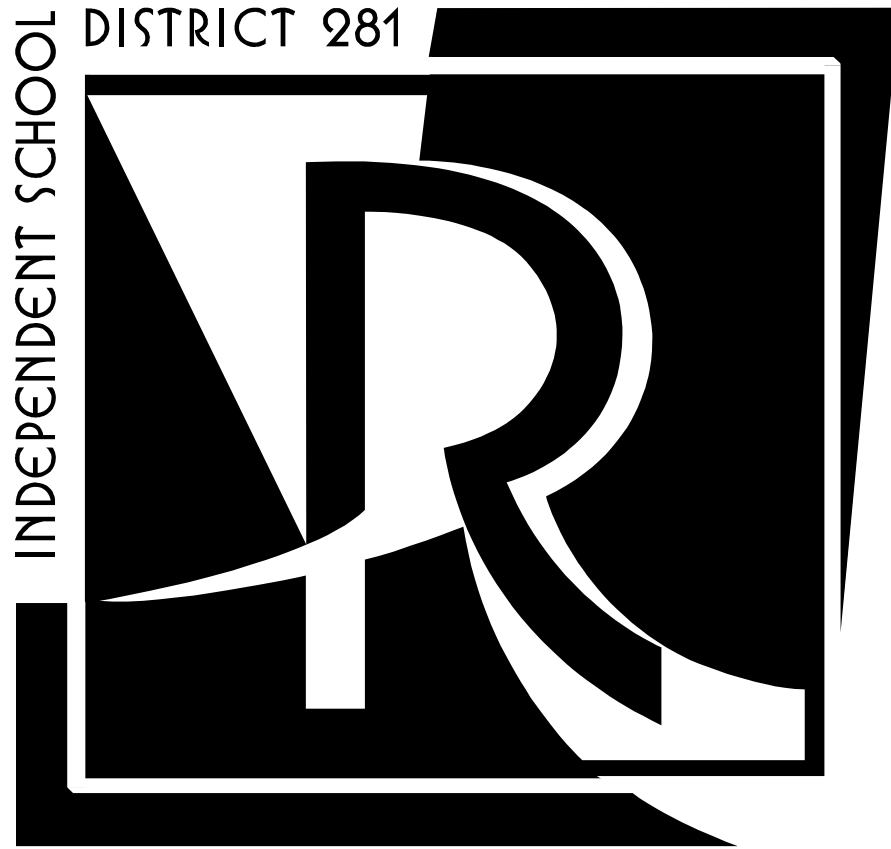


BOARD POLICY

LIMITATIONS OF SUPERINTENDENT AUTHORITY 3.10 EMERGENCY SUPERINTENDENT SUCCESSION

Adopted November 2, 2002
Revised December 12, 2005

In order to protect the Board in the event of sudden loss of Superintendent services, the Superintendent shall not fail to ensure that at least two other staff members are familiar with Board and Superintendent issues and processes and are capable of assuming Superintendent responsibilities on an interim basis, should unexpected need arise.



ROBBINSDALE
area schools

School Board Governance Policies

School Board Governance Policies

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4. RESULTS (DISTRICT GOALS)



BOARD POLICY GOVERNANCE PROCESS

1.1 DEFINITION

Adopted November 2, 2002
Revised December 12, 2005

Governance Process specifies how the School Board conceives, carries out and monitors its own work.



BOARD POLICY GOVERNANCE PROCESS

1.2 PURPOSE

Adopted November 2, 2002

As the legal entity charged by law with governing the School District, the School Board sits in trust for the entire community. In this essential governance capacity, the School Board answers the question, “who receives what benefit and at what cost,” and holds the superintendent accountable for the results.



BOARD POLICY GOVERNANCE PROCESS

1.3 GOVERNING STYLE

Adopted November 2, 2002
Revised December 12, 2005

The Board will govern lawfully with an emphasis on strategic leadership rather than administrative detail, encouragement of diversity in viewpoints, collective rather than individual decisions, proactivity rather than reactivity and clear distinction of Board and Superintendent roles.

The Board will:

1. Ensure that educational programs meet the individual needs of every learner.
2. Govern with a focus on the future, on results, and on continuous improvement
3. Govern with a focus on the long-term benefits for students, not on the administrative means of attaining those benefits.
4. Foster an ongoing two-way conversation with the entire community.
5. Encourage and respect diversity in viewpoints and collective decision-making within the board. Work toward consensus on important matters.
6. Cultivate a sense of teamwork among all stakeholders..
7. Direct the organization through careful establishment of written policies that reflect the community's values and perspectives.
8. Hold itself responsible and accountable for excellence in governing.
9. Monitor its process and performance on a regular basis, which includes the policies in this document.
10. Provide orientation of new Board members in the Board's governance process.

Monitoring Method: (Internal or external)
Monitoring Frequency: (Annually, biannually - month)



BOARD POLICY GOVERNANCE PROCESS

1.4 BOARD MEMBER CODE OF CONDUCT

Adopted November 2, 2002
Revised December 12, 2005

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

As a member of the Robbinsdale Area School Board, I shall do my utmost to represent the public interest in education by adhering to the following commitments:

1. Remember that my first and greatest priority must be the education of students.
2. Represent all School District community members honestly and equally.
3. Refuse to favor special interest or partisan political groups over my responsibilities to the greater good of the community.
4. Avoid any legal conflict of interest, as defined by Minnesota Statute; avoid the appearance of impropriety, which could result from my position; recuse myself when in a position of conflict of interest; and not use my School Board position for personal, financial, or partisan gain.
5. Recognize that a School Board member has no legal authority as an individual and that decisions can be made only by a majority vote at a posted School Board meeting.
6. Maintain the confidentiality of privileged information as applicable by law and information that otherwise may tend to compromise the integrity or legal standing of the District, especially those matters discussed in closed sessions.
7. Abide by majority decisions of the School Board, while retaining the right to seek changes in such decisions through appropriate and constructive channels.
8. Encourage and respect the rights of others to hold and express opinions.
9. Take no private action that might compromise the School District.
10. Acknowledge that my interaction with public, press or other entities must recognize the lack of authority vested in individuals and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.

The Board and its individual members are committed to faithful compliance with the provisions of the Board's Code of Conduct, Policies and Processes. Compliance and

1.4 Board Member Code of Conduct *continued*

enforcement of the provisions is the responsibility of each Board member. In the event of a member's willful and continuing violation of policy, the Board will seek remedy by the following process:

1. Conversation in a private setting between the offending member(s) and the Board Chair or other individual member(s). If the issue is not resolved proceed to Step 2.
2. Discussion in a public meeting between the offending member(s) and the full Board. If the issue is not resolved proceed to Step 3.
3. Public censure of the offending member(s) of the Board.



BOARD POLICY GOVERNANCE PROCESS

1.5 JOB DESCRIPTION

Adopted November 2, 2002
Revised December 12, 2005

The Board's job is to represent, lead and serve the school district community and to govern the organization by establishing expectations for student achievement and quality operational performance, and by monitoring actual performance against those expectations.

The Board will:

1. Ensure that the Results are the dominant focus of organizational performance.
2. Develop policies that address:
 - a. Governance Process-provisions for how the Board conceives, carries out, and monitors its own work
 - b. Board-Staff Relationship-How authority is delegated and its proper use monitored; the Superintendent role, authority and accountability
 - c. Operational Expectations-Statements of the Board's values about operational matters delegated to the Superintendent, including both actions and conditions to be accomplished and those prohibited
 - d. Results-The intended outcomes for the students served by the district
3. Ensure acceptable Superintendent performance through effective monitoring of Results and Operational Expectations policies.
4. Ensure acceptable Board performance through effective evaluation of Board actions and processes
5. Initiate and maintain constructive two-way dialogue with students, staff, parents and citizens as a means to engage all stakeholders in the work of the Board and the organization.
6. Advocate for the district and the students it serves.
7. Perform all required statutory obligations.
8. Represent the Board, individually, on district and external committees.
9. Redirect specific complaints and requests to the Superintendent or other staff as appropriate.
10. Properly prepare for Board deliberation.
11. Make every reasonable effort to attend all board meetings and board committee meetings.



BOARD POLICY GOVERNANCE PROCESS

1.6 BOARD OFFICERS AND LEVEL OF AUTHORITY

Adopted November 2, 2002
Revised December 12, 2005

The Board shall have an annual organizational meeting to elect a Chair, Vice Chair, Clerk, and Treasurer. School board officers are charged with the duty of carrying out the responsibilities delineated in this policy.

A. CHAIR

The Chair shall:

1. Preside at all meetings of the School Board and ensure the orderly conduct of the meetings.
2. Develop board meeting agendas in consultation with the Superintendent and input from board members.
3. Ensure the Board deals only with those issues, which according to board policy, clearly belong to the Board to decide, not those falling within the purview of the Superintendent.
4. Confer with the Superintendent as may be necessary and desirable.
5. Ensure deliberations are fair, open, thorough, as well as efficient, timely, and to the point.
6. Ensure that Board policies are properly implemented.
7. Represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the areas assigned to the Chair. The Chair may delegate this authority, but remains accountable for its use.
8. Direct the Superintendent only with specific directions from the Board.
9. Ensure the Superintendent and Board evaluations are completed according to board procedures.
10. Appoint, in collaboration with the Board, individual board members to out-of-district, district and board committees and organizations.
11. Initiate, in collaboration with the Board, ad hoc committees to accomplish specific tasks.
12. Countersign orders upon the treasurer for claims approved by the Board.

Continued

1.6 Board Officers and Level of Authority *continued*

13. Sign all contracts, agreements, deeds, and conveyances approved by the Board and all reports prepared by the administration that require the signature of the chair.
14. In case of the absence, inability, or refusal of the clerk to draw orders for the payment of money authorized by a vote of the majority of the Board to be paid, the chair may draw orders, or the office of the clerk may be declared vacant by the chair and treasurer and filled by appointment.

B. VICE CHAIR

The Vice Chair shall:

1. Perform the duties of the Chair in the event of the chair's temporary absence.
2. Assist Chair as requested in the execution of Chair responsibilities.
3. Participate in meetings with the chair and Superintendent to develop the Board agendas.

C. CLERK

The Clerk shall:

1. Perform the duties of the Chair in the temporary absence of the Chair and Vice-Chair.

The Clerk (or Assistant Clerk as the Clerk's designee) shall:

1. Keep a complete record of proceedings of the School Board at its meetings.
2. Sign, or cause to be signed, all orders upon the Treasurer for payment of bills, salaries and contracts approved by the Board to be disbursed by the Treasurer.
3. Assure accuracy of Board meeting minutes.
4. Perform all other duties imposed by Minnesota statutes and other such duties as may be assigned by the School Board.

D. TREASURER

The Treasurer shall:

1. Perform the duties of the Chair in the temporary absence of the Chair, Vice-Chair and Clerk.
2. Serve as the Board representative on the Financial Advisory Council.

The Treasurer (or Deputy Treasurer as the Treasurer's designee) shall:

1. Receive, hold in custody and expend all funds as directed by the School Board.
2. Perform all other duties imposed by Minnesota statutes and other such duties as may be assigned by the School Board.



1.7 BOARD CALENDAR AND MEETING AGENDAS

Adopted November 2, 2002
Revised December 12, 2005

The Board will use annual calendars that include:

1. Scheduled meeting dates of the board
2. Tasks that must be completed at dates specified by statute.
3. Strategic plan monitoring (Discuss this at July workshop)
4. District results monitoring

The Board will manage meetings through the use of an agenda.

1. Agendas will be prepared a minimum of 5 calendar days before the meeting.
2. Individual board members may submit agenda items to the board chair for consideration during agenda planning.
3. The board may vote to add agenda item or remove an agenda item at the board meeting.
4. A consent agenda will be used for the passage of noncontroversial items or items of a similar nature.



BOARD POLICY GOVERNANCE PROCESS

1.8 SCHOOL BOARD DEVELOPMENT

Adopted November 2, 2002
Revised December 12, 2005

The board is responsible for its own performance and commits itself to continuous improvement. The Board will ensure that its members are provided with the training and professional support necessary to govern effectively.

1. Training will be used to orient new board members as well as to maintain and increase existing board member skills and understanding.
2. All school board members are encouraged to participate in school board and related workshops and activities sponsored by local, state, and national school boards associations, as well as in the activities of other educational groups.
3. Any travel for board training will comply with the Out-of-State Travel by School Board Members policy.
4. External service providers may be engaged so that the Board can receive additional information for monitoring and improvement.



BOARD POLICY GOVERNANCE PROCESS

1.9 LINKAGE TO THE COMMUNITY

Adopted December 12, 2005

The Board is committed to two-way communication with students, staff, parents, and the community. Such public engagement will be provided for in a variety of settings, forums, and processes on an ongoing basis.



BOARD POLICY GOVERNANCE PROCESS

1.10 BOARD COMMITTEES

Adopted

The School Board may designate standing or ad hoc board committees when it is determined that a committee will facilitate the work of the Board.

1. A School Board committee will be formed by school board resolution, which shall define the charge and membership of the committee, and may designate the committee chair.
2. Board committees are advisory in nature and only have the authority as specified by the School Board.
3. The Board will receive reports or recommendations from each committee. The Board, however, retains the right and has the duty to make all final decisions related to such reports or recommendations.
4. The Board reserves the right to limit, create, or abolish any standing or ad hoc committee as it deems appropriate.
5. All committee meetings shall be open to the public in compliance with the Open Meeting Law, and notice shall be given as prescribed by law.



BOARD POLICY SCHOOL BOARD STAFF RELATIONSHIP

2.1 DEFINITION

Adopted November 2, 2002
Revised December 12, 2005

Board-Staff Relationship defines how authority is delegated and how its proper use is monitored, and it defines the Superintendent's role, authority and accountability.



BOARD POLICY SCHOOL BOARD STAFF RELATIONSHIP

2.2 BOARD SUPERINTENDENT RELATIONSHIP

Adopted November 2, 2002
Revised December 12, 2005

The Board employs one person—the Superintendent—and holds that person accountable for the performance of the entire District. The Board directs the Superintendent only through decisions of the Board acting as an entity. The Board delegates authority to the Superintendent to pursue District Goals. The Board-Superintendent relationship is based on mutual respect for their complementary roles.

1. The Board will make official decisions by formal, recorded vote in order to avoid any lack of clarity.
2. The Board, acting as an entity, may provide direction to the Superintendent in a posted meeting.
3. The Superintendent is neither obligated nor expected to follow the directions of instructions of individual Board members, officers and committees unless the Board has specifically delegated such exercise of authority
4. If individual board members or board committees request information or assistance without Board authorization, the Superintendent may refuse such requests that, in the Superintendent's opinion, are disruptive, unreasonable, or require a material amount of resources or staff time.
5. If individual board members or board committees request public information or assistance without Board authorization, all board members will receive a notice that the requested information is available.



BOARD POLICY SCHOOL BOARD STAFF RELATIONSHIP

2.3 BOARD - OTHER STAFF RELATIONSHIP

Adopted November 2, 2002
Revised December 12, 2005

The Superintendent is the Board's only link to the operational organization of the School District. All authority and accountability of staff, as far as the Board is concerned, is considered to be the responsibility of the Superintendent.

1. The Board will not give directives to any employee other than the Superintendent. The Board will not manage any staff other than the Superintendent.
2. The Board will not make personnel decisions, except as required by law. On all other personnel matters brought before the Board in compliance with the law, the Board will expect recommendations for action from the Superintendent.
3. Individual board members can direct their requests of information or assistance to the Executive staff and must inform the Superintendent of their request. The Executive staff can refuse such requests that require, in their opinion, an excessive amount of staff time or resources or that are disruptive or unreasonable.
4. Board Committees requesting information or assistance can direct their request to the Executive staff. The Executive staff can refuse such requests that require, in their opinion, an excessive amount of staff time or resources or that are disruptive or unreasonable.
5. If individual board members or board committees request public information or assistance without Board authorization, all board members will receive a notice that the requested information is available.



BOARD POLICY
SCHOOL BOARD STAFF RELATIONSHIP

**2.4 MONITORING SUPERINTENDENT
PERFORMANCE**

Adopted November 2, 2002
Revised December 12, 2005

Superintendent job performance will be monitored at a frequency and method chosen by the Board, according to the Board's specified expectations of the Superintendent including, but not limited to, achievement of the District Goals and compliance with the Operational Expectations.

As part of the Board's annual planning cycle the Board will conduct a formal summative evaluation of the Superintendent. The evaluation will be based upon data derived during the year from monitoring District Goals, Superintendent Operational Expectations and other criteria the Board deems appropriate. A written composite evaluation document will be prepared by the Board. The Superintendent will have the opportunity to review the document before meeting-with the Board. The report will be signed by the Superintendent and the Board Chair.

All employment decisions regarding the Superintendent remain within the sole discretion of the Board and existing contract terms.



BOARD POLICY SUPERINTENDENT OPERATIONAL EXPECTATIONS

3.1 DEFINITION

Adopted November 2, 2002
Revised December 12, 2005

Superintendent Operational Expectations establishes the responsibilities that the Superintendent is expected to fulfill and defines the constraints on the Superintendent's authority. These Operational Expectation policies establish the expectations and the practical, ethical, and legal boundaries within which executive decision making takes place.



BOARD POLICY SUPERINTENDENT OPERATIONAL EXPECTATIONS

3.2 GENERAL EXPECTATIONS

Adopted November 2, 2002
Revised December 12, 2005

The Superintendent shall not cause or knowingly condone any practice, activity, decision or organizational circumstance that is unlawful, unethical, unsafe, racist, disrespectful, imprudent, in violation of Board policy or jeopardize the organization's **public image** or credibility. The Superintendent will not commit the district to goals the Board has not confirmed.



BOARD POLICY
OPERATIONAL EXPECTATIONS

**3.3 TREATMENT OF STUDENTS AND THEIR
FAMILIES AND COMMUNITY MEMBERS**

Adopted November 2, 2002
Revised December 12, 2005

The Superintendent shall maintain an organizational culture that treats all people, including parents, community members, and students with respect, dignity and courtesy.

The Superintendent shall:

1. Assure that the public is adequately informed about the condition and direction of the district.
2. Manage information to assure that public information is readily available to all.
3. Manage information in such ways that private and confidential information is protected.
4. Maintain processes for the effective handling of complaints.
5. Maintain an organizational culture that:
 - a. Focuses on student achievement;
 - b. Values individual differences of opinion;
 - c. Reasonably includes people in decisions that affect them;
 - d. Provides open and honest communication
 - e. Maintains a responsive and welcoming environment;
 - f. Promotes life-long learning;
 - g. Fosters the qualities of leadership.
 - h. Focuses on issues rather than personalities.
6. Operate facilities with appropriate accessibility and safety.
7. Establish policies and procedures to ensure compliance with all federal and state laws.



BOARD POLICY
SUPERINTENDENT OPERATIONAL EXPECTATIONS

3.4 EMPLOYEE RELATIONS

Adopted December 12, 2005

The Superintendent shall assure the recruitment, employment, development, evaluation and compensation of district employees is done in a manner necessary to assure equity and enable the organization to achieve its goals. The Superintendent must maintain conditions that are equitable, respectful and responsive with respect to the treatment of employees.

The Superintendent shall:

1. Establish policies and procedures to ensure compliance with all federal and state laws.
2. Operate with written documentation which:
 - a. clarifies rules and procedures for staff
 - b. includes adequate job descriptions for all staff positions
 - c. includes an effective personnel performance evaluation system
3. Protect against wrongful conditions, such as nepotism and preferential treatment for personal reasons.
4. Provide for effective handling of concerns, complaints and grievances
5. Use methods of collecting and managing information that protect confidential information.
6. Honor the terms of negotiated agreements with staff.
7. Develop compensation and benefit plans to attract and retain the highest quality employees within available resources.
8. Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.
9. Maintain an organizational culture that positively impacts the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support, collaboration and courtesy.

The Superintendent may not:

1. Promise or imply permanent or guaranteed employment.
2. Retaliate against any staff member for non-disruptive expression of dissent.



BOARD POLICY
SUPERINTENDENT OPERATIONAL EXPECTATIONS

3.5 FINANCIAL PLANNING/BUDGETING

Adopted December 12, 2005

The SUPERINTENDENT shall develop and maintain a multi-year financial plan that is related directly to the Board Goals and that avoids long-term fiscal instability to the district.

The Superintendent shall:

1. Disclose planning assumptions.
2. Credibly project revenues and expenses, separate capital and operational items, and provide for adequate cash flow.
3. Maintain complete and accurate financial records by funds and accounts in accordance with the Uniform Financial Accounting and Reporting Standards for Minnesota School Districts (UFARS) and Generally Accepted Accounting Principles (GAAP).
4. Develop a budget that assures fiscal soundness in future years.
5. Present the budget in a summary format understandable to the Board and presented in a manner that allows the Board to understand the relationship between the budget and the District Goals.

The Superintendent may not:

1. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period without board approval.
2. Allow General Fund Balance to drop below the safety reserve established in District Policy 714 without Board approval.



BOARD POLICY
SUPERINTENDENT OPERATIONAL EXPECTATIONS

3.6 FINANCIAL ADMINISTRATION

Adopted December 12, 2005

The Superintendent shall not cause or allow the development of fiscal instability in the district's financial conditions, nor cause a material deviation of actual expenditures from Board priorities established in District Goals policies.

The Superintendent shall:

1. Assure that payroll and legitimate debts of the district are promptly paid when due.
2. Make all reasonable efforts to collect any funds due the district from any source.
3. Keep complete and accurate financial records by funds and accounts in accordance with generally-accepted principles of governmental accounting.
4. Compensate consultants and contract workers in a manner that is internally consistent and externally comparable to the extent possible under existing contract and state law.

The Superintendent may not:

1. Expend, without Board approval, more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances and the authorized transfer of funds from reserve funds.
2. Make a single purchase in excess of \$50,000 unless budgeted or approved by the Board.
3. Indebt the organization without Board approval.
4. Allow required reports to be overdue or inaccurately filed.
5. Receive, process, or disburse funds under controls that are insufficient under generally-accepted accounting procedures.
6. Change his or her own compensation and benefits.



BOARD POLICY SUPERINTENDENT OPERATIONAL EXPECTATIONS

3.7 ASSET PROTECTION

Adopted December 12, 2005

The Superintendent will assure that all organizational assets are adequately protected, properly maintained, appropriately used and not placed at undue risk.

The Superintendent shall:

1. Insure against theft and casualty losses to at least 100% replacement value and against liability losses to Board members, staff, and the organization itself.
2. Consider for any purchase:
 - a. reasonable precaution against conflict of interest
 - b. comparative prices based on items of similar quality
 - c. the balance between long-term quality and cost
3. Use competitive bidding procedures as required by state law.
4. Protect intellectual property, information, and files from loss or significant damage.
5. Preserve and dispose of all records related to affairs or business of the district in accordance with state law.
6. Receive, process or disburse funds under controls that are sufficient to meet the Board-approved auditor's standards.
7. Invest or hold operating capital in secure instruments including insured checking or savings accounts according to state law.

The Superintendent may not:

1. Allow un-bonded personnel access to material amounts of funds.
2. Subject plant and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Close or change the primary purpose of any district facility without Board approval.
5. Purchase, dispose or sell real estate, including facilities, without Board approval.



BOARD POLICY SUPERINTENDENT OPERATIONAL EXPECTATIONS

3.8 COMMUNICATIONS AND COUNSEL TO THE BOARD

Adopted November 2, 2002
Revised December 12, 2005

The Superintendent shall assure that the Board is fully and adequately informed about matters relating to Board work and significant organizational concern.

The Superintendent shall:

1. Provide accurate and complete information and advice to the Board in a timely manner.
2. Submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing the provisions of Board policies being monitored.
3. Inform the Board in a timely manner of an actual or anticipated noncompliance with any policy of the Board and any anticipated failure to achieve reasonable progress toward District Goals.
4. Provide for the Board information about relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes and other information relevant to the Board's work.
5. Inform the Board or individual members if, in the Superintendent's opinion, the Board or individual members have encroached into areas of responsibility assigned to the Superintendent, especially in cases of Board behavior that is detrimental to the working relationship between the Board and the Superintendent.
6. Inform the Board or individual members if, in the Superintendent's opinion the Board is not in compliance with its own policies on Governance Process and School Board-Staff Relationships.
7. Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed board decisions.
8. Present information in simple and concise form, indicating clearly whether the information is for formal monitoring, decision preparation, or informational purposes only.
9. Provide a mechanism for official Board communications to stakeholders.
10. Work with the Board as a whole except when responding to the office of the chair or board committees duly charged by the Board.

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continued

3.8 COMMUNICATIONS AND COUNSEL TO THE BOARD *continued*

11. Treat all board members equally and assure that they have equal access to information.
12. Place on the consent agenda all items delegated to the Superintendent but required by law or contract to be Board approved and provide adequate information to the Board about these items.
13. Inform the Board in a timely manner of the administrative action taken on complaints forwarded to the Superintendent by the Board.
14. Inform the Board in advance of any deletions of, additions to or significant modifications of any instructional programs.



BOARD POLICY SUPERINTENDENT OPERATIONAL EXPECTATIONS

3.9 EDUCATIONAL PROGRAM

Adopted November 2, 2002
Revised December 12, 2005

The Superintendent shall ensure the district provides a challenging and comprehensive educational program that engages all learners and helps them to reach their potential.

The Superintendent shall:

1. Ensure high expectations and academic rigor for all students.
2. Monitor student growth and design educational plans to accelerate achievement.
3. Provide all students opportunities in fine arts, activities, athletics and specialized programs.
4. Ensure that the instructional program addresses the different learning styles and needs of all students.
5. Promote new and innovative programs, carefully monitoring and evaluating the effectiveness of all such programs.
6. Ensure that all instructional programs are regularly evaluated and modified as necessary to assure their continuing effectiveness.
7. Ensure appropriate and innovative use of instructional technology in the educational program.



BOARD POLICY SUPERINTENDENT OPERATIONAL EXPECTATIONS

3.10 LEARNING ENVIRONMENT

Adopted November 2, 2002
Revised December 12, 2005

The Superintendent shall maintain a positive learning environment that is safe, respectful and conducive to effective learning.

The SUPERINTENDENT shall:

1. Promote a learning environment in which every student, family and staff member takes personal responsibility for creating supportive, orderly and safe schools.
2. Promote a climate that is characterized by support and encouragement for high student achievement.
3. Ensure all staff consistently demonstrate effective classroom management practices.



BOARD POLICY
SUPERINTENDENT OPERATIONAL EXPECTATIONS

**3.11 EMERGENCY SUPERINTENDENT
SUCCESSION**

Adopted November 2, 2002
Revised December 12, 2005

In order to protect the district in the event of sudden loss of Superintendent services, the Superintendent shall ensure that at least one other executive staff member is familiar with Board and Superintendent issues and processes and is capable of assuming Superintendent responsibilities on an interim basis.