

**CONCORD AND CONCORD-CARLISLE SCHOOL COMMITTEE
OPERATING PROTOCOLS
2023-2024**

For the purpose of enhancing teamwork among members and representatives of the Concord and Concord-Carlisle School Committees and between the School Committees and the Administration, we, the members and representatives of the Concord and Concord-Carlisle School Committees, do hereby publicly commit ourselves collectively and individually to the following operating protocols that offer further guidance to our approved policies.

1. The Superintendent and the School Committees' **primary responsibility is to represent and advocate for the needs and interests of all students in the districts.** School Committee members and representatives agree to thoughtfully seek and support solutions that will provide the greatest benefit to students.
2. It is the responsibility of the School Committee to **set a positive tone** for the entire District and make every effort to **promote a positive image** for our school system.
3. The School Committee will agree upon **up to four annual SMART goals** that help solve an identified challenge or issue, or to address an opportunity for enhanced student achievement. At least **once a quarter, the School Committee will assess collective progress** in moving toward the milestones established as part of our goal-setting process.
4. The School Committee will **exercise leadership, vision, policy-making and advocacy on behalf of the students,** while the Superintendent and Administration will manage the operations of the schools.
5. School Committee members and representatives will **channel their questions and requests** for information, reports, and data **through the Chairs** instead of directly to the Superintendent or other relevant staff. The Chairs will ensure that all members are kept abreast and informed of members' questions, and have equitable access to information.
6. School Committee members and representatives will **attend meetings well prepared** to discuss issues on the agenda. Members and representatives will **contact the chairs in advance** of meetings if they have **concerns about an agenda item, topic, or process.**
7. The Superintendent and the School Committee will **avoid surprises** wherever possible. If School Committee members or representatives, or the Superintendent have questions or concerns, they will **contact the Chair(s) as soon as possible.** Short of a significant

crisis, it is inappropriate to share grave concerns for the first time in public meetings.

8. School Committee Chairs will strive for **efficient and well managed meetings**. School Committee meetings are for decision-making, action, and votes, not lengthy discussion. We agree to **move the question when discussion becomes repetitive**.
9. A School Committee member or representative's **authority** is derived only **through a majority decision of the Committee**.
10. Once the School Committee has taken action, School Committee **members and representatives will support the official position of the School Committee**. We will lead by example and work to build trust.
11. School Committee members and representatives will **follow the chain of accountability**. School Committee members and representatives will **refer constituents to the appropriate administrator and notify the Superintendent through the Chairs** when listening to a concern rather than trying to manage it themselves. While the School Committee is eager to listen to its constituents and staff, each inquiry is to be referred to the person who can properly and expeditiously address the issue.
12. The School Committee will **encourage debate and differing points of view**, but agrees to avoid words and actions that create a negative impression of the district or of each other. Our debates will be conducted with care and respect, will maintain confidentiality, and adhere to the Open Meeting Law. All **members, representatives and the Superintendent should raise a point of order to pause the meeting to address uncivil behavior**.
13. The **School Committee Chair** (or his/her designee) will **represent the School Committee to the media**. Should another School Committee member or representative be approached by the media, they will refer the matter to the Chair. Chairs will keep members and representatives abreast of media inquiries and responses.
14. We acknowledge that School Committee meetings are business meetings that are held in a public setting.
15. The School Committees will **review and revise its protocols** as needed and **as part of the committees' self-reflection and self-evaluation each year**.