



BOARD OF EDUCATION OPERATING PROCEDURES

Vision Statement:

The Avondale School District, in partnership with the community, prepares ALL students to be lifelong learners and to achieve success in a globalized society.

Mission Statement

The Avondale School District, will cultivate innovation, foster strong relationships, and engage ALL students in real-world experiences to inspire and empower tomorrow's leaders and responsible citizens.

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In effective school systems, the Superintendent and the Board function as a “Board Team.” A structured approach to first developing a vision for the district and setting goals is enhanced by first developing a system of standard operating procedures. 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 Avondale School District Board of Education and Superintendent function as a “Board Team” to provide open communication to the staff and patrons of the district.

The Avondale School District Board of Education adopted the Michigan Association of School Boards’ 2017 Board of Education Governance Standards, including the Individual Board Member Governance Standards below, as part of its Standard Operating Procedures as a foundation for its policy making governance.

BOARD OF EDUCATION GOVERNANCE STANDARDS

The Board of Education, in cooperation with the superintendent and stakeholders, establishes and commits to a vision for the school district that emphasizes high expectations for achievement of all students and quality instruction.

Questions to evaluate or prompt successful adoption of this standard include:

- a. Has the Board of Education formally adopted a district plan that includes a concise vision statement?
- b. Were stakeholders engaged in the district planning process?
- c. Does the district plan include nonnegotiable goals related to student achievement and quality instruction?
- d. Are school improvement or related turnaround efforts aligned to the district plan?

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- e. Has the Board of Education adopted a system to monitor progress toward goals?
- f. Are resources aligned to the district plan?
- g. Does the Board of Education proactively address barriers to implementing the vision even when doing so may be unpopular? (Such as with budget cuts, building closures, etc.)
- h. Does the Board of Education establish goals for its performance based upon the district plan?
- i. Are decisions of the Board of Education guided by the district plan and related goals?

The Board of Education governs in a manner that is dignified and worthy of trust.

Questions to evaluate or prompt successful adoption of this standard include:

- a. Does the Board of Education demonstrate a unity of purpose and articulate a common vision for the district?
- b. Is school district business conducted in an ethical, civil and responsible manner?
- c. Does the Board of Education demonstrate knowledge of school district governance, research-based practices in education and school finance, as well as school and labor law?
- d. Does the Board of Education govern with board-adopted policies and procedures?
- e. Has the Board of Education adopted a budget based on realistic projections reflecting expenses that are less than income?
- f. Do the interactions and decisions of the Board of Education serve as examples of effective and responsible leadership for the district's students?

The Board of Education is accountable to the school district community.

Questions to evaluate or prompt successful adoption of this standard include:

- a. Is the Board of Education knowledgeable of the students, families and community it serves including factors such as conditions that impact learning and desired outcomes?
- b. Does the Board of Education operate in an open and transparent manner?
- c. Prior to deliberating, does the Board of Education inform itself by listening to a diverse range of views from around the board table as well as across the community it serves?
- d. Is progress toward goals and student performance regularly reported to the community?
- e. Is the Board of Education's performance evaluated on a regular basis with the use of a valid and reliable assessment (internally, externally or both) and reported to the community?
- f. Has the Board of Education put policies in place that support successful implementation of the district plan?
- g. Does the Board of Education's governance of the school district demonstrate due concern with regard to financial and legal matters?

The Board of Education holds the superintendent accountable for creating the outcomes identified in the school district plan.

Questions to evaluate or prompt successful adoption of this standard include:

- a. Does the Board of Education provide policies and systems for oversight of district resources, infrastructure and compliance?
- b. Does the Board of Education receive regular reports regarding progress toward district goals?

- c. Does the Board of Education monitor student academic progress based on assessments that are valid and reliable?
- d. Has the Board of Education established clear expectations for the superintendent, as well as the means and timeline on which the superintendent is to be evaluated?
- e. Does the Board of Education actively participate in the support, development and evaluation of the superintendent?
- f. Does the Board of Education place an emphasis on continuous improvement despite challenging circumstances?
- g. Has the Board of Education established quality instruction and the development of master teachers as critical district priorities to guide the superintendent's work?
- h. Does the board spend more time on policies to improve student achievement and monitoring progress and less time on operational issues?

INDIVIDUAL BOARD MEMBER GOVERNANCE STANDARDS

The individual school board member is motivated by and focuses on what is in the best interest of all students.

Questions to evaluate or prompt successful adoption of this standard include:

- a. Does the board member primarily concern him/herself with the goals that have been identified in the district plan?
- b. Does the board member demonstrate concern for all students in action, deed and decisions?
- c. Is the board member able to set aside personal issues and participate as a member of a board?
- d. Does the board member maintain confidentiality when expected to do so?
- e. Does the board member advocate for viable and effective PreK-12 public education? (Such as by contacting legislators about PreK-12 issues, legislation, state education funding, etc.; talking with parents and community members about how they can positively advocate for and participate in their district, etc.)

The individual school board member believes in the importance of and actively engages in lifelong learning.

Questions to evaluate or prompt successful adoption of this standard include:

- a. Is the board member actively engaged in learning new concepts, skills or best practices?
- b. Is the board member willing and able to develop competency in matters related to school governance such as school finance and policy, as well as school and labor law?
- c. Does the board member seek out and engage in learning opportunities to improve his/her ability to serve effectively on a Board of Education?

The individual school board member understands and respects both the authority and responsibilities of the Board of Education.

Questions to evaluate or prompt successful adoption of this standard include:

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- a. Does the board member act in accordance with Michigan law, which does not vest individual board members with any type of independent legal authority?
- b. Does the board member demonstrate a clear grasp of the roles and responsibilities of the Board of Education and the superintendent?
- c. Does the board member follow established policies and procedures?
- d. Does the board member support decisions of the Board of Education after a vote is taken regardless of his/her individual position prior to the vote?
- e. Is the board member able to identify, discuss and resolve conflict with respect and civility?
- f. Does the board member come to meetings having read the background materials and adequately prepared to address items on the agenda?
- g. Does the board member demonstrate understanding of and respect for school district structure and protocols?
- h. Does the board member declare and avoid engaging in conflicts of interest?

The individual school board member approaches school governance work with a spirit of inquiry.

Questions to evaluate or prompt successful adoption of this standard include:

- a. Is the board member open to discussion without prejudging issues?
- b. Does the school board member seek clarity and understanding before forming an opinion?
- c. Does the board member actively seek common ground and work to foster productive relationships with all other members of the Board of Education as well as the superintendent?
- d. Does the board member seek out and respect perspectives that are different than his/her own?

1.0 MEETINGS

1.1 Developing the Board Meeting Agenda

1.1.1 Who can place items on an agenda and the guidelines:

- A. Agendas are created by the Superintendent and Board President in accordance with Bylaw 0166.
- B. Board members must request in writing or verbally to the Superintendent or Board President at least five (5) days prior to the Board meeting any item they desire to have placed on the agenda. A verbal request will be followed up by written request or e-mail.
- C. In accordance with the Michigan Open Meetings Act, no item can be placed on the agenda less than 72 hours in advance of the meeting, except in an emergency as defined by law.
- D. The Superintendent and Board President shall include on the agenda all trustee requested agenda items that have been timely submitted according to Board operating procedures.
- E. Any agenda item considered for a closed meeting shall state the reason(s) permitted under the appropriate section(s) of the Open Meetings Act in accordance with Bylaw 0167.2.

1.1.2 Items that will not be heard in open session:

- A. All exceptions as covered in the Michigan Open Meetings Act and in accordance with Bylaw 0167.2.

1.1.3 Use of Consent Agenda:

- A. When the agenda is prepared, the Superintendent shall determine items, if any, that qualify to be placed on the consent agenda. A consent agenda shall 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 without separate discussion, unless a Board member requests that an item be withdrawn for individual consideration. The remaining items shall be adopted under a single motion and vote.

Content items typically included but not limited to:

- 1. All routine items
- 2. Association memberships
- 3. Routine expenditures

4. Items recommended by the Superintendent

1.1.4 Work Session Meeting Agenda Outline:

- A. Call Meeting to Order
- B. Roll Call and Pledge of Allegiance
- C. Discussion Items
- D. Citizen's Request to Address the Board of Education
 - 1. Limit 3 minutes per person
 - 2. The Board President shall remind the audience of the purpose, duration and process for public comment (e.g., Board listens only, privacy and/or disparaging remarks)
- E. Adjournment

1.1.5 Regular Board Meeting Agenda Outline:

- A. Call Meeting to Order
- B. Roll Call and Pledge of Allegiance
- C. Approval of Agenda
- D. Superintendent's Report
- E. Sub-committee Reports
- F. Citizen's Request to Address the Board of Education
 - 1. Limit 3 Minutes per Person
 - 2. The Board President shall remind the audience of the purpose, duration and process for public comment (e.g., Board listens only, privacy and/or disparaging remarks)
- G. Consent Agenda (Items on the Consent Agenda are to be voted on as a single item by the Board. Board members may remove items from the Consent Agenda prior to the vote. Items which are removed from the Consent Agenda will be discussed individually following the Consent Agenda.)
- H. Action Items
- I. Discussion Items
- J. Future Meetings
- K. Board Opportunity to Make a Comment/Statement
- L. Adjournment

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1.1.6 Annual Calendar of Board Agenda Items:

- A.** The annual Board meeting agenda calendar shall be prepared by the Administration, in cooperation with Trustees, to be used as a guideline for establishing agendas throughout the year.

July	August	September
	Enrollment Update	Summer Program Update
	Student Achievement Update	High School Achievement Update
	Supt. Goals Draft	Annual Reports
	Draft Priority Goals	School Improvement Plans
		Approve Supt. Goals/ District Priority Goals
October	November	December
Preliminary Audit Report	Audit Report Final	Fall Policy Update
Oakland Schools Budget Approval	Strategic Plan Update	
	Student Data Checkpoint	
	Supt. Eval Checkpoint	
	School of Choice for 2nd semester	
January	February	March
BOE Organization	District School Improvement Plans	Supt. Eval. Checkpoint
School Board Recognition Month	Calendar Update	Approve Tenure Teachers
Budget Amendment	Enrollment Update	
Supt. Mid-Year Eval. Checkpoint		
Installation of New Members		
Committee Assignments		
School of Choice Resolution for Next Year		
April	May	June
3rd Quarter Budget Amendment	Oakland Schools Budget	Budget Final Amendment
Spring Policy Update	Staffing Update for Next Year	Budget Forum
	Athletics Update	Adopt Next Year Budgets
	Strategic Plan Update	Curriculum Meeting
	Student Data Checkpoint	MHSAA Membership
		District Organization
		Resolution to Borrow from State Aid Notes
		Approve Board Meeting Schedule
		Supt. Year-End Evaluation

1.2 Board Member Preparation for Meetings:

- A. The Administration will ensure that supporting information required for informed decision-making is supplied to each Trustee before a Board meeting.
- B. All meeting participants must be prepared to address items on the agenda.
 - 1. Trustees will read agenda packet materials before the meeting.
 - 2. Trustees absent from a prior meeting should seek assistance and come prepared to vote on agenda items discussed during their absence.
- C. Trustees may ask agenda item related questions of the Superintendent or the Board President before the meeting.
- D. Trustees are not precluded from asking relevant questions about agenda items during meetings.
- E. Trustees should understand that cellular/wireless communication, including text messages, instant message and emails sent and/or received on their personal electronic devices may constitute a public record if the content concerns District business or an educational record if it contains personally identifiable information about a student. This may often be the case when reviewing electronic Board packets. Trustees are strongly encouraged to use due care to protect these records such as password protection on their device, updated operating systems and virus/intrusion detection and secure deletion when electronic communications are no longer required for reference, by law or policy. (Bylaw 7320.02)

1.3 Board Member Participation/Conduct During Meetings:

- A. Any time four or more Board members are gathered together to discuss school business it is considered a meeting (quorum) per Bylaw 0162.
- B. In addition to the following procedures, at all times Board members shall adhere to the Board Code of Conduct:
 - 1. The President has the responsibility to keep discussion on the motion/item under consideration and shall halt any discussion that does not apply to the business at hand. The President shall not permit any discussion deemed derogatory or ridicule of another person.
 - 2. During public comment section of a meeting's agenda, Trustees shall refrain from responding to any comments made, but may request the Superintendent seek additional clarification during his/her discussion (comments) to prepare a response for the Board.
 - 3. The values, norms and leadership code regarding differing opinions and mutual respect.

1.3.1 Board Meeting Protocol:

- A. Board members will follow the Board-approved code of conduct in and out of the Board meetings.
- B. Board members will comply with all legal and local policy regarding the execution

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of Board meetings.

- C.** Board members will maintain professional and courteous behavior throughout the meeting even during emotionally charged discussions over complex issues.
- D.** Board members will demonstrate respect to fellow Board members and public participants through the following behavior:
 - 1.** Listen and treat each other respectfully.
 - 2.** Be cordial when disagreeing
 - 3.** Say what needs to be said as briefly and clearly as possible.
 - 4.** Direct comments solely to the business under deliberation.
 - 5.** Board response to persons addressing the Board:
 - a.** Specific factual information or recitation of existing policy may be furnished in response to inquiries.
 - b.** The Board shall not deliberate or decide regarding any subject that is not included on the agenda posted with notice of the meeting.
 - 6.** Generally, at school or Board events, address each other, staff, and public using a formal salutation such as Ms., Mr. or Dr.
 - 7.** Only speak after acknowledgement from the Board President.
 - 8.** Support hearing the voice of all Board members on each agenda item that is being discussed and refrain from dominating the conversation.
 - 9.** Contact the President regarding simple “clarifying” needs for agenda items and focus dialogue on critical agenda items.
 - 10.** Refrain from condescending or critical comments to members of the staff, public, or Board.
 - 11.** Focus on issues, not people or personalities.
 - 12.** Courteously accept other viewpoints and Board votes, which were not supported by self.
 - 13.** Seek solutions and reasonable compromises or consensus when there are differences of opinions.
 - 14.** Make decisions in the context of what is best for all students in the district.
 - 15.** Avoid immediate decisions and votes and possible shorter-term solutions when the issue calls for more discussion, understanding, and a more in-depth approach or solution to the issue (except in emergency situations).
 - 16.** Be willing to publicly apologize to staff, patrons, or Board members if behavior is inappropriate or disruptive to the progress of the meeting.
 - 17.** Attempt always to have dialogue (multiple perspectives) rather than simple discussions (yes or no decisions).
 - 18.** As a courtesy to others, electronic devices will be set in a non-audible mode during Board meetings. Emergency situations warrant exceptions.

1.3.2 Persons Addressing the Board: (Bylaw 0167.3)

- A.** Audience participation at Board meetings is limited to the portion of the meeting designated as Public Comments. At all other times during a Board meeting, the audience shall not enter into discussion or debate on matters being considered by the Board, unless recognized by the presiding officer.
- B.** A person may address the Board on an agenda or non-agenda item by signing in at the podium and stating their name. Each speaker is requested to limit their statement to three (3) minutes to provide time for all persons wishing to address the Board the opportunity to do so.
- C.** Delegations of more than five persons are encouraged to appoint one person to present their views before the Board.
- D.** The portion of the meeting during which the participation of the public is invited shall be limited to thirty (30) minutes, but the timeframe will be extended, if necessary, so that no one's right to address the Board will be denied.
- E.** The President shall not permit any discussion deemed derogatory or the ridicule of another person.

1.3.3 Board Response to Persons Addressing the Board:

- A. Board members shall listen intently.
- B. Board President may direct administration to investigate item(s) and report back to the Board.
- C. Board members cannot respond or enter into discussion with the audience during the meeting as:
 - 1. Items on the agenda will be discussed as appropriate and scheduled on the agenda;
 - 2. Items not on the agenda do not permit Board members to respond or discuss except to make factual statements or refer to Board policy.
 - 3. Board President may exercise discretion by allowing patron comments beyond the minute time allotted for the open forum.
 - 4. Board members may request that the Board President extend the Open Forum times set out in this policy.

1.3.4 Discussion of Employee/Student Issues:

- A. The Board shall not disclose personally identifiable information on individual employees or students in public session.
- B. The presiding officer will request persons addressing the Board refrain from sharing personally identifiable information on individuals or students in public session.
- C. The presiding officer may intervene as outlined in Bylaw 0167.3 (G) to maintain privacy and/or meeting order.

1.3.5 Hearings and Presentments:

- A. The Board will conduct all hearings or presentments in accordance with the applicable Board policies.
- B. During hearings or presentment, Board members will seek legal counsel as deemed necessary.
- C. Board shall observe the parliamentary guidelines in Robert's Rules of Order or Established Policy or Practice (Bylaw 0161).

1.3.6 Discussion of Motions:

- A. All discussions shall be directly solely to the business currently under deliberation.
- B. The Board President has the responsibility to keep the discussion to the motion at hand and shall halt discussions that do not apply to the business currently before the Board.
- C. The Board President shall recognize a Board member prior to giving their comments.

1.4 Board Member Participation in Discussion, Debate and Voting:

- A.** Except to accommodate the absence of any member of the Board due to military duty, Board members must be physically present to have their vote officially recorded in the Board minutes. (Bylaw 0167.1)
- B.** The Board President will vote on all action items. All Trustees will vote on all action items. A Trustee shall not abstain from voting except in the case of a legal conflict of interest publicly defined by the Trustee and so determined by the Board. (Bylaw 0167.1)
- C.** The Board President may make motions, second motions and enter into debate on all agenda items.
- D.** In case of tie, the motion fails. The President shall bring the item back to the Board as a discussion item on a subsequent agenda.
- E.** In case of a less than unanimous vote, the Board will support the majority decision and go forward in harmony.

1.5 Board Member Responses to Inquiries About Closed Sessions

Under the provisions of the Open Meetings Act, information from a closed session shall not be disclosed by any Trustee. Persons other than Trustees participating in a closed session shall be reminded of the confidential nature of the meeting. (Bylaw 0167.2)

1.6 Participation by People Other Than Board Members in Closed Discussion

The Board reserves the right to include non-Board members in their closed session. For purposes of this section, this includes any persons holding information specific to the discussion which may include such persons as witnesses, district administrators or staff, Board consultant or Board advisor. However, participation shall be subject to a majority vote of the Trustees present should any Trustee express concern about non-Board member(s) in attendance. (Bylaw 0167.2)

Board members are reminded that closed sessions are conducted for the purpose of fact gathering and discussion pertaining to the limited items provided under State law and that deliberation and voting on times may only take place in open session.

1.7 Board Reorganization or Election of Officers

1.7.1 Nomination of Officers (Bylaw 0152)

- A.** The Board shall elect a President and Vice-President as well as a Secretary and Treasurer.
- B.** Election of officers shall be by a majority of the full Board. Where no such majority exists on the first ballot vote, a second vote shall be cast for the two (2) candidates who

received the greatest number of ballot votes.

- C. Except for those appointed to fill a vacancy, officers shall serve for one (1) year and until their respective successors are elected and shall qualify. An officer may be removed for cause by a majority vote of the full Board. The Board shall fill a vacancy in any Board officer position within thirty (30) days of the occurrence of the vacancy.

1.7.2 Role and Authority of Officers

- A. No Board member or officer has authority outside the Board meeting.
- B. No Board member can direct employees in regard to performance of their duties.
- C. Duties of the Board President (Bylaw 0171.1)
 - 1. In addition to the duties required by law, the President of the Board shall:
 - a. Preside at all Board meetings unless unable to attend.
 - b. Cause an action to be prosecuted in the name of the District on the Treasurer's bond in case of a breach of a condition of the bond;
 - c. Appoint all Board committees, unless otherwise provided by Board policy, this procedure book, or Board consensus.
 - d. Call special meetings
- D. Duties of the Vice-President (Bylaw 0171.2)
 - 1. Act in the capacity and perform the duties of the President of the Board in the event of the absence or incapacity of the President.
 - 2. In case of vacancy in the office of President, succeed to the office of President for the balance of the unexpired term.
 - 3. Perform other duties as prescribed by the Board.
- E. Duties of the Secretary (Bylaw 0171.3)
 - 1. Keep or cause to be kept, an accurate record of the proceedings of each Board meeting.
 - 2. Review and sign all official minutes of Board meetings.
 - 3. Sign official documents and correspondence as required by law, or when authorized to do so by the Board.
 - 4. Be the chief election officer of the District with authority to delegate election duties to a member of the administrative staff
 - 5. Perform other duties as appropriate to the office of Secretary.
- F. Duties of the Treasurer (Bylaw 0171.4)
 - 1. Sign checks and other documents as required by law, or when authorized to do so by the Board.
 - 2. Review appropriate check requests and other supporting documentation related to school district financial transactions.
 - 5. Perform other duties as appropriate to the office of Treasurer.

1.8 Selection and Operation of Board Committees (Bylaw 0155)

- A. Committees of Board members shall perform the duties as assigned by the Board, which may include deliberating, making recommendations or taking other actions specifically authorized by the Board

- B. All committees shall comply with the Open Meetings Act in accordance with the applicable requirements set forth in Bylaw 0160. A committee may meet in closed session to review the specific contents of a Superintendent's employment application provided when the applicant for employment requests that the information remains confidential. It may not, however, meet in closed session to protect an applicant's identity.
- C. The President is authorized to appoint, as soon after the organizational meeting as practicable, members of the Board to the standing committees where they shall serve a term of one (1) year.
- D. Ad hoc committees may be created and changed at any time by the President or the Superintendent with the approval of the Board.

1.9 Board Record Retention

Official Board records are maintained in the Office of the Superintendent under the direction of the Board Secretary. Board members are encouraged to securely destroy/delete any paper/electronic information regularly but no later than the end of each school year.

2.0 COMMUNICATION

2.1 Board Member Questions About the Agenda

Questions or requests will be addressed through the Superintendent and President allowing sufficient time for the agenda to be updated and redistributed, if necessary.

2.2 Board Member Communication with Each Other Between Board Meetings (Bylaw 0167.5)

Board members shall not deliberate outside board meetings. Board members are to follow the spirit and letter of the Open Meetings Act. E-mails to all board members should be avoided. If it is necessary to use e-mail, it should only be a one-way communication. Communications will be addressed through the Board President to the other board members. Board members are encouraged to review Bylaw 0167.5 which outlines appropriate Board member use of electronic mail.

2.3 Board Member Requests for Information Other Than Agenda Items

- A. Individual Trustees, acting within their official capacity, shall have the right to seek information from the District. The request for information shall be made to the Superintendent or another person designated by the Superintendent. An oral report with appropriate documents may be used for delivery of such information as determined by the Superintendent and disseminated to the entire Board.
- B. Directives to the Administration to prepare reports shall be by written request through the President/Chair. Should the President/Chair deny the request, the item will be placed on the next available meeting agenda as a discussion item.

2.4 Board Member Visiting Campus

- A.** Trustees are encouraged to attend building partnership PTA meetings and other special events at various buildings to represent the Board in support of building activities.
- B.** Trustees, acting in an official capacity, must notify the Superintendent of visits to their building except in the capacity of a parent, volunteer, meeting participant, and/or attending other scheduled events. Trustees must follow the procedures in place for visitors when entering a building.
- C.** Trustees shall consider instructional activities in progress and interact with staff and students only during free periods, mealtime, and recess as a designated volunteer or as requested by invitation. Trustees should refrain from being in staff lounges and other such staff areas unless accompanied by a staff member. Trustees shall not campaign for any elective office while on school property. Trustees shall not campaign using school resources such as fliers, e-mails, list-serve/ mailing lists, etc.
- D.** Trustees shall not direct any staff member or student except when urgent safety or liability concerns are an issue.
- E.** Trustees shall use caution when transporting students other than family members in their private vehicles.
- F.** Trustees shall be mindful of public perception when in one-on-one situations with students and staff.
- G.** Board members will not individually undertake to observe the performance of employees, including classroom teachers, for the purposes of "evaluating" a teacher's performance.

2.5 Board Member Responses to Community or Employee Complaints

2.5.1 Citizen Request/Complaint to Individual Board Members

- A.** The Board member, who is presented with a request or complaint outside the Board meeting, shall receive enough information in order to be able to understand the nature of the request or complaint.
- B.** The Board member should then refer the citizen to the appropriate person/chain of command as appropriate.
- C.** The Board member should not become individually and personally involved in the request or complaint.
- D.** The Board member should remind the citizen of their role and that as a Board member they must remain impartial in the event the situation comes before the Board.
- E.** The Board member should notify the Superintendent as soon as possible of potentially significant requests or complaints.
- F.** The Superintendent will ensure that the citizen is contacted in a timely manner. Board members will be notified of the disposition of the complaint if appropriate as deemed by the Superintendent.

2.5.2 Employees Request/Complaint to Individual Board Members

- A. The Board member should hear the employee request or complaint to be sure they understand the nature of the complaint.
- B. The Board member should then refer the employee to the appropriate person/chain of command as appropriate.
- C. The Board member should not become individually and personally involved in the request for complaint.
- D. The Board member should remind the employee of their role and that as a Board member they must remain impartial in the event the situation comes before the Board.
- E. The Board member should notify the Superintendent as soon as possible of potentially significant requests or complaints.
- F. The Superintendent will ensure that the employee's request/concern is addressed in a timely manner. Board members will be notified if Superintendent deems appropriate.

2.6 Board Member Communication with the Media (Bylaw 0143.1)

- A. The President or designee shall be the official spokesperson for the Board to the media.
- B. The Superintendent or designee shall be the official spokesperson for media inquiries involving district matters, employees, operational/policy procedures, and other matters of an informational nature.
- C. Trustees should direct all media questions to the appropriate spokesperson.
- D. Trustees reserve the right, when communicating outside of a Board meeting, to State his or her personal perspective, provided that the Trustee emphasizes that such information is expressed as an individual and is not the opinion of the Board. Trustees must remember that once a decision has been made by the Board, a Trustee must demonstrate support of such action.

2.7 Board Member Communication with the Community (Bylaw 0143.1)

- A. Board will communicate with the community through public hearings, regular Board meetings and regular publications.
- B. Individual Board members cannot speak in an official capacity outside the Board room.
- C. Board members are encouraged to communicate with the public for understanding community needs relating to District governance. If the statements imply, or if the readers (listeners) could infer that the opinions expressed, or statements made are the official positions of the Board, the Board members shall, when writing or speaking on school matters, make it clear that their views do not necessarily reflect the views of the Board or of their colleagues on the Board.
- D. Social media or other such communication channels are effective means for Board members to communicate with the public when used correctly. These communication channels are effective for such things as relaying official District communications and promoting public programs. A Board members person or private use of social media may have unintended, negative consequences to the Board member and/or the District,

including possible violations of the Open Meetings Act and issues relating to creation of a public record. Postings to social media should be done in a manner sensitive to the Board member's responsibilities, applicable District policies and legal obligations.

2.8 Administration Communication with Board Members

- A.** The Superintendent will exercise his/her best judgment and discretion to determine Board members need to know based on the specific situation.
- B.** Three types of communication with board members:
 - 1.** Not urgent or not in the media – Board Packet
 - 2.** Very important but not crisis – Communication including e-mail to each Board member
 - 3.** Crisis/Emergency situation –
 - a.** The Superintendent or their designee will contact every Board member by telephone to advise them of an ongoing emergency event
 - b.** As soon as practical thereafter, the Superintendent or their designee will update Board members with the following six pieces of information: What, Where, When, Who, Action taken and a public statement for the Board members.
 - c.** The Superintendent or their designee will provide updates as practicable

2.9 E-mail Database

- A.** Board President and Superintendent may mutually agree to designate a person to utilize an email database for the purpose of district/community information. This will remain property of the school and will not be used for political topics.

3.0 BOARD DEVELOPMENT

3.1 New Member Orientation (Bylaw 0142.7)

Prior to or following the Board election, the Superintendent shall arrange an orientation workshop with the Board and district leaders to review department functions and Board Operating Procedures.

3.2 Board Officer Transition Process

- A. New officers to review written description of position in section 1.7.2 before taking office.
- B. Present officers should relate duties and responsibilities of the position to their replacements.

3.3 Timing for Board Workshop Sessions and Planning Board Continuing Education Needs (Bylaw 0144.1)

- A. Board Workshop Sessions: The Board shall hold workshops as necessary to discuss issues such as team building, assessment of Trustee training needs, strategic plans, budget and state funding updates, curriculum review, and a review of district policies and rules. The Board should review the prior year's data regarding the district's performance on annual goals, key or new initiatives / curriculum, and a review of the need for setting new or revised operating procedures for the current year.
- B. Trustee Continuing Education Needs: The Board Secretary shall survey Trustees to determine interest in Professional Development opportunities prior to the second meeting in February. Information will be shared with the Board to establish budget priorities. Trustees wishing to attend a national or state annual conference, training classes, workshops, and seminars during a budget year shall review the current Board reimbursement policy prior to properly plan for reimbursement.

3.4 Annual Board Self-evaluation and Establishment of Goals

During the spring of each year the Board shall hold a session for the purposes of completing a Board self-evaluation, discussion of the evaluation results, planning and Board growth goals.

3.5 Trustee Concerns About Another Trustee's Conduct

Concern regarding a fellow Trustee should be brought to the President's attention for review and consideration. If the concern is regarding the President, it should be taken to the Vice President. In either situation, the President/Vice President should meet directly with the Trustee in question and work to resolve the issue.

3.6 Procedures for Board Travel and Training Opportunities (Bylaw 0175.1, Board Policy 6550)

Board travel on behalf of the District and travel for training opportunities are subject to budget availability. Board members should review the Board Policy regarding reimbursement prior to planning travel.

4.0 BOARD DISTRICT OVERSIGHT

4.1 Establishment and Board Approval of the District Vision, Mission and Annual Goals

The strategic planning subcommittee, with administration assistance, shall develop no more than five annual priority goals that provide for self and team improvement in areas such as governance, operating procedures, educational improvement, financial planning, community relations, and strategic planning processes to be presented and approved by the Board. These goals will serve as the foundation for the Superintendent's annual evaluation.

4.2 Review of Building/Department Level Strategic Plans/Building Improvement Plans

The Board will periodically review building/department strategic plans to ensure that the objectives are aligned with the district's annual priority goals and can be assessed by review of appropriate data.

4.3 Board Review of the District Progress Toward Goals Accomplishment

- A. At a Board session, the Administration shall provide updates that demonstrate the District's progress regarding the academic goals established and approved by the Board.
- B. The Administration will provide the Board with benchmark evaluation and other available data to demonstrate progress toward achievement of the academic goals. This information will be presented in a format that is disaggregated by building, subject matter, and population group, when available. In addition, to the extent possible, the information should include year-over-year comparisons of each grade level as well as longitudinal tracking of students from grade-to-grade.

4.4 Board Review of the Instructional Program

- A. Board members will be continually guided by what is best for all students in the district
- B. The Board will periodically review instructional programming.

4.5 Board Review of Programs Other Than Instructional Programs

Periodically, the Administration shall present reports regarding implementation and evaluation of the district's non-instructional programs.

4.6 Development and Adoption of the District Budget (full cycle)

The Superintendent or designee is charged with drafting a tentative detailed budget process calendar for review by the Board in December of each year. At a minimum, the following should be included:

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- A. tentative dates by which the Board will receive enrollment (March 1) and staffing projections (April 1), and other data required for making informed decisions on the Budget
- B. tentative timelines by which buildings, departments and other budget areas will report their budget work (April 1)
- C. tentative date for community hearing and input on the proposed budget (June)
- D. timing for completion of legal requirements related to the budget (June 30)
- E. the final draft of the budget shall be presented to the Board for adoption by June 30 of each year
- F. annual fund balance target subject to Board Policy 6210.01 by the second November Board meeting

4.7 Annual Review of the District's Strategic Plan

Annually the Board will review the District Strategic Plan. The results of such review and analysis should insure that they are aligned with the District's 3-5 Year targets, can be evaluated for achievement, and are consistent with the adopted Strategic Plan. The Administration will use this information as a guide in preparing operational plans such as the district's budget and staffing needs.

5.0 POLICY / PROCEDURES

5.1 Responsibility to Establish Bylaws and Policies

The Board of education shall adopt bylaws and policies for the organization and operation of the Board and the District and shall be bound to follow such bylaws and policies. (Bylaw 0131.1)

5.2 Review of District Policy

- A. Because adherence to policy is critical, all Trustees are required to familiarize themselves with the District Policy Manual. The Administration is responsible for ensuring that each new Trustee understands how to access a copy of the complete manual at the orientation meeting.
- B. At a minimum, policy subcommittee should review its at least twice per year to ensure that policies are up to date based on recommendations of the MASB or as required in response to legislative and other governmental actions, judicial rulings, the Board's attorney and Administration's review. Subcommittee work is then reviewed and adopted by the Board.

5.3 Development of Board Policy

- A. New board policies are developed in response to district or administration needs by the Board policy committee.
- B. New Board policies are approved by the Board

5.4 Development of District Procedure

- A. New district procedures are developed in response to district or administration needs by the Superintendent and their administration.
- B. New district procedures are developed to support Board policy.

6.0 PERSONNEL

6.1 Evaluation of the Superintendent (full cycle)

An annual evaluation of the Superintendent shall be made a part of Board's annual calendar. Each Trustee shall complete an evaluation prior to a workshop where a consensus rating will be established. The Superintendent evaluation subcommittee will compile the evaluation for presentation and adoption by the Board where it will be made part of the permanent Board record (including supporting documents, if applicable).

6.2 Trustee Concerns About the Superintendent's Professional Performance

A Trustee's concern about such performance shall be discussed with the President to identify an approach to seek understanding and resolution. The Trustee or President may request that an item be placed on the agenda in order to discuss the specific nature of concern(s) that prompted the request. Discussion of such item shall be in accordance with the Open Meetings Act.

7.0 AGREEMENT

- A. As part of the semi-annual policy subcommittee review process, these Operating Procedures will be subject to review and approval by consensus of the Board.
- B. Any violation of these operating procedures may subject a Trustee to Board approved discipline measures as outlined in Board Policy or state law.