



BOARD GOVERNANCE and
OPERATING PROCEDURES
2024-2025

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ANDOVER BOARD GOVERNANCE and OPERATING PROCEDURES

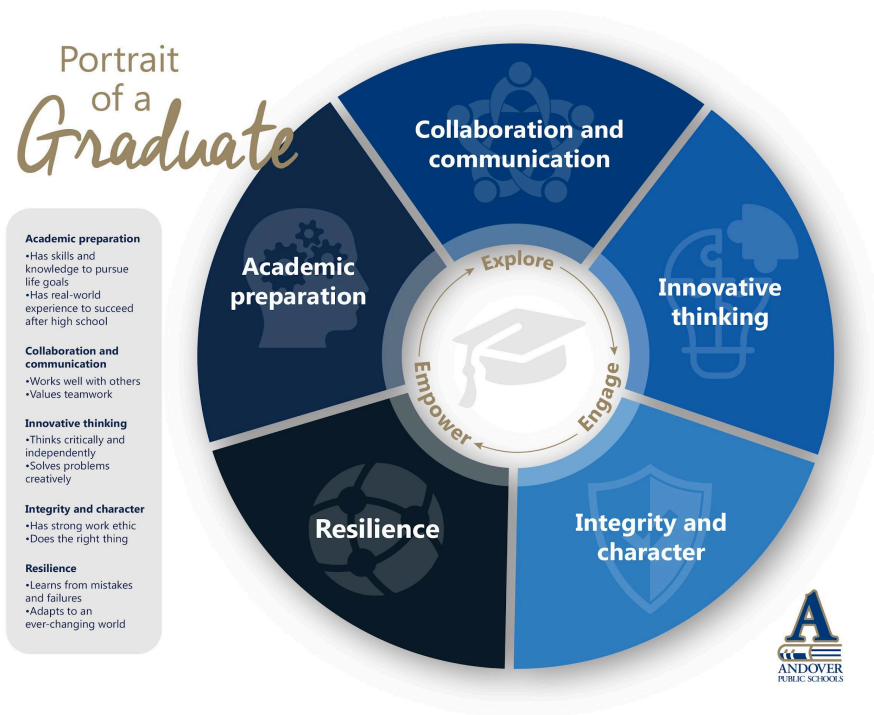
In effective school systems, the superintendent and the board function as a “board team.” The school board is the corporate policy-making body for the district. The superintendent and staff provide the leadership to cause board policies to be implemented. Therefore, the Andover Board of Education and superintendent function as a “board team” to provide open communication to the staff, students, parents, and community members of the district.

The Andover Board of Education adopts these guidelines and procedures to facilitate clear expectations and smooth operations of the school board, and to effectively communicate with the board team, staff, and members of the district.

Mission Statement

Andover Public Schools prepares learners for a changing world by creating meaningful educational opportunities that equip and empower students to lead successful and fulfilling lives.

Our Vision



District Goals

Student Achievement and Educator Effectiveness:

Enhance student engagement and learning through exploration of real-world experiences that teach students to think creatively and solve problems critically. Ensure high-quality instruction in every classroom by collaborating to provide professional learning that enhances educator effectiveness.

Culture and Safety:

Ensure a positive and safe environment where we learn from mistakes, build character and resilience, and demonstrate integrity to optimize student and staff wellness and success.

Communications:

Engage stakeholders through timely, purposeful communication that promotes district initiatives and builds connections within our community.

Fiscal Responsibility:

Demonstrate effective stewardship of fiscal resources.

District KESA Goals

- Increase reading proficiency utilizing multiple measures on the Andover Data Dashboard.
- Increase preparation for post-secondary success utilizing multiple measures on the Andover Data Dashboard.

Student Achievement and Educator Effectiveness: Portrait of a Graduate Focus- Academic Preparation

Structured Literacy

- LETRS: Continue providing professional learning to elementary teachers
- Elementary ELA Instruction: Implement UFLI Foundations and Amplify CKLA
- Secondary Reading Instruction: Implement building-wide MTSS core reading strategies
- Intervention: Use the Andover Reading Expectations for Core and Intervention document to guide instruction, assessment, and intervention

Standards Alignment

- Cohesive Curriculum:
 - Begin alignment of applicable curriculum with new state assessment development guides during district PLC collaboration meetings

- Continue using district scope and sequence documents to plan instruction (as applicable); review and revise documents as needed during district PLC collaboration meetings

Balanced Assessments

- State Assessments: Administer new state assessments
- FastBridge: Implement SAEBRS and mySAEBRS as universal screeners
- Data Analysis Meetings: Engage staff in analyzing benchmark and progress monitoring data using a structured format

Quality Instruction

- MTSS Reading Professional Learning: Continue partnership with TASN to implement enhanced academic tiered systems of support that meet students' individual needs
- Andover Instructional Framework: Implement updated and enhanced Andover Instructional Framework (AIF)
- WalkThrough: Implement new walkthrough tool that is aligned to the AIF
- Collaboration: Conduct at least one collaborative inquiry cycle at the secondary level (optional for elementary/may delay until 2025-26)

Culture and Safety: Portrait of a Graduate Focus- Resilience, Integrity & Character

- Student Success Skills: Continue partnership with TASN to implement enhanced supports that meet students' individual needs and implement electronic Individual Plans of Study (IPS)
- Mental Health: Continue partnership with South Central Mental Health and Friends University to provide mental health services for students and families
- Safe and Supportive Schools:
 - Technology core refresh at ACHS and ACMS
 - Upgrade Access Control
 - Update Emergency Operations Plan
 - Implement crisis reunification plan

Communication: Portrait of a Graduate Focus- Collaboration & Communication

- Engagement Tools: Review mass communication and newsletter tools for best practices to maximize family engagement
- District Initiative Connections: Help stakeholders make connections to district initiatives in our social media posts and newsletters
- Non-Resident: Implement non-resident open enrollment process

Fiscal Responsibility:

- Budget Priority Areas: Identify budget priority areas for new state resources that include staff compensation for all employee groups, partial restoration of building budget reductions made in 2023-24, shifting maintenance & custodial salaries out of capital outlay & back into general fund, and establishing reserves to meet eCademy facility repair & infrastructure needs
- Budget Efficiencies & Cost Savings
 - Continue LED lighting conversion projects
 - Reduce outsourced mowing
 - Begin servicing all boilers and chillers in-house
 - Complete Banking Services RFP

Board Member Expectations

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

As a board member, I will strive to:

- ☐ make decisions based on the educational welfare of all children.
- ☐ focus board action on policy making, strategic planning, and selecting/evaluating the superintendent.
- ☐ make attending board meetings a priority and give presenters my full attention.
- ☐ recognize that the role of the board is to govern and oversee the management of the district. I will delegate authority to the superintendent for the day-to-day operations of the district and will not seek to participate in the day-to-day operations.
- ☐ review and evaluate district policies and will work to make desired changes so they will be current and relevant.
- ☐ come to board meetings prepared to discuss and take action on all agenda items. I will study the material in BoardDocs and follow established procedures to obtain additional information prior to each board meeting.
- ☐ work to avoid surprises and will give the superintendent or board president notification of my concerns prior to the board meetings, so that the concerns can be properly addressed either prior to or during the meeting.
- ☐ understand that I have not only the right, but the duty, to express my views and opinions and ask questions at the board table, and will make a good faith effort to understand the views of others.
- ☐ recognize that the board must make decisions as a whole in public. I will attempt to render decisions based on the available facts and my independent judgment and refuse to surrender my independent judgment to individuals or special interest groups.

- ☐ avoid being placed in a position of conflict of interest, and, if such a conflict is unavoidable, I will disclose such interest and remove myself from the discussion and voting on such matters.
- ☐ respect and support the decisions made by the majority of the board.
- ☐ recognize that while I am free to express my personal views, the board president is the spokesperson for the board, and the superintendent is the spokesperson for the district.
- ☐ be respectful and listen to ideas presented to the board at either a meeting or in informal situations, be it from parents, staff, students, community members, other board members, or other stakeholders. I will listen and then refer any person to appropriate school personnel.
- ☐ let the superintendent or other board members know of public reaction to board policies and school programs as appropriate.
- ☐ exercise caution when communicating between and among board members including electronic communication, and will abide by the Kansas Open Meetings Act (“KOMA”).
- ☐ hold confidential matters that, if disclosed, would needlessly injure individuals, schools, or the district. I will respect the confidentiality of information that is privileged under applicable law, including executive session discussions.
- ☐ stay informed about current educational issues by individual study and through participation in programs providing needed information; for example, those sponsored by the Kansas Association of School Boards (“KASB”) and the National School Boards Association (“NSBA”).
- ☐ take no private action that will compromise the board, the administration, or the district.
- ☐ refrain from using my board position for personal or partisan gain.
- ☐ support the employment of those persons best qualified to serve as district staff.
- ☐ support and protect district personnel in the proper performance of their duties.
- ☐ review and revise Board Governance & Operating Procedures annually at the beginning of each fiscal year.
- ☐ As board president, I understand that there is an additional time commitment when serving as president.
- ☐ I will work closely with the superintendent to develop both short and long term plans for board business, including the agenda development.
- ☐ I will serve as the spokesperson for the board when dealing with the media and other public communications.
- ☐ I will advise persons addressing the board to follow established guidelines and to do so in a respectful manner and not allow inappropriate communication to be directed to the board or the superintendent during board meetings.
- ☐ I will ensure that all board members are given an opportunity to express their views.

- ❑ I will work toward building consensus among all board members.
- ❑ I will work with respective board members as conflict arises between board members or between board members and the superintendent.
- ❑ I will follow parliamentary procedure, to the extent that it does not conflict with board policy.

Board Meetings

Regular meetings

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

Developing the board meeting agenda

- Agendas are created by the superintendent and board officers and are presented to the board no later than Thursday preceding the regularly scheduled meeting.
- Any board member may provide a written or verbal request to the superintendent or board president to have an item placed on the agenda. The request will be discussed at the next agenda planning session, assuming the request is received prior to such session, and may be added at the discretion of the board president.

Use of consent agenda:

A consent agenda may include items of a routine and/or recurring nature grouped together under one action item.

- For each item listed as part of a consent agenda, the board shall be furnished with background material.
- All such items shall be acted upon by one vote without separate discussion, unless a board member requests that an item be withdrawn for individual consideration.
- The remaining items shall be adopted under a single motion and vote.
- Consent Agenda Items, may include, but may not be limited to:
 - Board minutes for approval;
 - Bills for payment and acceptance of the monthly financial report;
 - Personnel report;
 - Routine renewals;
 - Items recommended by the superintendent and agreed to by the board;
 - Items that were discussed and agreed to at a previous BOE meeting.

Use of Executive Session:

The statute that provides for executive sessions of public meetings and the procedure for calling an executive session is very specific. The action to go into executive session must be by a formal motion that includes:

- The subject(s) to be discussed during the executive session;
- The justification for the executive session; and
- The time and place at which the open meeting shall resume.

All board meetings are open public meetings. Motions to recess into executive session may be constructed as follows. "I move that the board go into executive session to [fill in subject(s)] pursuant to [fill in justification from 1-7 enumerated below] and that the open meeting shall resume at [fill in time] in the boardroom.

A subject in executive session would be the matter or issue presented for discussion, and the board member must include a brief description of the subject(s) to be discussed in the motion while still protecting important privacy interests. For example, the subject could be to discuss an individual employee's performance, to hold a student discipline appeal hearing, to discuss potential litigation with our legal counsel and/or any other matters as would appropriately fit under the justification to be utilized.

Acceptable justifications for recessing into executive session include the following:

1. The non-elected personnel exemption under KOMA;
2. The exception for matters which would be deemed privileged in the attorney-client relationship under KOMA;
3. The exception for employer-employee negotiations under KOMA;
4. The exception for data relating to financial affairs or trade secrets of corporations, partnerships, trusts, and individual proprietorships under KOMA;
5. The exception relating to actions adversely or favorably affecting a student under KOMA;
6. The exception for preliminary discussion relating to the acquisition of real property under KOMA;
7. The exception under KOMA for school security matters to ensure the security of the school, its buildings, and/or its systems is not jeopardized.

When a motion is made to go into executive session, all blanks in the sample motion must be filled. The time the board will return to the open meeting and the room in which the meeting will resume will be specifically stated. If necessary, the executive session may be extended with another motion made after the board returns to open session.

The board is required to have an open session prior to and after an executive session.

Discussion in executive session must be limited to the subject(s) stated in the motion

To maintain clarity, it is best to limit the motion and the subsequent executive session to one topic at a time. No binding action shall be taken during an executive session.

The board should keep the executive session focused only on the information stated in the motion.

Recording the Motion for Executive Session

A motion containing a statement of the subject(s) to be discussed, the justification for going into executive session, and the time and place the meeting will resume must be recorded in the minutes as part of the permanent records of the district. The clerk should also record who was present in the executive session. If anyone enters or leaves the executive session, the time the individual entered or departed must be recorded in the minutes.

Attendance in Executive Session

Only board members have the absolute right to be present in an executive session. All others must be asked, including the superintendent. In most cases, except during his/her evaluation, the superintendent will attend the executive session. The board should only invite those who have pertinent information to present to the board. They should be dismissed from the executive session immediately after the information has been given and should not remain in the executive session during the board discussion.

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

Timing Executive Sessions

It is very important for the board to conduct the executive session for the length of time stated in the motion, no longer and no shorter. If the board needs more time, they must re-enter open session and make a new motion to go into executive session. The clerk should notify the board when the time designated for the executive session has lapsed.

If the board comes out of executive session prior to the time stated in the motion, a break or recess must be declared. The board may not return to open session until the time allotted for the executive session has expired.

Executive Session Confidentiality

- Any information from an executive session is confidential and shall not be discussed outside of the executive session.

Regular board meeting agenda

Opening Items

- Pledge of Allegiance
- Call to order

Approval of Agenda
Comments from the Public at Discretion of Presiding Officer
Regular Consent Items
Reports
Discussion Items
Action Items
Superintendent and BOE (“Board of Education”) Report
Executive Session (as needed)
Adjourn

Board member preparation for meetings

Board members should come to board meetings fully prepared to discuss and take action on all agenda items.

- Board members should notify the superintendent or board president as soon as they are aware they are unable to attend a board meeting.
- The board clerk will notify board members on the Thursday prior to the Monday board meeting that the meeting agenda and supporting information has been updated on BoardDocs.
- Board members are responsible for studying the material before the meeting.
- It is the board member’s responsibility to share questions or concerns regarding agenda items with either the superintendent or board president prior to the meeting.
- The superintendent will contact board members prior to the meeting to discuss any known questions or concerns and to provide additional information.

Board member conduct during meetings

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

- Commenting solely on the business under deliberation and not extraneous matters.
- Directing requests for documentation or reports at the board table to the superintendent and not to the presenter. A majority of the board members must concur that the information is needed before the superintendent will be responsible to gather and distribute it. The board and the superintendent will agree on a reasonable timeframe for the requested material to be provided to all board members.
- At no time should board members direct comments or questions to members of the audience. Those questions should be directed to the Superintendent or Board Clerk.
- Seeking solutions and reasonable compromises or consensus when there are differences of opinions.

- Setting electronic devices in a non-audible mode.
- Directing attention to the presenter and business at hand.
- Trying to eliminate surprises. Board members should inform the superintendent or board president of any pertinent knowledge of an agenda item prior to the meeting. Emergency situations warrant exceptions.

Persons addressing the board

- Audience participation at board meetings is limited to any portion of the meeting designated as “Comments from the Public”, if such portion is included on the agenda for a given meeting. 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.
- Patrons wishing to speak to the board regarding an agenda item for that meeting, need to contact the board clerk by 4:30 p.m. on the business day preceding the regular meeting with their request and the nature of the comments or concerns they wish to share. If the person has a concern or complaint on another matter, no request to address the Board during public comments shall be granted by the Board President or designee until all the steps outlined in BOE Policy KN (Complaint) have been completed and verification has been received by the Board President from the superintendent or designee.
- At regular meetings, the board president may allot no more than 30 minutes during Comments from the Public to hear persons who desire to make comments to the board. Each patron may have up to five minutes, at the board president’s discretion, to address the board with comments or concerns.
- No student or staff names or references to school employees or identifiable groups of employees shall be discussed during this time. If names or references to identifiable employees are used, the Board President will immediately intervene. The speaker will forfeit any remaining time and may lose the opportunity to address the Board at future meetings.
- Delegations of several persons addressing the same issue are encouraged to appoint one person to present their views to the board.

Board response to persons addressing the board

- During any Comments from the Public, board members are to listen to comments without response.
- The board president may direct administration to investigate item(s) and report back to the board and/or the individual citizen.
- Individual board members may also choose to follow up with the speaker outside of the meeting setting.

Discussion of employee/student issues

- Neither the board nor individual board members will encourage or actively participate in negative comments regarding individual employees or students.

Hearings, grievances, student / employee discipline

- The board will conduct all hearings or presentments in accordance with applicable board policies.
- During hearings or presentment, the board president or superintendent may seek legal counsel as deemed necessary.
- The board shall not use any student's name outside of executive sessions except for positive recognition.
- Student/disciplinary hearings will be held in executive session if requested in accordance with board policy and state law.

Discussion of motions

- All discussions shall be directed solely to the business currently under deliberation.
- The board president or designee has the responsibility to keep the discussion to the motion at hand and shall halt discussions that do not apply to the business currently before the board.
- Board members, prior to giving their comments, shall ask for and receive recognition by the presiding officer.

Board member participation in discussion, debate and voting

- All board members in attendance at a meeting shall vote on all action items unless a conflict of interest applies.
- All board members may make motions, second motions, and enter into debate on all agenda items.
- In case of a tie, the motion fails. The president may bring the item back to the board during a subsequent meeting.
- In case of a less than unanimous vote, the board members will respect the decision and the implementation of the will of the quorum of the board once a decision has been made.
- A majority of the entire board (4 votes) is needed to pass a motion.

Board Organization

- Election of officers

- An individual board member may decline nomination for any or all offices.
- The officers shall be a president and a vice president. The president and vice president shall be members of the board. Board officers shall serve for a term of one year or until a successor is elected. Officers are not term limited.
- At the organizational meeting in July, the current board president will ask for board officer nominations. Each office will be voted on separately by the board.
- In the case of a vacancy of the office of president, the vice-president shall succeed to the office of president for the remainder of the term. A vacancy in the office of vice-president of the board shall be filled by a majority vote of the board.
- Role and authority of officers
 - No board member or officer has authority to speak for the board outside the board meeting unless authorized to do so by the board.
 - No individual board member can direct employees in regard to performance of their duties.

Selection and operation of board committees

- Committee representation is determined during the July organizational meeting.
- Board members serving on standing committees will make recommendations or advise the board as a whole relative to the committee's area of study.
- Additional committees may be formed as deemed necessary by the board, and members shall be appointed by the board president.

Communication

Board member communication with each other

- Board members shall abide by the Kansas Open Meetings Act ("KOMA"). KOMA defines a "meeting" as:
 - Gathering or assembly of four or more board members (in person or through use of telephone or any other medium for interactive communication);
 - Purpose is to discuss business or affairs of the school district or board.
 - Board members should refrain from deliberating board issues outside of official board meetings.
- Social Gatherings

- Four or more board members may attend the same social event (i.e. Football game, wedding) if the purpose is not to discuss school business.
- Board members should refrain from discussing school business at these events.
- Telephone Calls
 - Four or more board members may not participate in a conference call to discuss board business unless such call is an official meeting of the board.
 - Four or more board members may not share a common topic of discussion in a series of calls regarding school business with an intent to reach agreement.
- Electronic Communication
 - KOMA also applies to electronic communication between four or more board members.
 - Four or more members may not participate in an interactive discussion via group text or email if the purpose is to discuss school business or affairs.
 - The superintendent or board clerk may initiate group emails or texts to the board. Individual board members may reply directly to the superintendent or clerk but should not “reply all” to the group.
 - If a board member has information he/she would like sent to the entire board, he/she should contact the superintendent or board clerk, who will disseminate the information as appropriate.
 - Board members should not text or email other board members during board meetings.
 - Board members should keep personal communications (including email) separate from their board communications.
 - Board email should be checked daily.
 - Treat all communication as potentially subject to requests under the Kansas Open Records Act (“KORA”) and the Freedom of Information Act (“FOIA”).

Board member communication with the community

- The board will communicate with the community through board meetings, public hearings, and written and electronic publications.
- Board members are encouraged to interact with the community; however, individual board members cannot speak for the board or in an official capacity outside of the board room unless specifically authorized to do so by the board.
- Board members should not communicate information in BoardDocs prior to the board meeting which is not part of the public agenda. Because such information is often confidential, in draft form, and/or includes recommendations not subject to disclosure under KORA prior to citation in a

board meeting or a board decision on the matter, individual members should not forward such information to any other individual.

- Board members may communicate information in the superintendent's weekly update unless it has been designated as confidential.
- If a board member receives a request for written information, they should refer the request to the board clerk, who serves as the Freedom of Information Officer for the district.

Board member responses to community or employee contacts

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

Board member communication with the media

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

Superintendent communication with board members

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

- Not urgent or not in the media – board weekly email update;
- Very important – Email;
- Crisis / Emergency situation – Text message or phone calls.
 - In the case of an emergency or crisis, the superintendent or designee will provide the following six pieces of information: What, Where, When, Who, Action Taken, and if appropriate, Public Statement for board members.
 - Phone calls will be placed in the following order: President, Vice President, and board members.
 - The superintendent or designee will provide updates as needed.

Board member communication with superintendent

- Following the process below keeps the superintendent informed, promotes efficient use of staff time, communicates to staff that we are on the same team, and keeps all board members informed.
- Board members should channel important questions, concerns, and requests for information directly to the superintendent and not to staff.
- The superintendent will then work with district staff to coordinate an appropriate response and share information, as appropriate, with all board members.

Board members' building visits

- Board members are encouraged to visit schools and school events.
- Board members should notify the superintendent or designee prior to visiting buildings during school hours, when they are not attending a normal parental activity or event.
- Board members should not give the appearance of evaluating district employees.

Board Development

New member orientation

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

- School district direction and overview
 - Mission statement
 - Annual District Goals
 - Multi-Year Plan
 - Annual District Fast Facts document
 - District Data Dashboard
 - Budget Summary
- Board member responsibilities
 - Board Policy
 - Hiring/evaluation of superintendent
 - Budget and strategic planning
- Board member documents
 - Board Governance Handbook
 - Board policy - include role of the board
 - BoardDocs
 - Board annual calendar

- Superintendent evaluation document
- Superintendent's contract
- Recent copies of the superintendent weekly update
- Collective Bargaining Agreements
- KASB documents and training opportunities
- Contact list for fellow board members and key administrative staff
- Other background information
 - Meet with members of the District Leadership Team (DLT) to get an update on what is occurring in all areas of the school district. This meeting should include a review of essential elements of departmental priorities and metrics for success.
 - Meet with the board clerk and discuss the clerk's responsibilities.
 - Tour of district office and the rest of the school district
 - Introduction to Andover Education Association leadership
 - Introduction to all principals

Board officer transition process

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

Annual board self-evaluation and establishment of board goals

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

Board member conflicts

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

Board training opportunities and procedures for travel

- Board members are expected to attend KASB board member training within the first six months of their board term in order to be educated on the diverse issues that they will be facing as a board member.

- Board members are expected to continue their professional training and take advantage of available training or conferences within or outside of the district on an ongoing basis.
- Board members should arrange travel, accommodations, and classes through the board clerk.
- All board members are to comply with the board policy on travel expenditures and submitting travel/training expenses.
- Board members are encouraged to give a summary of training at an upcoming board meeting.

Key Roles of the Board

Establish the district's vision, mission, and goals

- The board shall ensure the development of district vision, mission statement, multi-year action plan, annual district goals, and the monthly action plan.
- The board will annually approve multi-year goals and action plan presented by administration.
- The board will also approve specific measures of success for each goal.
- Staff will present periodic updates on progress with district goals at board meetings or, as appropriate, provide written reports.
- The District Data Dashboard will be presented to the board on a quarterly basis.

Development and adoption of the district budget

- No later than June 30 of each year, the administration shall:
 - Present the proposed mill rate for the following school year;
 - Present cash flow projections and ending cash balance recommendations;
 - Share preliminary budget projections.
- In July the administration will present updated information on budget development.
- In August the board will hold the required budget hearing and formally approve the district budget for the current school year.
- The Chief Financial Officer (CFO) will provide financial updates to the board on a monthly basis at the board meeting.

Direction and oversight of annual negotiations process

- The board will provide direction and oversight of the annual negotiations process.

- Board members may be selected to participate in negotiations meetings on the board team along with building and district administrators.

Hiring and evaluation of the superintendent

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

Development, review, and update of board policy

- Board policies are developed, reviewed, and updated on a bi-annual basis due to recommendations from KASB or as required in response to legislative and other governmental actions, judicial rulings, district's attorney and administrative review, or current practice shifts.
- Board policies are initially reviewed and updated by a board policy committee consisting of board officers, superintendent, and board clerk.
- New or revised board policies are approved by the voting procedure of the board.

Review, and update Board Governance and Operating Procedures

- Board Governance and Operating Procedures are updated annually in response to district or board needs by the board policy committee.
- New or revised board procedures are approved by a majority of the board.