

# SECTION ONE – BOARD COMMITMENTS AND RESPONSIBILITIES

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## *Section BCR 1 – Beliefs, Vision and Mission*

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### **BCR 1.1. Beliefs (formerly BCR 1)**

#### We Believe in Our Children

1. ~~Each child is important and entitled to the opportunity to realize his/her fullest potential.~~
2. ~~High expectations promote high achievement.~~
3. ~~All decisions will benefit children first.~~

#### We Believe in our Administrators, Teachers, and Support Staff

1. ~~Effective teachers are essential to student success.~~
2. ~~Learning occurs best when instruction is tailored to individual needs.~~
3. ~~Well-run schools set high standards recognizable by students, parents, and the community; are safe, nurturing, learning environments focused on continuous student academic improvement and the well-being of students and staff; and have effective administrators who ensure there is discipline and structure throughout the education process, including budgeting and financial expenditures, teacher evaluations, student behavior and performance.~~
4. ~~Contributions of all staff enhance the learning environment and are vital to student success and well-run schools.~~

#### We Believe in Public Education

1. ~~Adults and children thrive in a vibrant, safe, enriching, and respectful environment.~~
2. ~~A well-rounded education enables students to lead successful, fulfilling, and culturally rich lives.~~
3. ~~An educated citizenry is critical to sustaining the economy of the United States and its system of self-governance.~~

#### We Believe in Our Community

1. ~~A dynamic partnership among students, parents, teachers, administrators, staff members, and the community is critical to exceptional student achievement.~~
2. ~~Our education system's diversity creates resilient, open, and innovative citizens of the global community.~~

## **BCR 1.2 Vision (formerly BCR 2)**

~~We envision that Beaufort County School District, in collaboration with an engaged community, is committed to actively ensuring that each learner develops his/her potential by providing an excellent education in a safe, nurturing learning environment.~~

### Looking to the Future

~~The District prepares its students for the world of the future by providing them with a broad spectrum of opportunities for further education and employment beyond high school. All graduates are productive and responsible members of society, capable of competing in a global economy, and motivated to pursue learning throughout their lifetimes.~~

### Commitment to Opportunity

~~The District values its diversity and acknowledges that all people contribute to the well-being of society. The District provides opportunities for its students and employees to grow educationally, personally, and professionally.~~

### Community Support

~~Beaufort County embraces its schools. Businesses and community members generously volunteer their time and resources to help students. Schools are integrated into the fabric of the community, and residents take pride in their schools. The success of the District and its children draws businesses to Beaufort County. Citizens and businesses support the financial and capital needs of the school system.~~

### Achievement

~~Beaufort County students achieve at high levels across a broad spectrum of pursuits. The community values a well-rounded education that goes beyond basics and encompasses the arts, literacy, technology, and preparation for the world of work. The District provides a breadth and depth of opportunities to allow students to stretch their capabilities.~~

### Accountability

~~The Superintendent and staff are accountable for the academic achievement of all students. The Board measures academic progress to ensure that students, regardless of race, poverty, language, or disability, will exit Beaufort County School District with the knowledge and skills necessary for college, employment, or their next endeavor. The District spends money productively and efficiently. The administration directs funds to the classroom and finds ways to improve performance across the spectrum of academic programs and outcomes, as well as business processes.~~

## **Parent/Stakeholder Involvement**

~~The Board of Education and the School District value the input of the parents/stakeholders of Beaufort County and believe that open, frequent, transparent and effective communication will result in a community that is vested in the academic achievement of all students. The District and School Board are committed to directly involving the School Improvement Councils from each school in the decision-making process and in the evaluation programs to promote quality education.~~

## **Commitment to Quality Education**

~~Beaufort County recognizes that the public school system affects the value of each community. The strength and security of the neighborhoods depend, in part, on the quality of education in the neighborhood schools. Therefore, the District is committed to collaborating with and engaging the local communities on their needs and expectations for quality education. A school that promotes and achieves quality education will be defined by the District as well schools that set high standards recognizable by students, parents and the community; that are safe, nurturing, learning environments focused on continuous student academic improvement and the well being of the students and staff with active participation and input of the parents/stakeholders. The District affirms that quality education is in the forefront of all decision making.~~

## **BCR 1.3—Mission (formerly BCR 3)**

~~To ensure excellence in education for every learner that prepares each with the knowledge, skills, and personal responsibility to succeed in a rapidly changing global society.~~

## **Section 1.1 – Core Beliefs**

We believe:

1. Every student can learn using his or her valuable and unique talents and skills.
2. Learning takes place when the physical, emotional, social and intellectual well-being of all students is assured at every level and during every transition.
- ~~2.3.~~High expectations of the school community positively impact student success.  
Early childhood learning experiences form the foundation of future school success.
- ~~3.4.~~Students learn best when they are engaged and provided with opportunities for problem solving and active participation.
- ~~4.5.~~All students are entitled to learning experiences so that they can become competent and confident in the skills and knowledge needed to become successful and productive citizens.
- ~~5.6.~~Investment, involvement and connection of all members of the school community are essential to a student's success.
- ~~6.7.~~Frequent informal and formal assessment aligned to clearly defined learning objectives will provide improved student achievement.
- ~~7.8.~~The collection, analysis and use of data from a variety of sources are critical to making decisions.
9. Students should be prepared to compete and contribute in a changing global and multilingual society.

## **Section 1.2 – Vision**

We will work with families and our diverse community to ensure that students perform at an internationally competitive level in a learning environment that is safe, nurturing and engaging.

## **Section 1.3 – Mission**

The Beaufort County School District, through a personalized learning approach, will prepare graduates who compete and succeed in an ever-changing global society and career marketplace.

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## Section BCR 2 - Accountability

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### **Section BCR 2.1 – Board Role and Job Description (formerly BCR 4)**

The role of the Board is to focus community attention towards ensuring the successful education of students in a manner consistent with the Beliefs, Vision, and Mission adopted by the Board.

To carry out that role, the Board will:

1. ~~E~~establish expectations for student achievement, provide resources to enable students to meet those expectations, and hold the Superintendent accountable for the academic progress of all ~~BCSD~~District students.
2. ~~develop Results policies and~~ Rigorously monitor performance against approved performance benchmarks.
3. ~~H~~ire a Superintendent whose qualifications meet those contained in the Superintendent's job description and who the Board believes can meet the responsibilities of the position, ~~and Evaluate the Superintendent's his/her~~ job performance in line with his/her contract and both the *Performance Expectations* and *Results* established in the *Strategic Governance Plan*.
- 3.4. ~~A~~adopt operating and capital budgets that support the Board's *Strategic Plan* ~~Results and Performance Expectations~~.
- 4.5. ~~O~~btain community input about expectations for student achievement and preparation for their future beyond grade twelve.
- 5.6. ~~E~~xercise stewardship by a) monitoring ~~a~~) the use of resources to ensure that operating and capital funds are spent wisely and effectively, and b) ensuring the BCSD complies with State and/or local procurement processes. the participation of Minority and Women Business Enterprises in the District's overall procurement process
- 6.7. ~~expect~~ Require the Superintendent and his/her staff to respond appropriately and in a timely manner to educational issues and concerns.
8. ~~B~~uild coalitions with parents, community members, and groups representing the diverse elements of Beaufort County, ~~and~~
7. ~~foster the participation of Minority and Women Business Enterprises in the District's overall procurement process.~~
- 8.9. ~~A~~dvocate for the needs of the ~~District~~BCSD and the children it serves with local, state, and federal elected and appointed officials.

~~9.10.~~ Respect the value and importance of all ~~District~~BCSD students and employees.

~~10.11.~~ Ensure acceptable Board performance through ~~annual self-effective~~ evaluation ~~of Board Commitments and Responsibilities and Accountability and Monitoring policies and processes.~~

~~11.12.~~ Appoint an independent auditor to conduct an annual external review of the ~~District~~BCSD's financial condition and report directly to the Board. ~~The auditor shall serve no more than five consecutive years. Issue a Request for Proposals for independent auditor no more than every five (5) years.~~

~~12.13.~~ Hire and annually evaluate an Executive Assistant whose qualifications meet those contained within his/her job description. ~~define job roles, hire, and evaluate an executive assistant to the Board.~~

~~13.14.~~ seek input from parent/stakeholders through regular meetings designed to address issues that directly affect the educational decision of the students, including policy changes. ~~operating cost changes and resource monitoring.~~

~~14.15.~~ assure that each School Improvement Council and school and district leaders understand the function and role of the School Improvement Council through ongoing training opportunities.

~~15.16.~~ promote the expectation that quality education is in the forefront of all decision making processes.

~~16.17.~~ provide agenda items and motions that are slated for consideration in a manner that would allow time for the SIC, BCSD employees and parent/stakeholders to review the information in their monthly meetings.

~~17.18.~~ Regularly and routinely seek input from students, parents, educational stakeholders, employees, members of School Improvement Councils, and other persons interested in Beaufort County education and engage in frequent, transparent and effective communication with the goal of fostering a community vested in the academic achievement of all students.

~~18.~~

## **SectionBCR 2.2 – Governance Commitment (formerly BCR 5)**

~~1. The primary purposes of the Board are to assure that the District achieves the student achievement *Results* as specified by policy and that the system operates effectively and efficiently as specified in the *Performance Expectations* section of Board policy. Therefore, In order to fulfill its Mission, the Board will hold itself accountable for its performance as follows:-~~

1. The Board will ~~monitor its performance periodically and~~ engage in Board development to assure continuous improvement in its capacity to govern effectively. Board members shall participate annually in professional development in accord with South Carolina law and the Board's expectations.
- ~~1.2.~~ The Board will focus on strategic leadership rather than administrative details. The Board will deal with administrative matters only through the Superintendent and will not direct orders to the Superintendent's subordinates either publicly or privately.
- ~~2.3.~~ The Board will observe a clear distinction between the responsibilities of the Board and the Superintendent responsibilities.
- ~~3.4.~~ The Board will give direction to the Superintendent and his staff through majority decisions of the full Board rather than through individual decisions. Because all powers of the Board lie in its action as a group, individual Board members will exercise their authority over BCSD affairs only as they vote to take action at a legal meeting of the Board. The Board will not be bound in any way by any action or statement on the part of any individual Board member not delegated by the Board.
- ~~4.5.~~ The Board will communicate frequently and regularly with the parents/stakeholders of Beaufort County and strive to maintain public trust through full and open communications involving all issues ~~regarding school integrity and education, to include decision making and monitoring of programs.~~
- ~~5.6.~~ ~~Executive Closed meeting~~ session meetings will be limited to only those matters allowed by South Carolina law ~~issues involving personnel matters, excluding matters involving the Superintendent, contract bid discussions, or legal matters that do not involve: school integrity, academic issues or agency contracts/agreements.~~
- ~~6.7.~~ The Board will govern and fulfill its commitments and will take action to prevent any officer, Board member individual, or committee from hindering the Board's performance or preventing the Board from fulfilling its commitments.
- ~~7.8.~~ The Board will govern legally and ensure that its actions are consistent with state and federal laws and with the Board's own policies and commitments.
- ~~8.9.~~ ~~The Board will govern legally and ensure that its actions are consistent with state and federal laws and with the Board's own policies and commitments.~~

### **Section BCR 2.3 - Meeting Protocol (formerly BCR 6) School Board Meetings**

- I. **Purpose.** To establish the basic structure for the conduct of meetings of the Board of Education. The Board commits to holding meetings that are conducted with maximum effectiveness and efficiency. All Board meetings will be conducted in accordance with the

South Carolina Freedom of Information Act. All Board meetings, except for periods in which the Board is in executive session, shall be open to the public.

**II. Regular Board Meetings.** The Board will normally hold its regular meetings on the first and third Tuesday of each calendar month. The Board will annually approve a calendar of Board and Board committee meetings, normally at its final work session of the preceding year. Regular Board meetings will normally begin with executive session at 5:00 PM and public meeting at 6:00 PM and will adjourn no later than 8:30 PM unless extended by majority vote of the Board members present at that meeting. The first meeting of each month will normally be conducted at the Beaufort County Council Chambers, and the second meeting of each month will normally be conducted at the Bluffton Library. The Board may alter the time and place of a meeting and/or the schedule of meetings as necessary.

**III. Work Sessions.** The Board will hold quarterly work sessions. Although action may be taken, the purpose of the work sessions is to allow the Board opportunities for planning and discussion without formal action. Topics to be discussed will be announced publicly and sessions will be conducted in accordance with South Carolina law.

**IV. Special Called and Emergency Meetings.** Special called and emergency meetings of the Board may be convened in accordance with South Carolina law.

**I.V. Board Member Expectations.**

Board members will:

A. At Board meetings, Board members shall:

1. Be ~~come to meetings~~ adequately prepared, having read materials provided to Board members in advance of the each meeting, including all minutes. A Board member requesting a correction or amendment to minutes of a previous meeting should notify the Board Secretary prior to the meeting at which the Board is scheduled to approve such minutes.
2. Wait to be recognized by the Chair or presiding officer before speaking.
3. Make comments germane to the matter being actively discussed. The Chair or presiding officer may interrupt a Board member who comments on or moves from a topic not being discussed or debated, resulting in the cessation of that Board member's comments.
4. Allow those Board members who have not yet spoken on a topic being discussed or debated to comment. The Chair or presiding officer shall give priority of



comment to a member who has not yet spoken on the topic being discussed or debated. The equal participation of all members is valued.

5. Allow staff, other Board members, or presenter to finish presentations before asking questions. The Chair or presiding officer shall allow the presenter to complete the presentation before allowing questions from members of the Board or, where appropriate, senior staff members.
- 5.6. Address the topic being discussed or debated without appealing to the biases, prejudices, or emotions of the audience or others.
- 6.7. Support the Chair or presiding officer in facilitating an orderly meeting.
- 7.8. Communicate openly and actively to avoid surprises, and listen attentively to speakers.
- 8.9. Practice respectful body language, tone and expression.
- 9.10. Use executive sessions strictly in accordance with law.
11. Be present to vote on a matter before the Board, unless waived by the Chair or presiding officer. The committee Chair shall allow members to vote by telephone at committee meetings only.

B. At Board meetings, Board members shall not:

1. Interrupt or speak over another Board member.
2. Not engage in separate communications when discussion or debate is ongoing.
3. Not engage in other disrespectful or disruptive conversations.
4. Monopolize discussion or debate on an issue or topic.
5. Surprise or embarrass Board members or staff.
6. Repeat the full discussion and debate from Board committee meetings. The Chair may allow committee members to succinctly state their basis for support or opposition of a committee matter before the Board. Only additional questions from Board members are to be addressed to presenters.

7. Unreasonably delay action on consent agenda items.

- ~~identify issues of concern before meetings whenever possible.~~
- ~~B.C. speak only when recognized by the Chair or the presiding Board officer.~~
- ~~C. not interrupt each other during debate.~~
- ~~D. not engage in disruptive or disrespectful side conversations.~~
- ~~E. minimize unnecessary repetition.~~
- ~~F. not monopolize the discussion.~~
- ~~G. address the merits of the issue being discussed without appealing to the biases, prejudices, or emotions of the audience.~~
- ~~H. support the efforts of the Chair or presiding Board officer to facilitate an orderly meeting.~~
- ~~I. communicate openly and actively in discussion to avoid surprises.~~
- ~~J. value equal participation of all members.~~
- ~~K. practice respectful body language.~~
- ~~L. listen attentively when other members speak.~~
- ~~M.D. not surprise or embarrass each other or members of the staff.~~
- ~~N. attend to consent agenda items as expeditiously as possible; an item may be removed from the consent agenda by a request of a Board member approved by the majority vote of the Board.~~
- ~~O. use executive sessions strictly in accordance with law.~~

**VI. Executive Sessions.**

- A. The Board, by majority vote, may vote to go into executive session for reasons provided by law. The Superintendent may attend executive session, except when his/her absence is allowed or mandated by his/her contract or applicable law. The Board's attorney may attend executive session, except when his/her employment is being discussed. The Board may allow BCSD staff members to be present during executive session as necessary to fully address any topic being discussed.
- B. Before going into executive session, the Chair or presiding officer shall announce the proposed reasons for going into executive session and put the question of whether to go into executive session to a vote.
- C. The Board shall not take any formal action in executive session. Formal action means a recorded vote committing the Board to a specific course of action.
- D. The Board will not take a vote or poll its members in executive session. A vote may be taken in open session on a matter discussed in executive session only after the Board returns to open session.

E. Board members and all others attending executive session shall not disclose matters discussed in executive session.

F. Board members and allowed or required staff are not allowed to participate in executive session by telephone or other remote means. Persons must be present to participate in executive sessions.

## **VII. Board Meeting Notification.**

A. The Board's executive assistant shall distribute notice of each regularly called Board meeting with the agenda and supporting materials to Board members no later than the Thursday evening immediately prior to the Tuesday meeting. The supporting materials shall include minutes of any previous Board meeting which are to be voted upon at the next meeting. All Board members and staff members are to provide all materials to the Board's executive assistant no later than 5:00 PM on the Thursday immediately preceding the next regular Board meeting. If a Board member or staff member misses the deadline, that person is responsible for distributing the necessary materials to Board members, the Board's executive assistant and the Senior Staff.

B. The Board's executive assistant shall provide notice of Board meetings to the public in accordance with South Carolina law.

## **VIII. Board Meeting Agenda.**

A. The Board officers and the Superintendent, in cooperation with the Superintendent's Senior Staff, shall prepare the agenda for each regular meeting. The Board officers, the Superintendent, and the Superintendent's Senior Staff shall meet to set the agenda eight (8) days before each regular Board meeting. The date and time of the meeting may be altered as schedules require.

B. Board members who wish to place a topic or matter on a regular Board meeting agenda shall notify the Board officers, in writing or via electronic mail, no later than eleven (11) days prior to the scheduled meeting. No fewer than three (3) Board members must consent or agree to the topic or matter for it to be considered by the officers.

C. The normal order of business at a regularly called Board meeting shall be as follows:

1. Call to Order;
2. Executive Session, if necessary;
3. Approval of Agenda;

4. Pledge of Allegiance, Statement of Media Notification, and Invocation as allowed by law;
5. Points of Celebration;
- 5.6. Student Showcase;
- 6.7. Public Comments in accordance with Section \_\_\_;
- 7.8. Corrections of Public Comments;
- 8.9. Chairman's Report;
- 9.10. Committee Reports;
- 10.11. Superintendent's Report;
- 11.12. Board Business Items;
- 12.13. New Business;
- 13.14. Consent Agenda;
- 14.15. Public Comments in accordance with Section \_\_\_;
16. Adjournment.

D. The normal order of a regularly called Board meeting may be altered as necessary and appropriate by the Chair or presiding officer.

E. Items may be added to the agenda after the agenda is posted solely in accordance with South Carolina law.

F. Any Board member may move an item from Consent Agenda to Board Business Items prior to the Board agenda being approved by the Board. Once the Board has approved the Board agenda, moving an item from Consent Agenda to Board Business Items must be made by motion, seconded, and approved by majority of the Board. A Consent Agenda item may be removed from the Board meeting agenda by a motion of a Board member, which must be seconded and approved by the majority vote of the Board.

## **IX. Board Meeting Minutes and Materials.**

- A. The Board's executive assistant shall post the Board meeting materials to the BCSD website within 24 hours after the conclusion of any Board meeting.
- B. The Board's executive assistant shall post video recording of the meeting on the BCSD website no later than 48 hours after the conclusion of any recorded Board meeting.
- C. The Board's executive assistant shall post all approved minutes to the BCSD website within 48 hours of Board approval.
- D. The Board's executive assistant shall post approved Board policy revisions to the BCSD website within 24 hours after their approval.

#### **BCR 2.4-- Process for Addressing Violations of Policy (formerly BCR 12)**

~~The Board and each of its members are committed to faithful compliance with the provisions of the Board's policies. In the event of a member's willful and continuing violation, the Board will seek remedy by applying any of the following measures:~~

- ~~A. Conversation in a private setting between the charged member and the Board Chair, Board Officers, or other individual member. If a Board member perceives that a fellow member has violated the policies or commitments of the Board, that member may address his/her concerns with the member who is perceived to be in violation. Alternatively, the member may refer the concern to the Board Chair. If the Board Chair is suspected of the violation, the concern would be referred to the Vice Chair. The purpose of this step is to attempt to resolve any perceived violations at the lowest possible level involving the fewest number of individuals.~~
- ~~B. Discussion in a private session between the charged member and the full Board. In the event of additional violations by the same member, any member of the Board may request the Chair schedule a closed session discussion with the charged member. The charged member will be notified in writing by the Chair at least three workdays prior to the closed meeting of the entire Board and will be provided with a statement of the alleged violation. The closed meeting will be announced in advance and convened upon vote of the majority of the Board members in attendance in public session. The meeting may be attended by Board members and the Board's attorney.~~
- ~~C. Possible removal from any leadership or committee positions to which the charged member has been appointed or elected. If action is to be taken by the Board majority to remove the charged Board member from any appointed or elected position, the Board shall reconvene in open session immediately after the conclusion of the closed meeting and shall take a recorded vote on any such action.~~
- ~~D. Public censure of the charged member of the Board. If the majority of the Board members determine that it is in the best interest of protecting the public image and credibility of the Board to reprimand the violating member in public, such vote and statement of separation~~

~~from that individual's actions will be made in public session immediately following the closed meeting discussion.~~

~~E. Public accountability of the charged member of the Board. If a Board member makes an inappropriate or offensive remark toward the public, then the public or another Board member may make a motion at the time of the offense to vote publicly as to whether or not the violation would require an immediate public reprimand and/or a formal apology to the party offended.~~

## **Section BCR 2.45 - Monitoring Board Policies (formerly AM 1)**

**\*\*\* At the February 15 meeting, counsel recommended deletion. \*\*\***

The purpose of monitoring *Board Commitment and Responsibilities* and *Accountability and Monitoring* policies is to determine the degree to which the Board adheres to and fulfills its own policy commitments. Monitoring will be done as efficiently as possible, while effectively using Board and Superintendent time. Policies will be monitored as indicated in the Annual Work Plan, Policy AM-5. Monitoring and revision of policies may occur at Board meetings or during quarterly Board ~~Work Sessions~~Retreat sessions.

The Board and Superintendent will agree on specific data, measurements, and/or indicators by which the Board will determine compliance with *the Board Commitments and Responsibilities* and *Accountability and Monitoring* policies.

## **Section 2.5 - Delegation of Authority to the Superintendent (formerly AM 3)**

The Board will direct the Superintendent through written policies that prescribe the organizational Mission and Results.

1. The Board will develop policies that instruct the Superintendent to achieve defined results for identified recipients at a specific cost.
2. The Board will develop policies that define the authority the Superintendent may exercise in choosing the means to achieve the Board's Mission and Results.
3. The Board may change its policies at any time. Unless such rule is suspended or waived, all changes to Board policy require approval at three (3) meetings.
4. The Board delegates to the Superintendent responsibility and authority for establishing and executing other policies or administrative rules appropriate to achieving the Board's Mission and Results.
5. The Board directs the Superintendent to designate at least one (1) other District Office administrator, who is familiar with Strategic Governance and the proper operation of schools, to be available to assume the position of Superintendent on an emergency basis of

not more than two (2) weeks. If the emergency basis extends beyond two (2) weeks, the Board will take action as it deems appropriate.

The Superintendent shall not cause or allow any practice, activity, decision, or organizational condition that is unlawful, unethical, unsafe, disrespectful, imprudent, or in violation of Board policy. Additionally, the Superintendent will not knowingly or recklessly endanger the BCSD's or Board's public image or credibility.

## **Section 2.6 - Superintendent Accountability and Job Description (formerly AM 4)**

Organizational accomplishment of the Board's *Results* policies and operation according to the values expressed in the Board's Performance Expectations policies will be considered successful Superintendent performance. These two components define the Superintendent's job description.

The Superintendent has two major responsibilities upon which s/he will be evaluated. Those responsibilities are to ensure that the District:

1. Makes reasonable progress towards achieving the student performance goals adopted by the Board through its *Results* policies; and
2. Operates in a manner consistent with the Board's stated Performance Expectations.

### Formative Evaluation

The Board will establish an Annual Work Plan and calendar for its work, which will include scheduled monitoring throughout the year of each stated student performance specified in the *Results* policies and scheduled monitoring of each Performance Expectation. The Superintendent will provide monitoring reports as agreed upon by the Board and Superintendent. The Board will respond to each monitoring report by indicating one of the following:

1. Acceptance of the report as evidence of satisfactory performance, or
2. Expectation for improvement based on the conclusion of a majority of the Board.

### Summative Evaluation

In November, the Board will review the prior year's monitoring documents submitted by the Superintendent. The Board will use these reports as a basis to develop an overall summative evaluation document of the Superintendent's performance. The summative evaluation document will include areas of commendation and improvement as appropriate. Operational goals for the succeeding year will be determined on the basis of the summative evaluation.

### External Monitoring

At its discretion, the Board retains the option of seeking external monitoring of any performance area as a means of assessing performance.

**Section BCR 2.56 – Performance Expectation Reporting Schedule Annual Work Plan  
(formerly AM 5)**

**(insert work plan here)**



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## Section BCR 3 - Policy

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### **Section BCR 3.1 - Board Officers and the Election Process (formerly BCR 8)**

#### Election Process

1. Any Board member may nominate candidates for a position as Board officer; a second is required.
2. In order to win an election, a candidate must receive fifty percent (50%) plus one (1) of the votes of Board members present for the election, rounded down. For example, if all eleven members are present for the election, six (6) votes are necessary to win (one-half of eleven (11) is five and a half (5 1/2) plus one (1) equals six and a half (6 1/2), which then rounded down, equals six (6)).
3. If more than two (2) candidates are on the ballot and no candidate receives enough votes to win the election, the candidate receiving the fewest number of votes will be dropped prior to the next ballot until there are only two (2) candidates. If there is a tie between two (2) candidates for low vote getter, the next ballot will continue to include both.
4. Absentee ballots and proxies are not allowed.
5. Election of Board officers will be by a show of hands.
6. All Board officers will be elected to a two (2)-year term and serve until a successor is elected and assumes the office. Election of officers will be held at the first meeting in January of each "odd-numbered" year.
7. In the event of a resignation or any circumstances that, by majority opinion, prevents an officer of the Board from carrying out his/her duties, the Board will hold a regular election to fill that position for the remainder of the original term.
8. Board officers can be removed at any time by a two-thirds majority vote of the full Board.

#### Board Chair

The Board empowers the Chair to provide leadership by ensuring the integrity of the Board's processes and exercising interpretive responsibilities with integrity, fairness, and impartiality, thereby reflecting the spirit and intent of the Board in its deliberations. The Chair normally serves as the Board's official spokesperson.

The Chair has the following authority and duties:

1. Support and monitor Board behavior to ensure that it is consistent with its own rules and policies and those legitimately imposed upon it from outside the organization.
  - a. Conduct and monitor Board meeting deliberations to ensure that Board discussion and attention are focused on Board issues.
  - b. Ensure that Board meeting deliberations are fair, open, and thorough but also efficient, timely, orderly, and to the point.
  - c. e. —chairChair meetings with all the commonly accepted power of the position of Chair as described in Robert's Rules of Order, Revised.
2. Facilitate sound Board decision making by anticipating and addressing Board and member needs.
3. Facilitate the Board's summative evaluation of the Superintendent.
4. Represent the Board as appropriate and serve as spokesperson for the Board in announcing Board-approved positions.
5. Eexecute all documents authorized by the Board except as otherwise provided by law.
6. With the advice and consent of the Board, appoint the chair ~~and the vice chair and/or liaison~~ of all Board committees.
7. With the advice of the Board, appoint the members of ad hoc Board committees.
8. On behalf of the Board and in concert with the Superintendent, develop proposed Board meeting agendas consistent with the Board's Annual Work Plan.
9. Supervises the executive assistant to the Board and ensures that an annual performance evaluation is conducted by the Board.
10. Establish an audit committee which shall recommend to the Board specific areas for internal audit, ad shall coordinate annual audit requirements with administration.

#### Vice-Chair

The Vice-Chair has the following authority and duties:

1. ~~a~~Assume all responsibility and authority, as stated in policy, of the Chair in his/her absence or inability to ensure the integrity of the Board's processes; and
2. ~~R~~represent the Board as assigned by the Chair; and
3. ~~act as Parliamentarian at all official Board meetings.~~

### Secretary

The Secretary has the following authority and duties:

1. ~~T~~ake responsibility for the "To Do" list and the minutes of the Board meetings, ensuring that the "To Do" list is kept up-to-date and available to Board members and that all minutes are signed by the Secretary and dated when approved;
2. ~~S~~ign all documents and contracts as required by Board policy or law; and
3. ~~A~~ssume the role of the Chair as stated in Board policy in the absence of the Chair and Vice-Chair.
4. ~~S~~upervise and ensure the annual evaluation of the executive assistant to the Board.

### **Section BCR 3.2 - Board Committees (formerly BCR 9)**

The Board believes that committees serve a valuable role in achieving its goals.

1. Each January, the Board may create one (1) or more committees of the Board to perform delegated functions or to advise the Board. Among other tasks which may be assigned, Board committees may assist the Board by preparing alternatives, implications, or recommendations for consideration by the full Board.
2. The Board Chair shall appoint members to each committee. Prior to appointment, the Board Chair should request Board members notify him/her of their interest in serving on one (1) or more specific committee(s). To the extent possible and practicable, the Board Chair will accommodate such request(s).
3. The members of each committee shall elect a vice-chairperson by majority vote of the committee members. The Superintendent shall appoint a member of the Senior Staff as the staff liaison to each Board committee.
4. Board committees will not be created to direct or oversee ~~District~~BCSD staff, which is the function of the Superintendent. Board committees will not be created or used to perform or support activities or functions assigned to the Superintendent. Any direction to the Superintendent related to a committee recommendation will come from the full board.

- ~~3.~~ No Board committee may speak or act for the Board except when formally and expressly given such authority for specific and time-limited purposes.
- ~~4.5.~~ Board committee expectations and authority will be stated carefully by the Board to assure that committee authority will not usurp or conflict with the Board's own authority or conflict with the authority delegated to the Superintendent.
- ~~5.~~
- ~~5. The Board Chairman shall establish an audit committee which shall recommend to the Board specific areas for internal audit, and shall coordinate annual audit requirements with administration.~~
- ~~6. Board committees are to meet on/at their assigned day and time, unless otherwise approved in advance by the Board Chair. Any cancellation of a Board committee meeting shall be approved in advance by the Board Chair.~~
- ~~7. Matters may be added to a committee agenda as follows:~~
  - ~~a. Matters involving BCSD business may be initiated by staff but shall be approved by the committee chair and the Board Chair.~~
  - ~~b. Items may be assigned to a committee by the Board Chair. Items requested to be added by a Board member shall be made in the same manner as a request to add a matter to the full Board agenda.~~
  - ~~c. Items may be originated for discussion by the committee, in concert with the Board officers and Superintendent.~~
  - ~~d. Approval of scheduled Performance Expectations, matters on the Board's annual Work Plan, relevant Administrative Regulations, and other similar matters are to be added to the committee agenda.~~
- ~~8. Matters passed in committee by majority vote of the committee members shall be placed on the consent agenda at the next scheduled Board meeting.~~
- ~~9. Committee minutes.~~
  - ~~a. The Senior Staff member assigned to each committee shall ensure the minutes of each committee meeting are kept. In the event the assigned Senior Staff member is not present at the committee meeting, the Board's executive assistant shall keep the committee minutes.~~

- b. The Board's executive assistant shall work with assigned staff members to review minutes prior to distribution to the committee chair.
- c. Committee minutes shall be distributed to the committee chair for review no later than two (2) weeks after the committee meeting.
- d. Each committee chair shall review the provided minutes and return such to the Board's executive assistant within 48 hours of receipt.
- e. Committee minutes shall then be added to the consent agenda of the next Board meeting for approval by the Board.
- ~~a.f.~~ Once approved by the Board, the Board's executive assistant shall post the committee minutes to the BCSD website within 48 hours.

### **Section BCR 3.3 - Annual Planning Cycle and Work Plan (formerly BCR 10)**

1. The Board will follow an annual planning cycle, which includes an Annual Work Plan that schedules cyclical monitoring, review, and refinement of all *Results, Performance Expectations, Board Commitments and Responsibilities, and Accountability and Monitoring Policies*.
2. The planning cycle will end each year in July in order that administrative decision making and budgeting for the forthcoming year may be accomplished.
3. The planning cycle will start with the Board's development of its Annual Work Plan for the next year and will include:
  - a. Board development activities and topics, especially Board member skill-building and education related to the Board's work.
  - b. ~~S~~scheduled monitoring of all *Results, Performance Expectations, Board Commitments and Responsibilities, and Accountability and Monitoring* policies.
  - c. ~~E~~education discussions on governance matters including, as appropriate, orientation of candidates and new Board members in the Board's governance process and periodic discussions by the Board about means to improve its own performance.
  - d. ~~S~~scheduled monitoring of Superintendent's performance relative to Section 2.6AM-4.
  - e. ~~S~~essions focusing on student achievement; for example, "here is where we are and why," with respect to the *Results* policies.

### **Section BCR-3.4 - Board Member Code of Conduct (formerly BCR 11)**

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

1. Each member has the obligation to bring constituent issues or new initiatives to the Board or the Superintendent, depending on whether the issue involves the Board's role or the Superintendent's role; however, each Board member is obligated to act in the best interest of the school system as a whole. This obligation supersedes:
  - a. ~~A~~ny conflicting loyalty a member may have to other individuals, entities, or interest groups;
  - b. ~~L~~oyalty based upon membership on other boards or in professional organizations.
  - c. ~~C~~onflicts based upon the personal interest of any Board member or any member of his/her family; or
  - d. ~~A~~ny obligation to represent a particular constituency or subset of Beaufort County.
2. Board members may not attempt to exercise individual authority over the organization. Instead, Board members will:
  - a. ~~R~~efer complaints back into the system with notification to the Superintendent or the Superintendent's designee; and
  - b. ~~W~~hen speaking on behalf of the Board, communicate only explicitly-stated Board decisions.
3. To build trust among members and to ensure an environment conducive to effective governance, Board members will:
  - a. ~~F~~ocus on issues rather than personalities;
  - b. ~~R~~espect decisions of the full Board;
  - c. ~~E~~xercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other;
  - d. ~~R~~ecognize the positive and negative aspects of dissent and refrain from public criticism of the motives, thinking, and philosophy of other members but make their own views clear when in disagreement with a publicly-stated opinion of the Board;

- e. Not publicly disparage the Superintendent, staff, or other Board members;
  - f. Make every reasonable effort to protect the integrity and promote the positive image of the system and one another;
  - g. Never intentionally embarrass each other or the school system; and
  - h. Model courteous conduct that is inclusive, respectful, and timely at all times during their public service.
4. Members shall maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the Board or the ~~District~~BCSD, especially those matters discussed in closed session. If, for any reason, a Board member prefers not to participate in a confidential discussion that is authorized or has a conflict of interest with the subject under discussion, he/she should recuse him/herself in accord with State law.
  5. Members shall avoid conflicts of interest and the use of Board membership for personal gain or even the appearance of impropriety. A Board member should exclude himself/herself from discussion or votes on subjects pertaining to his/her potential conflict of interest in accordance with State law.

### **Section 3.5 - Process for Addressing Violations of Policy (formerly BCR 12)**

The Board and each of its members are committed to faithful compliance with the provisions of the Board's policies. In the event of a member's willful and continuing violation, the Board will seek remedy by applying any of the following measures.

1. Conversation in a private setting between the charged member and the Board Chair, Board Officers, or other individual member. If a Board member perceives a fellow member violated the policies or commitments of the Board, that member may address his/her concerns with the member who is perceived to be in violation. Alternatively, the member may refer the concern to the Board Chair. If the Board Chair is suspected of the violation, the concern would be referred to the Vice-Chair. The purpose of this step is to attempt to resolve any perceived violations at the lowest possible level involving the fewest number of individuals.
2. Discussion in a private session between the charged member and the full Board. In the event of additional violations by the same member, any member of the Board may request the Board Chair schedule a closed session discussion with the charged member. The charged member will be notified in writing by the Board Chair at least three (3) workdays prior to the closed meeting of the entire Board and will be provided with a statement of the alleged violation. The closed meeting will be announced in advance and convened upon vote of the majority of the Board members in attendance in public session. The meeting may be attended by Board members and the Board's attorney.

3. Possible removal from any leadership or committee positions to which the charged member has been appointed or elected. If action is to be taken by the Board majority to remove the charged Board member from any appointed or elected position, the Board shall reconvene in open session immediately after the conclusion of the closed meeting and shall take a recorded vote on any such action.
4. Public censure of the charged member of the Board. If the majority of the Board members determine it is in the best interest of protecting the public image and credibility of the Board to reprimand the violating member in public, such vote and statement of separation from that individual's actions will be made in public session immediately following the closed meeting discussion.
5. Public accountability of the charged member of the Board. If a Board member makes an inappropriate or offensive remark toward the public, then the public or another Board member may make a motion at the time of the offense to vote publicly as to whether or not the violation would require an immediate public reprimand and/or a formal apology to the party offended.

### **Section BCR 3.65 - Cost of Board Governance (formerly BCR 13)**

#### **I. Compensation.**

##### **A. Annual Salary.**

1. Each Board member shall receive compensation in the amount of \$7,500 per year, except for the Chair who will receive an additional \$1,000 for a total of \$8,500 annually.
2. The Board may amend the annual salary for members of the Board only after three (3) readings of the issue at public, regularly-scheduled monthly meetings and after allowing public comment on the issue.
3. No increase in the salary of Board members may take effect until after the next general election for Board members

##### **B. Meeting Stipend.**

1. Each Board member shall receive \$50 for attendance at any scheduled or special called Board meeting or any scheduled meeting of a Board committee, except work sessions and Board hearings lasting more than four (4) hours in a single day.
2. In the event a committee meeting immediately proceeds a Board meeting, Board members meeting the requirements of this policy shall receive one per diem payment.



3. Each Board member shall receive \$100 per day for attendance at a scheduled work session or Board hearing lasting more than four (4) hours in a single day.
4. To receive the meeting stipend, a Board member must arrive within the first ten (10) minutes and remain until the meeting is adjourned.
5. "Meetings" are defined as official Board and committee meetings at which minutes are taken and published for Board member distribution.
6. Exceptions to the requirement a Board member attend an entire meeting to qualify for the per diem payment shall be made in the event a Board member becomes or is ill, or upon approval by the Board Chair or Committee Chair.
7. Increases in per diem payments to Board members take effect immediately after approval by the Board.

## II. Expenses.

- A. District Travel Expenses. When members incur in-District travel expenses for carrying out their Board responsibilities, they may be reimbursed from District funds upon submission of completed travel vouchers and supporting receipts. Mileage and expense reimbursement must be consistent with amounts established by the State for its employees.
- B. Travel Allowance (In-State and Out of State). In addition, each fiscal year, Board members will be provided with a travel allowance for continuing education activities, including conferences and seminars relating to their Board responsibilities. The exact amount will be determined annually during the budget process. Any amount spent over the annual limit becomes the sole responsibility of the individual Board member. Transfer of travel allowances between Board members is prohibited unless approved by a Board majority.
- C. District-Owned Vehicles. Use of District-owned vehicles by individual Board members or a group of Board members must be pre-approved in writing by the Chair or his/her designee, and appropriate paperwork must be completed and submitted pursuant to District practice. Whenever District-owned vehicles are used by Board members, mileage will not be paid.

### ~~Section BCR 3.76 – Safe School Climate School Uniforms (formerly BCR 14)~~

~~Appropriate dress shall be required of all students. To carry this out the Board will establish the following through District Administration.~~

- ~~1. A clearly defined District Dress Code, supportive of a positive educational environment, shall be established for ALL schools. Such dress code shall define the specific kinds of~~

~~dress with sufficient detail as to type, size, style, fit, and color(s) to ensure proper educational decorum.~~

- ~~2. Subject only to legally mandated exceptions, school uniforms shall be worn at all BCSD schools beginning in 2009-2010, and at all high schools beginning in 2010-2011. Within the parameters of the District Dress Code, the Superintendent shall establish the procedures by which each school shall adopt its uniforms with flexibility given to each school to determine details such as color and style.~~
- ~~3. The Superintendent shall devise a plan for strict and consistent enforcement of this policy in a manner that will not unduly burden classroom teachers nor take time away from scheduled instruction.~~
- ~~4. The Superintendent shall draft the District Dress Code referenced in Item (1) above.~~
- ~~5. The District Dress Code and uniforms mandated by this policy shall be implemented at the start of the 2009-2010 school year for all elementary and middle schools and at the start of the 2010-2011 school year for all high schools.~~
- ~~6. Appropriate dress shall be required of all faculty, staff, and administrators. The Superintendent shall draft a dress code for all faculty, staff, and administrators.~~

### **Section BCR 3.87 - DIVERSITY STATEMENT AND GOALS (formerly BCR 15)**

The Beaufort County School District and its Board of Trustees (collectively, the "BCSD") is committed to identifying and correcting policies, practices, programs, and procedures perpetrating the achievement gap and institutional racism in all forms. The BCSD welcomes students, staff and faculty, and volunteers regardless of race, religion, age, gender, national origin, disability, sexual orientation, or other legally protected classification. The BCSD desires to teach all children to live, learn and work together in a diverse society. The BCSD will develop culturally competent students and leaders who possess cultural awareness, attitudes, knowledge and skills.

These corrective measures will significantly impact student learning and cultural and community awareness and will offer alternative solutions so no student or community is disproportionately impacted. To this end, the BCSD establishes the following overarching goals:

1. To provide an equal opportunity for a quality public education to all students and to avoid student assignment decisions defeating the Board's objective to achieve integrated and unitary schools to the extent practicable.
2. To endeavor to employ and assign administrators, faculty, and staff to reflect the racial and cultural diversity of our community and student body.

3. To provide transportation to all students within their attendance zones and to provide and promote equitable extracurricular activities at all schools within grade spans.
4. To ensure equitable educational facilities and technology are provided to all students, regardless of location.
5. To clearly define and publicize our continuing commitment to diversity.
6. To make high quality diversity education, orientation, and training available to all members of the BCSD community.
7. To create and sustain a climate in which respectful discussions of diversity are encouraged and take leadership in creating opportunities for interaction and cross group learning.
8. To support continued examination and review to advance the BCSD commitment to diversity and to assess the ways in which diversity advances the BCSD mission.

### **Section BCR-3.98 - CONFLICTS OF INTEREST (formerly BCR 16)**

- I. Purpose. To establish the basic structure for determining ethical conduct by BCSD employees and the avoidance of conflicts of interest by Board members and BCSD employees.
- II. Definition of Immediate Family Member. For purposes of this Policy, "immediate family member" shall be defined as including the parent, spouse, sibling or child of a Board member or BCSD employee.
- III. Board of Education Conflicts of Interest. No immediate family member of a Board member will be employed without the written approval of the Board. This does not apply to persons employed before his/her immediate family member became a member of the Board.
- IV. BCSD Employee Conflicts of Interest.
  - A. The BCSD will assign employees so that one immediate family member does not have direct supervisory authority over another. For purposes of this Policy, "direct supervisory authority" will be defined as the ability to hire, evaluate, or recommend the termination of individuals an employee supervises.
  - B. Additionally, no members of the same immediate family, certified or support staff, will be hired to work in the same administrative unit or school building or under the same immediate supervisor without prior approval of the Superintendent. This procedure,

however, will not affect the continued employment of personnel who are related to other staff members.

- C. When an immediate family member of the Executive Leadership, the Facilities Planning and Construction Officer, or personnel in the Procurement and Contracting offices is offered employment with a current contracted service or construction vendor associated with the BCSD and/or a company that has submitted a bid offer package to the BCSD, the matter shall be reported to the Superintendent immediately to determine if a conflict of interest exists. For purposes of this Policy, "Executive Leadership" shall be defined as the Superintendent and any member of the Superintendent's Senior Staff.
- D. In cases where an employee is required to take action or make a decision which affects him/herself or other individuals for which a conflict exists, the employee will take the necessary steps to remove him/herself from the potential conflict of interest
- E. The Superintendent, the Chief Financial Officer, and all other BCSD employees required by state law must file an annual statement of economic interest with the State Ethics Commission.

### **Section 3.10 – ADMINISTRATIVE REGULATION REVIEW**

The Board directs the Superintendent to provide all proposed Administrative Regulation changes to the appropriate Board committee for review and input. Once reviewed by the appropriate Board committee, at the next appropriate Board meeting, the Superintendent, during the Superintendent's Report, shall notify the Board of the revised Administrative Regulations.

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*Section ~~BCR~~ 4 - Community Leadership*

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**Section ~~BCR~~ 4.1 Public Comment at Board of Education Meetings (formerly BCR 7)**

The Board recognizes its deliberations benefit greatly from public input and perspective. In order to allow the public to address the Board on District and school-related topics, the Board will hold two Public Comment periods at its regularly called Board meetings. The first Public Comment period shall not exceed thirty (30) minutes, and the second shall not exceed fifteen (15) minutes. The time period(s) for each Public Comment period may be extended by majority vote of the Board members present and voting.

Participants must:

1. Read and fully complete a Public Comment Card and submit it to the Board Clerk. Cards will be available at the Board's meeting site beginning one (1) hour before the scheduled Board open session meeting begins. If there is no scheduled executive session at the beginning of the Board meeting, Public Comment Cards will be available at the Board's meeting site thirty (30) minutes prior to the meeting.
2. To be eligible for participation in the first Public Comment period, a prospective speaker must complete and provide the card to the Clerk before conclusion of the first Public Comment period. To be eligible for participation in the second Public Comment period, a prospective speaker must complete and provide the card to the Clerk between the conclusion of the first Public Comment period and the conclusion of the second Public Comment period.
3. A prospective speaker's failure to fully complete the Card, including providing one (1) or more specific topic(s) upon which the speaker wishes to be heard, and/or provide it to the Clerk within the time set forth in this Policy will be grounds for the Chair to refuse that speaker's public comment request. A prospective speaker's generic statement of topic(s) will be grounds for the Chair to refuse that speaker's public comment request.
4. Persons will be heard in the order cards are provided to the Clerk.
5. If, at the conclusion of the first Public Comment period, persons who properly completed a Public Comment Card have not been heard, the Board may either hear those speakers at the beginning of the second Public Comment period or, by majority vote of the members present and voting, extend the time for the first Public Comment period. Those persons who were unable to address the Board during the first Public Comment period will be heard first during the second Public Comment period, time permitting.

6. A person may speak during each Public Comment period.
7. Speakers shall confine their comments to issues within the domain of the Board.
8. Speakers shall not yield their time to another speaker.
9. Speakers shall refrain from racial comments, obscenities, and vulgarities, shall not reference specific individuals by name, shall not make derogatory comments about specific individuals, and shall not commit other breaches of respect.
10. No presentation by a speaker shall exceed three (3) minutes. The Chair shall strictly enforce this time limit. A suitable timing device shall be employed and shall audibly notify the speaker of the end of his/her comment period.
11. Persons appearing before the Board are reminded as a point of information that Board members are without authority to act independently as individuals in official matters. Understand the Board will not respond to speakers orally. Thus, questions may be directed to the Board, but answers may be deferred pending proper background investigation and formal consideration or referred to administration.

Adherence to Public Participation Expectations:

1. At the request of the presiding Board officer, individuals who violate the expectations of the Board during Public Participation will be asked to cease speaking and return to their seats or to leave the Board Room.
2. Should the participant fail to abide by the reasonable directives of the presiding officer, the Board may prohibit the offending speaker from participating in further Public Participation sessions for a period not to exceed six (6) month and/or may request the removal of the participant from the Board Room and District grounds by law enforcement.
3. The Board reserves the right to waive or alter this procedure if, in the opinion of the Board, it is warranted by the circumstances of any particular meeting. This shall be done by an affirmative majority vote.

Obtain community input about expectations for student achievement and preparation for their future beyond grade twelve.

9. Foster the participation of Minority and Women Business Enterprises in the BCSD's overall procurement process.
10. Involve School Improvement Councils from each school in decision-making process and evaluation programs to promote quality education.

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## Section BCR 5 – Board-Superintendent Relationship

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### **Section BCR 5.1 - Board-Superintendent Relationship (formerly AM 2)**

The Board is responsible for hiring the Superintendent. The Superintendent is the Board's sole connection in giving directions to the operational organization.

1. The Superintendent is responsible for all matters related to the day-to-day operation of the District within the parameters of Board policies.
2. The Board will direct the Superintendent only through official decisions of the full Board.
3. The Board will make decisions by formal, recorded vote in order to avoid any confusion about whether direction has been given or not. The Superintendent is not expected to follow the directions of individual Board members, officers, or committees unless the Board has specifically delegated such exercise of authority.
4. Requests from the Board for substantive information shall be made to the Superintendent and not to individual members of the ~~District~~BCSD staff. Should the Superintendent determine that an information request received from an individual Board member or Board committee requires a material amount of staff time or is unreasonable, the Superintendent is expected to see that the request is referred to the full Board for authorization.
5. The authority over, and accountability of, staff are the responsibility of the Superintendent.
6. Except as required by law, the Board will not participate in decisions or actions involving the selection, evaluation, discipline, or dismissal of any employee other than the Superintendent.

### **BCR 5.2 – Delegation of Authority to the Superintendent (formerly AM 3)**

~~Policies. The Board will direct the Superintendent through written policies that prescribe the organizational Mission and Results.~~

Accordingly:

- ~~1. the Board will develop policies that instruct the Superintendent to achieve defined results for identified recipients at a specific cost.~~
- ~~2. the Board will develop policies that define the authority the Superintendent may exercise in choosing the means to achieve the Board's Mission and Results.~~
- ~~3. the Board may change its policies at any time.~~



- ~~4. the Board delegates to the Superintendent responsibility and authority for establishing and executing other policies or administrative rules appropriate to achieving the Board's Mission and Results.~~
- ~~5. the Board directs the Superintendent to designate at least one other District Office administrator, who is familiar with Strategic Governance and the proper operation of schools, to be available to assume the position of Superintendent on an emergency basis of not more than two weeks. If the emergency basis extends beyond two weeks, the Board will take action as it deems appropriate.~~

#### Executive Constraint

~~The Superintendent shall not cause or allow any practice, activity, decision, or organizational condition that is unlawful, unethical, unsafe, disrespectful, imprudent, or in violation of Board policy. Additionally, the Superintendent will not knowingly or recklessly endanger the District's or Board's public image or credibility.~~

#### **BCR 5.3 – Superintendent Accountability and Job Description (formerly AM 4)**

~~Organizational accomplishment of the Board's Results policies and operation according to the values expressed in the Board's Performance Expectations policies will be considered successful Superintendent performance. These two components define the Superintendent's job description.~~

~~The Superintendent has two major responsibilities upon which s/he will be evaluated. Those responsibilities are to ensure that the District:~~

- ~~1. makes reasonable progress towards achieving the student performance goals adopted by the Board through its Results policies; and~~
- ~~2. operates in a manner consistent with the Board's stated Performance Expectations.~~

#### Formative Evaluation

~~The Board will establish an Annual Work Plan and calendar for its work, which will include scheduled monitoring throughout the year of each stated student performance specified in the Results policies and scheduled monitoring of each Performance Expectation. The Superintendent will provide monitoring reports as agreed upon by the Board and Superintendent. The Board will respond to each monitoring report by indicating one of the following:~~

- ~~1. acceptance of the report as evidence of satisfactory performance, or~~
- ~~2. expectation for improvement based on the conclusion of a majority of the Board.~~

#### Summative Evaluation

~~In November, the Board will review the prior year's monitoring documents submitted by the Superintendent. The Board will use these reports as a basis to develop an overall summative evaluation document of the Superintendent's performance. The summative evaluation document~~

~~will include areas of commendation and improvement as appropriate. Operational goals for the succeeding year will be determined on the basis of the summative evaluation.~~

External Monitoring

~~At its discretion, the Board retains the option of seeking external monitoring of any performance area as a means of assessing performance.~~