



**SALINA**  
**Public Schools**

**BOARD  
GOVERNANCE  
AND OPERATING  
PROCEDURES**

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**Notice of Nondiscrimination**

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## **USD 305 BOARD GOVERNANCE and OPERATING PROCEDURES**

### **I. ORGANIZING PRINCIPLES**

The school board is the corporate policy-making body for the district, and the superintendent and staff provide the leadership to cause board policies to be implemented. Therefore the Salina Board of Education adopts these guidelines and procedures to facilitate clear expectations and smooth operations of the school board and to communicate these effectively with the board team, staff, and members of the district.

#### **A. Our Vision**

The vision of Salina Public Schools is to transform Salina and the world.

#### **B. Mission Statement**

The mission of Salina Public Schools is to be the best place to learn and work by embracing challenges, creating belonging, fostering pride and inspiring hope.

#### **C. Belief Statements**

- We believe a quality public education is the foundation of a democratic society and should be supported by every citizen.
- We believe that responsibility for successful student learning is a partnership shared by the students, parents and guardians, USD 305 staff and the larger community – local, state, and national.
- We believe that open and honest communication among all stakeholders in an atmosphere of mutual respect is essential to the success of our mission.
- We believe that USD 305 must be committed to excellence, adhering in every phase of its organization to the highest standards of performance and ethics.
- We believe that attracting, developing and retaining quality staff is essential to the success of our district.
- We believe that USD 305 students and staff are deserving of a safe, healthy, and supportive environment in which input is valued and every person can make a positive difference.
- We believe that our district must provide effective, challenging, and creative instruction of the “whole child” through education in language arts, social sciences, mathematics, science, business, physical education, foreign languages, fine and practical arts, social-emotional skills, as well as extra-curricular activities.
- We believe in providing learning opportunities with expectations and instruction reflective of individual student needs and differences.
- We believe that enjoyable and enriching educational experiences will not only improve student achievement but will also stimulate a lifelong desire for and love of learning.

- We believe that, in our complex world, it is essential to develop critical thinking skills for evaluating information and determining actions.
- We believe public education must be adequately and equitably funded.

**D. Strategic Plan Goals**

Salina USD 305 board goals reflect general areas of emphasis.

- Strategic Goal 1 – *Increase students’ communication skills.*
- Strategic Goal 2 – *Increase students’ critical thinking skills.*
- Strategic Goal 3 – *Increase students’ social-emotional skills.*

**II. OPERATIONS**

**A. Board Member Operating Principles**

To promote trust, respect, and effective teamwork, we agree to

1. Educational Advocacy
  - Uphold the constitutional foundation for strong public education based on local control.
  - Provide the best education possible to allow each student to reach their highest potential.
  - Advocate for adequate resources (people, time, funding) in order to provide quality education.
  - Focus district goals on a shared vision, not individual priorities.
  - Promote the school district through effective stakeholder communication and encouragement of community partnerships.
2. Leadership
  - Commit the time necessary to fulfill our role.
  - Be well-informed regarding educational issues affecting the school district.
  - Be visible in the schools.
  - Participate actively on assigned committees.
  - Foster educational goodwill by attending school and community events.
  - Participate in professional learning opportunities such as those offered by KASB.
  - Understand and accept the appropriate roles of the board and the superintendent in the operation of the school district.
  - Strategically plan for the district’s short, intermediate, and long-range futures.

- Enact policies to ensure fair, efficient and effective operations.
- Monitor the implementation of plans and policies.
- Evaluate the district's educational effectiveness.
- Consider available facts, research, best practices, cost implications, input from administration, staff, and the public, and individual judgment in the decision-making process.
- Declare any conflict of interest with an agenda item prior to board action.
- Acknowledge and respect the laws governing meetings of boards of education.
- Conduct a yearly self-evaluation and promptly address significant issues.

### 3. Communication

- Ensure that the superintendent is informed of issues affecting the Salina schools.
- Share information appropriately with all team members.
- Maintain the district's "chain of command" by referring others to present their issues, problems, and proposals to the person(s) immediately responsible.
- Avoid surprises by informing the superintendent and board president of personal questions/concerns prior to any public meeting whenever possible.
- Adhere to confidentiality of information received and/or discussed in executive sessions as well in other situations which require such discretion. This commitment to confidentiality does not expire, it extends beyond the official term of service.
- Be sensitive to how independent statements and actions of a board member may be perceived and be aware of any behavior that might confuse the public.
- Recognize that although we may speak as individuals, individual board members have authority only in the context of the entire board.
- Secure board consensus for studies requiring extensive district resources.
- Acknowledge the superintendent as the public spokesperson for the district and the board president as the public spokesperson for the board.
- Welcome public input during the public forum portion of each meeting, responding as needed by referral of issues to administration for study.
- Develop positive relations with community groups.

(See Section III for more on Communication)

4. Relationships
  - Recognize the professional expertise of district staff as necessary for the operations of effective schools.
  - Be respectful, tactful, and open-minded with one another, recognizing that each team member brings strengths to the discussion.
  - Quickly and efficiently resolve personal issues between and among board members.
  - Respect individual differences but support the decisions and consensus of the board.

**B. Board President Responsibilities (board policy BBA – Election of Board Officers)**

- Understand that there is an additional time commitment when serving as president.
- Work closely with the superintendent to develop both short- and long-term plans for board business, including the agenda development.
- Serve as the spokesperson for the board when dealing with the media and other public communications.
- Welcome public input according to guidelines established in board policy BCBI – Public Participation.
- Ensure that all board members are given an opportunity to express their views.
- Work toward building consensus among all board members.
- Work with other board members as conflict arises between board members or between board members and the superintendent.
- Follow parliamentary procedure, to the extent that it does not conflict with board policy (board policy BCBF – Rules of Order).
- In absence of the president, the vice president takes on the president’s responsibilities.

**C. Board Meetings**

1. Developing the Board Meeting Agenda (board policy BCBD – Agenda)
  - Agendas are created by the superintendent and board officers and are presented to the board no later than noon on the Friday preceding the regularly scheduled meeting.
  - Board members may request items to be placed on the agenda. Such items shall have prior approval of the board president and the superintendent. Should the request be denied, the board member may bring the item to the board for approval of placement on the current or a future agenda.

## 2. Regular Meetings

- The board shall meet at least once each month.
- Regular attendance at board meetings is expected and shall be a high priority.
- If unable to attend, board members may participate via electronic means. Advanced notification to the board clerk is preferred.
- During the month of July each year, the board shall adopt a resolution specifying the regular hour of commencement of board meetings as well as the day of the week and the week of the month of such meetings.
  - Such resolution also shall specify the alternative date and time of any meeting if the regular meeting date occurs on a Sunday, a legal holiday, or on a holiday specified by the board.
  - Such resolution also shall specify the regular meeting place of the board and may specify that any regular meeting may be adjourned to another time and place.
- If the board cancels a regularly-scheduled meeting because of emergency, within 24 hours of such cancellation the board shall establish and give notice of the new meeting date and time.
- Special meetings may be called at any time by the president of the board or by joint action of any three members of the board.
  - Unless waived, written notice, stating the time and place of any special meeting and the purpose for which it is called, shall be given to each member of the board at least two days in advance of the special meeting. No business, other than that stated in the notice, shall be transacted at such meeting.
- A majority of the full membership of the board (four members) shall constitute a quorum for the purpose of conducting any business of the school district.
- A passage of any motion or resolution requires the affirmative vote of the majority of the full membership of the board.
- Any member who abstains from voting shall be counted as having voted against the motion or resolution.
- If a member announces a conflict of interest with regard to the issue, the member shall leave the meeting until the voting on the issue is concluded and, thereby, shall not be counted as having voted.

## 3. 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 a consent agenda, the board shall be furnished with background material.

- All such items shall be acted upon by one vote 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 may not be limited to,
  - board minutes for approval;
  - bills for payment and acceptance of monthly financial reports;
  - personnel reports;
  - routine renewals;
  - grants; and
  - gifts.

4. Use of Executive Session (board policy BCBK– Executive Sessions)  
 The statute that provides for executive sessions of public meetings and the procedure for calling an executive session is very specific.

The board is required to have an open session prior to and after an executive session. Discussion in executive session must be limited to the subject(s) stated in the motion. To maintain clarity, it is best to limit the motion and the subsequent executive session to one topic at a time. However, nothing prevents a motion containing more than one subject or justification. No binding action shall be taken during an executive session. The board should keep the executive session focused only on the information stated in the motion.

The action to go into executive session must be by a formal motion that includes

- the justification for closing the meeting,
- the subject(s) to be discussed during the closed or executive meeting, and
- the time and place at which the open meeting shall resume.

All board meetings are open public meetings. Executive sessions are allowed only for the following subjects (75-4319):

- personnel matters of nonelected personnel;
  - Justification: To protect the privacy interests of an identifiable individual.
- consultation with an attorney for the public body or agency which would be deemed privileged in the attorney-client relationship;
  - Justification: To protect attorney-client privilege and the public interest.

- matters relating to employer-employee negotiations whether or not in consultation with the representative or representatives of the public body or agency;
  - Justification: To protect the district’s right to the confidentiality of its negotiation position and the public interest.
- confidential data relating to financial affairs or trade secrets of corporations, partnerships, trusts, and individual proprietorships;
  - Justification: To protect the privacy rights of a corporation, partnership, trust, etc., with regard to their financials.
- matters relating to actions adversely or favorably affecting a person as a student, patient or resident of a public institution, except that any such person shall have the right to a public hearing if requested by that person;
  - Justification: To protect the privacy rights of a student who is identifiable.
- preliminary discussions relating to the acquisition of real property;
  - Justification: To protect the district’s financial interest and bargaining position.
- matters relating to the security of the board, the school, school buildings or facilities, or the information system of the school.
  - Justification: To ensure the security of the school, school buildings or facilities, and/or the information system of the school are not jeopardized.

5. Recording the Motion for Executive Session

A motion containing a statement of the subject(s) to be discussed, the justification for going into executive session, and the time and place the meeting will resume must be recorded in the minutes as part of the permanent records of the district.

The clerk should also record who was present in the executive session. If anyone entered or left the executive session, the time the individual entered or departed must be recorded in the minutes.

6. Attendance in Executive Session

Only board members have the absolute right to be present in an executive session. All others must be asked, including the superintendent. In most cases, except during his/her evaluation, the superintendent will attend the executive session.

The board should invite only those who have pertinent information to present to the board. They should be dismissed from the executive

session immediately after the information has been given and should not remain in the executive session during the board discussion.

The clerk will generally be excluded from the executive session but must be present to record the motion for going into executive session and the time at which the board reconvenes in open session. The clerk may be invited into executive session to provide information to the board.

7. **Timing Executive Sessions**  
It is very important for the board to conduct the executive session for the length of time stated in the motion. If the board needs more time, they must re-enter open session and make a new motion to go into executive session. The clerk should notify the board when the time designated for the executive session has lapsed.
8. **Executive Session Confidentiality**  
Any information from an executive session is confidential and shall not be discussed outside of an executive session.
9. **Regular Board Meeting Agenda**
  - Opening Items
    - Call to Order
    - Pledge of Allegiance
  - Approval of Agenda
  - Recognitions/Presentations
  - Regular Consent Items
  - Public Forum
  - Action Items
  - Discussion Items
  - School Board Reports
  - Superintendent's Report
  - Information Agenda
  - Executive Session (as needed)
  - Worksession (as needed)
  - Adjourn
10. **Board Member Preparation for Meetings**  
Board members should come to board meetings fully prepared to discuss and take action on all agenda items.
  - Board members should notify the superintendent or board president as soon as they are aware they are unable to attend a board meeting.
  - The board agenda packet will be available on Google Drive by noon on the Friday prior to a Tuesday meeting.

- Board members are responsible for studying the material before the meeting.
- It is the board member’s responsibility to share questions or concerns regarding agenda items with either the superintendent or board president prior to the meeting.
- The superintendent will contact the board members prior to the meeting to discuss any known questions or concerns and to provide additional information.

11. Board Member Conduct During Meetings

Board members will maintain professional and courteous behavior throughout the meeting and demonstrate respect to fellow board members and public participants by

- Commenting solely on the business under the deliberation and not extraneous matters.
- Directing requests for documentation or reports at the board table to the superintendent and not to the presenter. A majority of the board members must concur that the information is needed before the superintendent will be responsible to gather and distribute it. The board and the superintendent will agree on a reasonable timeframe for the requested material to be provided to all board members.
- Seeking solutions and reasonable compromises or consensus when there are differences of opinions.
- Refraining from using electronic devices during meetings except when an emergency occurs.
- Directing attention to the presenter and business at hand.
- Trying to eliminate surprises. Board members should inform the superintendent or board president of any pertinent knowledge of an agenda item prior to the meeting. Emergency situations warrant exceptions.

12. Persons Addressing the Board (board policy BCBI – Public Participation)

- Audience participation at board meetings is limited to any portion included on the agenda for a given meeting or during public forum. 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 board president.
- Patrons wishing to speak to the board must complete a “Board of Education Public Participation Registration” form due by Noon the day prior to the board meeting. Forms are available at the district office and online.

- The board president may, at his/her discretion, permit public comment on an agenda item, imposing such time limits and other restrictions as he/she deems necessary.
  - No student or staff names or references to school employees may be discussed during this time.
  - Delegations of several persons addressing the same issue are encouraged to appoint one person to present their views to the board.
  - Taping, videotaping, and photographing are permitted 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. If the meeting is being disrupted, the board may direct all taping, videotaping, or photography to cease.
13. Board Response to Persons Addressing the Board
- During Public Forum, board members are to listen to comments without response.
  - The board president may direct administration to investigate item(s) and report back to the board and/or the individual citizen.
14. Discussion of Employee/Student Issues
- Neither the board nor individual board members will encourage or participate in negative comments regarding individual employees or students.
15. Hearings, Grievances, Student/Employee Discipline (board policy JRD – Hearing Request)
- Student/disciplinary hearings will be held in executive session in accordance with board policy and state law.
  - The board will conduct all hearings in accordance with applicable board policies.
  - During hearings, the board president or superintendent may seek legal counsel as deemed necessary.
  - The board shall not use any student’s name outside of executive sessions except for positive recognition.
16. Discussion of Motions
- All discussions shall be restricted to the business currently under deliberation.
  - The board president or designee 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.

- Board members, prior to giving their comments, shall ask for and receive recognition by the board president.
17. Board Member Participation in Discussion, Debate and Voting
- All board members in attendance at a meeting shall vote on all action items unless a conflict of interest applies.
  - All board members may make motions, second motions, and enter into debate on all agenda items.
  - In case of a tie, the motion fails. The president may bring the item back to the board during a subsequent meeting.
  - In case of a less than unanimous vote, the board members will respect the decision and the implementation of the will of the quorum of the board once a decision has been made.
  - A majority of the entire board (4 votes) is needed to pass a motion.
18. Board Organization
- Election of Officers (board policy BBA – Election of Board Officers)
    - The officers shall be a president and a vice-president. The nominee for president shall have served on the board for a minimum of 18 months. Board officers shall serve for a term of one year or until a successor is elected. Officers are not term limited.
    - USD 305 Board of Education officers will serve a term from July to June.
    - At the organizational meeting in July, the current board president will ask for board officer nominations. Each office will be voted on separately by the board.
    - Officers will be affirmed in January to meet state statute.
    - In an effort to establish a leadership succession plan for the board and facilitate long-term planning for the district, staff and board, the board agrees to consider the number of votes received in the most recent general election when determining nominees for vice-president.
    - When officer elections are held 18 months after a general election, the board member who received the most votes in that election will typically receive a nomination for vice-president. In the following year, the board member who received the second highest number of votes in that election will typically receive a nomination for vice-president.
    - The vice-president will typically receive a nomination for president in the following school year.
    - An individual board member may decline nomination for vice-president. If a board member declines the nomination, the

board member who received the next highest votes will typically receive a nomination.

- In the case of a vacancy in the office of president, the vice-president shall succeed to the office of president for the remainder of the term. The nominee to fill the vacated vice-president seat will typically be the next highest vote getter in the prior election.
- Role and Authority of Board Members
  - No board member or officer has authority to speak for the board outside the board meeting unless authorized to do so by the board.
  - No individual board member may direct employees in regard to performance of their duties.

19. Selection and Operation of Board Committees (policy BBC– Board Advisory Committees)

- Standing committee representation is determined following the July organizational meeting.
- Board members serving on standing committees are expected to attend meetings and report to the board.
- Additional committees may be formed as deemed necessary by the board, and members shall be appointed by the board president.
- Board members serving on standing committees will make recommendations or advise the board as a whole regarding the committee’s area of study.

### III. Communication (See also Section II.A.2.)

#### A. Board Member Communication with Each Other

- Board members shall refrain from deliberating board issues outside of official board meetings and shall abide by the Kansas Open Meetings Act (KOMA). To be a meeting subject to KOMA’s requirements, the gathering or interactive communication must meet two conditions:
  - It must include a majority of the membership of the board; and
  - It must be for the purpose of discussing the business or affairs of the school board.
- Social Gatherings
  - Generally, there will be no meeting under KOMA if four or more board members happen to be at the same social gathering, be it a wedding, a concert, a holiday party, a golf tournament, or a church prayer gathering.
  - On these occasions, even though four or more board members may be present, the purpose of the gathering is not for discussing school

business. But, if the four or more board members, once at the otherwise innocuous social event, retreat to a quiet corner to discuss school business, a violation has arguably occurred. To avoid a violation, board members should refrain from discussing school business with each other at social gatherings.

- Telephone Calls
  - Telephone calls among four or more board members discussing school business are meetings subject to KOMA.
  - A board may conduct a meeting by telephone, video conference, or any other technology that allows for interactive communication, but all of the requirements of KOMA remain in effect. The public must have access to such conversations (e.g., through a speaker phone in an area large enough to accommodate all members of the public who wish to be present) in order for conference calls among four or more members to meet the KOMA requirements. Notice of the meeting and place where access to the telephone call will be provided must be given to anyone who has requested notice of board meetings.
- Electronic Communication
  - Nothing in KOMA prohibits the use of written memoranda among members of the board. Similarly, sending a message to other board members through email would not, standing alone, violate the law because it is not an interactive communication.
  - However, if written memoranda or email are used in an interactive manner, it is likely those charged with enforcing the Act would conclude this use constitutes a meeting for KOMA purposes. Indirect interactive communications, such as communications through email among four or more school board members, are not necessarily prohibited and may be permissible if the notice and public access requirements of KOMA are met.
  - If board members post messages through email to other board members in a manner in which the public has notice of the site and can access the messages, no violation of KOMA occurs. If the notice and access requirements cannot be met, such communications, at least on substantive issues, are prohibited by KOMA if they meet the statutory serial meeting requirements.
  - The superintendent or board clerk may initiate group emails or texts to the board. Individual board members may reply directly to the superintendent or clerk but should not “reply all” to the group.
  - If a board member has information he/she would like to send to the entire board, he/she should contact the superintendent or board clerk, who will disseminate the information as appropriate.
  - Board members should not text or email during board meetings, except for emergencies.
  - Board members should check email accounts daily.

- Board members should treat all communication as potentially subject to requests under the Kansas Open Records Act (KORA) and the Freedom of Information Act (FOIA).

**B. Board Member Communication with the Community**

- The board will communicate with the community through board meetings, public hearings, and written and electronic publications.
- Board members are encouraged to interact with the community; however, individual board members cannot speak for the board or in an official capacity outside of the board room unless specifically authorized to do so by the board.
- Board members should not communicate information in Google Drive. Because such information is often confidential, in draft form, and/or includes recommendations not subject to the disclosure under KORA prior to citation in a board meeting or a board decision matter, individual members should not forward such information to any other individual.
- If a board member receives a request for written information, he/she should refer the request to the board clerk.

**C. Board Member Responses to Community or Employee Contacts**

- The board recognizes that, as elected officials, they will receive requests and contacts from constituents which may include students, parents, employees, community members, or other stakeholders.
- The board member should take care to not become individually and personally involved in the issue.
- The board member should listen to comments/concerns and then, if necessary, refer the individual to the lowest level in the chain of command which can address their concern: teacher, counselor, building administrator, etc.
- The board member should notify the superintendent and board president of potentially significant requests or issues.

**D. Board Member Communication with the Media**

- The superintendent or his/her designee shall be the spokesperson for the district.
- The board president shall be the spokesperson for the board.
- All board members who are contacted by the media should direct them to the superintendent or director of public information.

**E. Superintendent Communication with Board Members**

The superintendent or designee will exercise best judgment and discretion concerning what board members need to know based on the specific situation, which will generally include one of three types of communication:

- Not urgent or not in the media – board weekly email update;
- Very important – email; or
- Crisis/emergency situation – text message or phone calls.
  - In the case of an emergency or crisis, the superintendent or designee will provide the following six pieces of information: what, where, when, who, action taken, and if appropriate, public statement for board members.
  - Phone calls will be placed in the following order: president, vice-president, and board members.

**F. Board Member Communication with Superintendent**

Following the process below keeps the superintendent informed, promotes efficient use of staff time, communicates to staff that we are on the same team, and keeps all board members informed.

- All communication between the superintendent or his/her designee to the board should be considered confidential unless otherwise designated.
- Board members should channel important questions, concerns, and requests for information directly to the superintendent and not to staff.
- The superintendent will then work with district staff to coordinate an appropriate response and share information, as appropriate, with all board members.

**G. Board Members’ Building Visits**

Board members visiting attendance centers will proceed as follows:

- Provide prior notice to the board clerk of school visits to ensure that no building is left out, avoid surprises and decrease chances of KOMA violations.
- Have a stated purpose. Examples are to see an assembly, visit a specific classroom, etc. This builds trust that the board member is not on a fact-finding mission.
- Building administrators are not to use board member visits as an opportunity to solicit board members for favors.

**IV. Board Development**

**A. New Member Orientation (board policy BBBB – New Member Orientation)**

Key items to be reviewed with the new board member by the superintendent or board president:

- School district direction and overview
  - Vision Statement
  - Mission Statement
  - Strategic Plan
  - Annual District Goals
  - Budget Summary

- Capital Outlay
  - Technology Plan
- Board member responsibilities
  - Establish the District’s Vision, Mission and Goals
  - Hire and Evaluate the Superintendent
  - Develop, Review and Update Board Policy
  - Maintain Accountability to the Public
  - Advocate for Students and Public Education
  - Review and Update Board Governance and Operating Procedures
- Board member documents
  - Board Governance Handbook
  - Board Policy
  - Google Drive
  - Board annual calendar
  - Superintendent evaluation document
  - Superintendent’s contract
  - Copies of superintendent communications
  - Negotiated Agreement
  - KASB documents and training opportunities
  - Contact list of board members and key administrative staff
- Other background information
  - Meet with members of the superintendent’s executive team to get an update on what is occurring in all areas of the school district. This meeting should include a review of essential elements of departmental priorities and metrics for success.
  - Meet with the board clerk and discuss the clerk’s responsibilities.
  - Tour the district office and the rest of the school district.
  - Meet NEA-Salina leadership.
  - Meet all principals.

**B. Board Officer Transition Process**

- Preceding officers are to relate duties and responsibilities of the position to their replacements.

**C. Annual Board Self-Evaluation (board policy BK – Board Self-Evaluation)**

- Board self-evaluations are to be done annually.
- Board self-evaluations are to be done as a board and superintendent team.
- The board will review self-evaluations and establish annual priorities and areas of focus for the board.

**D. Board Retreat**

- The board and superintendent will conduct an all-day retreat once a year, typically held in June or July.

**E. Board Member Conflicts**

- If a board member has a concern about another board member's performance, he/she should first discuss it with the member at issue.
- If still dissatisfied with the results of the first meeting, the member should then discuss it with the board president.
- If still dissatisfied with the results of the meeting with the president, the member should then bring another board member to discuss it with the board president.
- If still dissatisfied with the results, or if the concern relates to the board president, the concern should be taken to the board vice-president.
- At any time in the process, the superintendent may be enlisted to support the process.

**F. Board Training Opportunities and Procedures for Travel (board policy BBBC – Board Member Inservice)**

- Board members are expected to attend district orientation and KASB board member training within the first six months of their board term in order to be educated on the diverse issues that they will be facing as a board member.
- Board members are expected to continue their professional training and take advantage of available training or conferences within or outside of the district on an ongoing basis.
- Board members should arrange travel, accommodations, and classes through the superintendent's office. Carpooling is encouraged.
- All board members are to comply with the board policy on travel expenditures and submitting travel/training expenses (board policy BBBF – Reimbursement for Expenses).
- Board members are encouraged to give a summary of training at an upcoming board meeting.

**V. Key Roles of the Board**

**A. Establish the District's Vision, Mission and Goals**

The process of creating a vision involves making choices, not only about where the district is headed, but also how it will get there. Specific responsibilities for school board members include keeping students as the focus of the work of schools, adopting a shared vision based on community beliefs, and demonstrating a strong commitment to the shared vision and mission by using them to guide decision-making and communicating them to others. To accomplish these goals, the board shall

- Ensure the development of the district vision, mission statement, annual district goals, monthly action plan and strategic plan.

- Annually approve multi-year goals included in the capital outlay plan and technology plan presented by administration.
- Have staff present periodic updates on progress with district goals at board meetings or, as appropriate, provide written reports.

**B. Hire and Evaluate the Superintendent**

Hiring the right superintendent can mean having a school system in which children learn, administrators and teachers work together harmoniously and parents are satisfied and supportive.

- The only employee the board is responsible for recruiting and evaluating is the superintendent of schools. All other staff are recruited by the superintendent and presented to the board for approval.
- By state statute, new superintendents will be evaluated twice within the first 60 school days of each semester for two years and once by February 15 in years three and four.
- The board shall do a review by June of progress towards goals and evaluation of the superintendent's performance in accordance with state law for the first four years of employment and at least annually thereafter.
- The superintendent's evaluation tool shall be selected by the superintendent and the board and shall meet the state guidelines.
- All board members will have input into the superintendent's evaluation.
- The board officers and superintendent will meet together to complete the final evaluation.
- Outside of the formal evaluation process, if a board member has concerns about the superintendent's professional performance, he/she should
  - communicate concerns directly to the superintendent;
  - communicate with the board officers to address questions and/or concerns; or
  - if neither of those addresses the concern, it may be shared with the entire board during an executive session.

**C. Develop, Review and Update Board Policy**

Policies provide a major portion of the structure within which a school district functions. Typically, a superintendent recommends a policy and the board considers it. Once a policy is adopted by the board, the superintendent is responsible for implementing the policy (board policy BDA –Developing, Adopting, Amending and Repealing Board Policy).

- Board policies are developed, reviewed and updated on a bi-annual basis due to recommendations from KASB or as required in response to legislative and other governmental actions, judicial rulings, district's attorney and administrative review, or current practice shifts.
- Board policies may be initially reviewed and updated by a board policy committee which includes representatives from employee groups that

directly relate to the policies being reviewed. Students, patrons and legal counsel may also be involved in the development of policies. The representation of each committee will be presented to the board prior to implementation. New or revised board policies are approved by the voting procedure of the board.

- The policies, rules and regulations of the board may be amended at any regular, special or adjourned meeting of the board by a majority vote of the members of the board.

**D. Maintain Accountability to the Public**

Because local school boards are directly accountable to the communities which they serve, effective boards engage in continuous assessment of all conditions affecting education. These should include

- Monitoring student achievement.
- Using student achievement data and all other available information on a basis for making program corrections and modifications as needed.
- Measuring the performance of all school staff, administrators and the school board itself against student achievement objectives.
- Keeping the public informed on the status of the district's programs and students' progress.
- Ensuring all functions of schools as institutions of teaching and learning fit together harmoniously.
- Providing appropriate staff and board training opportunities.
- Encouraging curricular and assessment innovation.
- Fulfilling governance responsibilities as required by state and federal law.
- Monitoring the district's budget to ensure student and staff needs are being met.

**E. Advocate for Students and Public Education**

School boards serve as the leading advocate on behalf of students and their schools. Both individually and collectively, school board members need to remain informed of issues at the local, state and national levels. Specific responsibilities for school boards include

- Building collaborative partnerships with others who can help expand educational opportunities to meet the needs of the whole child.
- Establishing strong relationships with parents and other mentors to help support students.
- Advocating for student needs and adequate funding with local, state and federal officials.
- Promoting the schools' instructional and other programs.
- Leading in celebrating the achievements of students and staff in education.
- Promoting school board service as a meaningful way to make long-term contributions to society.

**F. Review and Update Board Governance and Operating Procedures**

- At least biennially, appoint a committee to review this document and recommend changes, if needed.

**Annual Calendar**

The calendar below reflects a planned schedule to help the board of education meet its responsibilities as outlined by board policy and best practice including

- Setting Policy
- Evaluation of Superintendent
- Strategic Planning
- Budget Review

July – Organizational Meeting

- Generally Accepted Accounting Principles (GAAP) Waiver

August

- Approval of Budget Publication

September

- Budget Hearing
- Superintendent Evaluation (first and second year superintendent)

October

- SAEC Mill Levy Resolution
- Fiscal Year Financial Audit Report

November

- Board Representation on Negotiations and Meet and Confer

January

- Superintendent Contract
- Reaffirm Board Elections & Meeting Dates (for July)

February

- Superintendent Evaluation
- Needs Assessment

April

- Approval of Fees

May

- Annual Accreditation Update

June

- Approval of Site Council Membership