

*Focusing on Strategic Leadership,
Continuous Improvement
and Accountability*



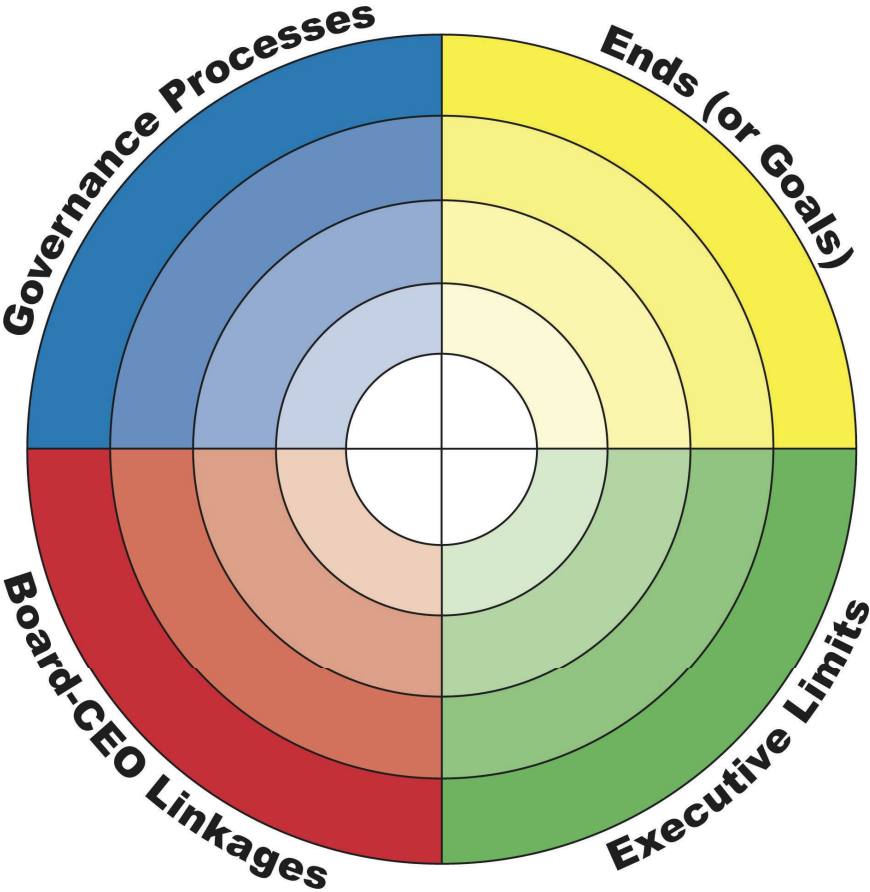
Board of Education Policy Governance Book

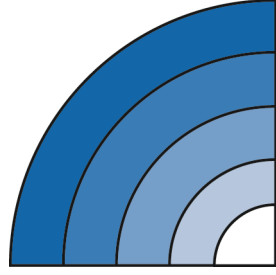
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Douglas County School District’s Board of Education has adopted a new governance structure. It is built on a set of policies that cover the four areas where the Board can most effectively carry out its responsibilities as trustees of the community.

Policies start from the most general statement (outside ring) and become more specific, moving in one layer at a time. The depth of the Board’s involvement can change from policy to policy. Working from the inside allows the Board to define the line between its responsibilities and those of the CEO.





Governance Processes

GP 1.0 Board's Purpose

On behalf of the community of Douglas County School District, the purpose of the Board of Education is to assure that the District (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.

GP 1.1 The Board's Governing Style

The Board will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) diversity in viewpoints and sufficient understanding of issues, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) pro-activity rather than reactivity.

Accordingly:

- 1.1.1 The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of board governance policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
- 1.1.2 The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those Ends.
- 1.1.3 The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its board governance process policies at any time, it will observe them scrupulously while in force.
 - 1.1.3.1 Board members are expected to attend regular and special meetings of the Board.
 - 1.1.3.2 Board members who fail to attend three consecutive regular meetings of the Board will be deemed to have vacated their Board membership, unless the Board determines otherwise in accordance with applicable law.
 - 1.1.3.3 The Board will fill any vacated position on the Board as permitted by law.
 - 1.1.3.4 A Board member participating in a meeting by telephone or other means of communications technology by which all members participating may hear each other during a meeting is deemed to be present and in attendance at the meeting, whether or not the member is allowed to vote as otherwise provided in or limited by Board policies.
- 1.1.4 Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- 1.1.5 The Board will allow no officer, individual, or committee of the Board to hinder or excuse the fulfillment of its commitments.

- 1.1.6 The Board will monitor and discuss the Board's process and performance following a self-evaluation schedule. This schedule shall be approved by the Board at the last regular scheduled meeting of the school year. Self-monitoring will include at least an annual comparison of Board activity and discipline to policies in the Governance Process and Board-Superintendent Linkage categories.
- 1.1.7 All governing policies of the Board are contained in this document, and they remain in effect, unless amended or deleted by Board action.

GP 1.2 The Job of the Board

The specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance. Accordingly, the Board has direct responsibility to create:

- 1.2.1 The link between the ownership and the operational organization.
- 1.2.2 Written board governing policies that address the broadest levels of all organizational decisions and situations.
 - 1.2.2.1 Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - 1.2.2.2 Executive Limitations: Constraints on executive authority, which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - 1.2.2.3 Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 - 1.2.2.4 Board-Superintendent Linkage: How power is delegated and its proper use monitored; the Superintendent's role, authority, and accountability.
- 1.2.3 Assurance of successful organizational performance.
- 1.2.4 A favorable legislative impact.
- 1.2.5 Reviewing, monitoring, and revising all Board governance policies, according to the agreed upon schedule.

GP 1.3 Board President Responsibilities

The Chair of the Board shall be titled "President." The President of the Board ensures the integrity of the Board's process and normally serves as the Board's official spokesperson. Accordingly, the President has the following authority and duties:

- 1.3.1 To lead the Board so that the Board's performance is consistent with its own rules and policies and those legitimately imposed on it from outside the organization.
 - 1.3.1.1 Board meeting deliberations are conducted and monitored to include only Board issues that, as defined in Board policy, belong to the Board to decide or monitor. Deliberations are fair, open and thorough, but also efficient, timely, orderly, and to the point.
 - 1.3.1.2 To make decisions that fall within the topics covered by Board policies on Governance Process and Board-Superintendent Linkage, except a) concerning the employment or termination of a Superintendent, and b) where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in those policies.

- 1.3.1.3 The President has no authority to make decisions about policies created by the Board in the Ends and Executive Limitations policy areas.
- 1.3.1.4 The President has no authority to supervise or direct the Superintendent.
- 1.3.2 To represent the Board to outside parties in announcing only Board-stated positions and in stating decisions and interpretations within the areas delegated to him or her. The President may delegate this authority to other Board members when appropriate, but remains accountable for its use.
- 1.3.3 To sign all contracts and official Board reports authorized by the Board.
- 1.3.4 In the absence or inability of the President, the Vice-President shall have and perform all of the powers and duties of the President.
- 1.3.5 The Board President is required to set the agenda and run the agenda planning meeting (GP 1.5).

GP 1.4 Other Board Officers

In addition to the President, the Board shall have a Vice-President, a Secretary and a Treasurer. The Secretary and Treasurer may be staff members appointed by the Board. The Board may also appoint an Assistant Secretary and an Assistant Treasurer. No Board member may serve more than two terms in any single office of the Board. Staff members serving as Board officers are exempt from term limits.

President

According to the law, the president of the Board shall preside at all meetings of the Board (C.R.S. 22-32-105). The agenda for regular meetings is set by the Board President. The president must sign any written contract to which the school district may be a party when such contracts are authorized by the Board and must sign all official reports of the district except when otherwise provided by law. The president ensures the integrity of the Board's process and normally serves as the Board's official spokesperson. The president otherwise enjoys the same privileges, responsibilities and authority as other Board members. The president is a voting member of the board and, except for matters pertaining to the conduct of meetings, has decision-making authority no greater than that of other Board members.

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Vice President

In the absence or inability of the president, the vice president shall have and perform all of the powers and duties of the president. Delegation of other responsibilities will be determined as needed including participation on agenda planning.

Secretary

The Board Secretary drafts and sends replies on behalf of the Board in response to communications directed to the entire Board in compliance policies regarding members' ability to speak for the Board as a whole. This includes corresponding with public comment participants following public comment, attesting any formal, written documentation, and contract executions of the Board, and participating in agenda planning.

Assistant Secretary (see also BOARD OF EDUCATION OFFICE)

The assistant secretary shall cause notice to be given to each member of the Board of all special meetings of the Board, cause minutes of each meeting of the Board to be kept and preserved, serve as custodian of the seal of the district and perform other tasks as assigned by the Board and/or Superintendent (C.R.S. 22-32-106).

Treasurer

The treasurer assists with the development of the Board Department Budget, approves Director reimbursement

requests, and expenditure requests not already budgeted. The Treasurer will be the liaison between the Board and the FOC unless delegated to another board member.

Assistant Treasurer

The treasurer must account for all monies belonging to the district and submit reports as may be required by the Board (C.R.S. 2-32-107). All warrants, orders or checks drawn in payment of lawfully incurred and properly authorized obligations of the district must bear the written or facsimile signature of the assistant treasurer of the Board. The Business Services Department shall administer receipts and disbursements and take care of all accounting processes, the Assistant Treasurer, Chief Financial Officer, is legally responsible for all requirements set forth in the law.

GP 1.5 Agenda Planning

The Board will prepare and follow an annual agenda plan that includes (1) a complete re-exploration of Ends policies annually and (2) continuous improvement in Board performance through Board education, enriched input, and deliberation.

Accordingly:

- 1.5.1 The Board's annual planning cycle will conclude each year on the last day of June, so that administrative planning and budgeting can be based on accomplishing a one-year segment of long-term Ends.
- 1.5.2 The cycle will start with the Board's development of its agenda for the next year.
 - 1.5.2.1 The Board will identify its priorities for Ends and other issues to be resolved in the coming year, and will identify information gathering necessary to fulfill its role. This may include consultations with selected groups in the ownership, other methods of gaining ownership input, governance education, and other education related to Ends issues, (e.g. presentations by advocacy groups, demographers, other providers, staff, etc.).
 - 1.5.2.2 The President will, at the commencement of the Board's annual planning cycle, prepare for the Board's consideration a tentative agenda plan for the following year's meetings.
- 1.5.3 The President will determine the agenda for any particular meeting, although Board members may request or recommend any appropriate matters for Board consideration.
 - 1.5.3.1 A Board member may recommend or request a matter for Board discussion by submitting the item to the President no later than the regularly scheduled agenda planning session.
 - 1.5.3.2 The meeting agenda will be finalized at a regular agenda planning session by the President. Any other Board member and the Superintendent are welcome to attend.
 - 1.5.3.3 The meeting agenda and packet presentations that require action are to be received by Board members at least four days prior to the scheduled Board meeting.
 - 1.5.3.4 By an affirmative vote of a majority of the members of the Board present at a regular meeting, additional matters may be added to the agenda of any such Board meeting.
- 1.5.4 The Board will attend to Consent Agenda items (those items delegated to the Superintendent yet required by law or contract to be Board-approved) as expeditiously as possible.
- 1.5.5 Monitoring reports due and/or submitted will be on the agenda for acceptance per the board's agenda plan for the year. Other discussion of operational activities and performance will be included on the agenda only if other data indicate policy violations, if policy criteria are to be

debated, or if the Board for any reason chooses to amend its monitoring schedule.

- 1.5.6 Superintendent evaluation summary and compensation will be decided annually (to be effective July 1) after a review of monitoring reports received during the past year according to the Superintendent-Linkage plan.

GP 1.6 Board Committee Principles

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board’s job and so as never to interfere with delegation from Board to Superintendent.

Accordingly:

- 1.6.1 A committee is a Board committee only if its existence and charge come from the Board.
- 1.6.2 Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation.
- 1.6.3 Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Superintendent.
 - 1.6.3.1 When fulfilling his or her charge from the Board, a Board liaison may reasonably interpret relevant Governance Process policies and relevant, specific Board decisions as evidenced by officially passed motions, making decisions or taking actions necessary to fulfill that charge, as long as those decisions or actions are reasonable interpretations of Governance Process policies and specific Board decisions.
- 1.6.4 Board committees cannot exercise authority over staff. Because the Superintendent works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
- 1.6.5 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not usually be used to monitor organizational performance on that same subject.
- 1.6.6 Unless legally required, committees will be used sparingly and ordinarily in an ad hoc capacity.
- 1.6.7 This policy applies to any group, that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members even if a committee consists of one Board member, who may be referred to as a “liaison.” It does not apply to committees formed under the authority of the Superintendent.
- 1.6.8 Board committees will have clear and specific goals, objectives, and timelines.

GP 1.7 Board Committee Structure

The only Board committees are those that are set forth in this policy. Unless otherwise stated or required by law, a committee ceases to exist as soon as its task is complete.

- 1.7.1 Name: District Accountability Committee
 - 1.7.1.1 Charge: This committee is charged with

- 1.7.1.1.1 For the Superintendent/District: (a) a review and recommendations concerning school improvement plans, to be submitted by December 1st of each year; (b) recommendations and appropriate reviews concerning accreditation, expenditures, and transportation fees, to be submitted by April 1st of each year; (c) such other legally-prescribed duties, to the extent necessary or requested by the Superintendent, completed on a schedule determined by law or reasonably by the Superintendent; and (d) such other products as are reasonably requested by the Superintendent by October 1st of each year in cooperation with the committee, delivered on a schedule reasonably determined by the Superintendent.
- 1.7.1.1.2 For the Board, to help the Board accomplish a portion of its job, and as more specifically requested by the Board by October 1st of each year (or otherwise requested as needed) in cooperation with the committee: (a) written alternatives and their implications concerning Ends issues, their costs and priorities, and including educational results to be achieved for students by the District; (b) written alternatives and their implications for all other Board policies, including limitations on District operations or staff means, which includes expectations for the safety of students; and (c) Opportunities for the Board to meet with community groups or other methods of gathering community opinion.
- 1.7.1.2 Composition: This committee shall be composed of members as described in the committee's by-laws. Initially, the Board shall appoint committee members who have been nominated through a process reasonably determined by the Superintendent and approved by Board legal counsel. Thereafter, the Board shall appoint committee members nominated by the committee. The Board may not appoint a nominee and may remove any committee member if, in the Board's discretion, that action would be in the best interest of the District.
- 1.7.1.3 Authority: This committee shall have authority granted by law, by its by-laws and by Board policy. Law and by-laws shall be interpreted by Board legal counsel. Board policy shall be interpreted reasonably by the Board's liaison, or if unavailable, by the Board President. The committee's by-laws shall be acceptable to the Board, its legal counsel and the Superintendent.
- 1.7.1.4 Authorized Funds and Staff Time: This committee may use funds, staff time and other District resources as reasonably determined by the Superintendent.
- 1.7.1.5 Monitoring Timeline: Unless otherwise stated in the charge above, this committee's products shall be provided to the Board annually, as determined by the Board President.
- 1.7.2 Name: Long Range Planning Committee
 - 1.7.2.1 Charge: This committee is charged with producing:
 - 1.7.2.1.1 For the Superintendent/District, as reasonably requested by the Superintendent and delivered on a schedule reasonably determined by the Superintendent: (a) community opinions, alternatives and their implications, and recommendations and their rationale concerning attendance boundaries, facility usage, anticipated capital expenditures, anticipated project needs, and site feasibility; and (b) other products reasonably requested.
 - 1.7.2.1.2 For the Board, to help the Board accomplish a portion of its job, and as more specifically requested by the Board: (a) population changes, trends and impacts on facilities; (b) alternatives and their implications, along with recommendations preferred by the committee as a whole along with appropriate rationale, for relevant Board policy changes, for specific projects needed over the intermediate-term, and for proposed uses of facilities; (c) community opinions concerning facility use, boundaries, and capital requirements; and (d) other products as the Board may request.

- 1.7.2.2 Composition. This committee shall be composed of members as described in the committee's by-laws. The Board shall appoint committee members nominated by the committee, if required by the committee's by-laws. The Board may not appoint a nominee and may remove any committee member if, in the Board's discretion, that action would be in the best interest of the District.
- 1.7.2.3 Authority. This committee shall have authority granted by its by-laws and by Board policy. By-laws shall be interpreted by Board legal counsel, or reasonably by the Superintendent, where appropriate. The committee's by-laws shall be acceptable to the Board, its legal counsel and the Superintendent.
- 1.7.2.4 Authorized Funds and Staff Time. This committee may use funds, staff time and other District resources as reasonably determined by the Superintendent.
- 1.7.2.5 Monitoring Timeline. Unless otherwise stated in the charge above, this committee's products shall be provided to the Board as needed, as determined by the Board President.

1.7.3 Name: Fiscal Oversight Committee

- 1.7.3.1 Charge: This committee is charged with producing:
 - 1.7.3.1.1 For the Superintendent/District, recommendations to maintain and/or improve upon the District's current and long-term fiscal strategies in such areas as: (a) budget (operating and capital); (b) accounting, audit, and financial reporting (internal and external); (c) banking (commercial and investment); and (e) other fiscal matters as assigned by the Board. It is expected that the FOC shall factor into its recommendations those events that may negatively affect the District and propose strategies to manage risks that otherwise could disrupt the continuity of a high level of educational services.
 - 1.7.3.1.2 For the Board, to assist the Board of Education in fulfilling its fiscal oversight responsibilities with integrity and reliability and in communicating between the District and all concerned parties on fiscal matters.
- 1.7.3.2 Composition: This committee shall be composed of members as described in the committee's by-laws. Initially, the Board shall appoint committee members who have been nominated through a process reasonably determined by the Superintendent and approved by Board legal counsel. Thereafter, the Board shall appoint committee members nominated by the committee. The Board may not appoint a nominee and may remove any committee member if, in the Board's discretion, that action would be in the best interest of the District.
- 1.7.3.3 Authority: The authority of the committee includes information gathering, fact-finding, and making recommendations as more fully provided in its bylaws. Bylaws shall be interpreted by Board legal counsel. The committee's by-laws shall be acceptable to the Board and its legal counsel.
- 1.7.3.4 Authorized Funds and Staff Time: This committee may use funds, staff time, and other District resources as reasonably determined by the Superintendent.
- 1.7.3.5 Monitoring Timeline: Unless otherwise stated in the charge above, this committee's products shall be provided to the Board annually, as determined by the Board President.

1.7.4 Name: Student Advisory Group

- 1.7.4.1 Charge: This committee is charged with producing:
- 1.7.4.1.1 For the Superintendent/District, a representative student forum that provides feedback on issues that warrant attention and affect students directly. It also affords students an avenue to express what they think is exceptional regarding their education, along with what could be improved.
- 1.7.4.1.2 For the Board, to help the Board accomplish a portion of its job in creating and monitoring Board policies that directly impact the education of students; and provide opportunities for the Board to meet and gather students' opinions on issues such as safety, programming, end statements, and graduation.
- 1.7.4.2 Composition: This committee shall be composed of high school students from each Douglas County School District high school. Guided by the District Director of Activities, Athletics and Student Leadership works directly with the Superintendent, District Administrators, and School Board members. The Board may not appoint a nominee and may remove any committee member if, in the Board's discretion, that action would be in the best interest of the District.
- 1.7.4.3 Authority: The authority of the committee includes information gathering, fact-finding, and making recommendations as more fully provided in its bylaws. Bylaws shall be interpreted by Board legal counsel. The committee's by-laws shall be acceptable to the Board and its legal counsel.
- 1.7.4.4 Authorized Funds and Staff Time: This committee may use funds, staff time, and other District resources as reasonably determined by the Superintendent.
- 1.7.4.5 Monitoring Timeline: Unless otherwise stated in the charge above, this committee's products shall be provided to the Board annually, as determined by the Board President.
- 1.7.5 Name: Mill and Bond Oversight Ad hoc Committee (MBOC)
- 1.7.5.1 Charge:
The charge of the Mill and Bond Oversight Committee (MBOC) shall be to become familiar with recent mill levy overrides (MLO) and bond (Bond) programs and project lists, monitor the progress of the improvements and programs being implemented and ensure MLO/Bond expenditures are in alignment with ballot language approved by voters.
- 1.7.5.1.1 For the Superintendent/District:
- Meet regularly to review progress to date.
 - Ensure that MLO/Bond expenditures are in alignment with ballot language approved by voters.
 - Participate in scheduled site visits during construction, as invited by the Chief Operations Officer.
 - Review Chief Financial Officer's recommendations for maintaining congruence between financial statements and identified spending of MLO/Bond funding.
 - Review the ongoing master schedule of projects.
 - Provide regular updates to the DCSD Communications Team that can be shared with the community.
- 1.7.5.1.2 For the Board:
- Assist the Board in fulfilling its responsibility to provide transparency and assurance that mill levy and general obligation bond funds, approved by Douglas County voters, are spent as intended and as represented to the voters.
 - Regularly report to the Board of Education the status of MLO/Bond expenditures.
 - Assist in maintaining public trust and confidence in the district through active

involvement in MLO/Bond project communications.

1.7.5.2 Composition:

This committee shall be composed of members as described in the committee's by-laws. Initially, the Board shall appoint committee members who have been nominated through a process reasonably determined by the Superintendent and approved by Board legal counsel. Thereafter, the Board shall appoint committee members nominated by the committee. The Board may not appoint a nominee and may remove any committee member if, in the Board's discretion, that action would be in the best interest of the District.

Vendors, architects, engineers and contractors who are eligible to submit quotes or bid on services to be paid for via the MLO and/or Bond are not eligible to sit on this committee.

1.7.5.3 Authority:

This committee shall have authority granted by law, by its by-laws and by Board policy. Law and by-laws shall be interpreted by Board legal counsel. Board policy shall be interpreted reasonably by the Board's liaison (s), or if unavailable, by the Board President. The committee's by-laws shall be acceptable to the Board, its legal counsel and the Superintendent.

1.7.5.4 Authorized Funds and Staff Time:

This committee may use funds, staff time and other District resources as reasonably determined by the Superintendent.

1.7.5.5 Monitoring Timeline:

Unless otherwise stated in the charge above, this committee's products shall be provided to the Board at least annually, as determined by the Board President.

1.7.6 Name: Mill Bond Exploratory Ad Hoc Committee (MBEC)

1.7.6.1 Charge:

The charge of the Mill Bond Exploratory Committee (MBEC) shall be to explore the needs of the district, both ongoing operational and capital needs, and to assess the feasibility of successful Mill Levy Override (MLO) and/or Bond issues on future ballots. The MBEC will sunset at a time approved by the Board.

This committee is charged with:

1.7.6.1.1 For the Superintendent/District:

- Work with the Superintendent and any consulting firm engaged by the District to study the needs of the School District and the current budgetary constraints of the District to meet those needs.
- Assist in maintaining public trust and confidence in the district through active involvement in MLO/Bone communications.

1.7.6.1.2 For the Board:

- Provide a comprehensive presentation at a board meeting prior to the end of each school year, on findings of the needs and feasibility of MLO/Bond measures for November of that year, to include information gathered from the Master Capital Plan and recommendations from all Board Committees.

1.7.6.2 Composition:

This committee shall be composed of members as described in the committee's bylaws, to include at least 6 community members, to include at least 1 charter representative, and the chair (or representative designated by the chair) of each existing Board Committee (i.e., District Accountability Committee, Fiscal Oversight Committee, Long Range Planning Committee, Student Advisory committee, and Mill Bond Oversight Committee). Initially,

the Board shall appoint a Chair of the MBEC. Thereafter, the Chair shall select the community members, via an application process open to the entire community. The Board shall approve the final committee composition at the Board meeting following the appointment of a Chair. The Board may not appoint a nominee and may remove any committee member if, in the Board's discretion, that action would be in the best interest of the District.

Vendors, architects, engineers, and contractors who are eligible to submit quotes or bid on services to be paid for via a future MLO and/or Bond are not eligible to sit on this committee.

1.7.6.3 Authority:

This committee shall have authority granted by law, by its bylaws and by Board policy. Law and bylaws shall be interpreted by Board legal counsel. Board policy shall be interpreted reasonable by the Board's liaison(s), or if unavailable, by the Board President. The committee's bylaws shall be acceptable to the Board, its legal counsel, and the Superintendent.

1.7.6.4 Open Meetings Notice:

Notice of meetings of the committees will be posted on the District's website 24 hours in advance. Meetings may be held in person or electronically in a manner that may be observed by the public.

1.7.6.5 Authorized Funds and Staff Time:

This committee may use funds, staff time and other District resources as reasonable determined by the Superintendent.

1.7.6.6 Monitoring Timeline:

Unless otherwise stated in the charge above, this committee's progress shall be provided to the Board at least monthly, through either an email or a report at a Board meeting, as determined by the Board President.

GP 1.8 Board Members' Code of Conduct

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

- 1.8.1 Members must have loyalty to the entire ownership, unconflicted by loyalties to staff, other organizations, including interest or advocacy groups, citizens of a director District, membership on other boards or staffs, interest as a parent of a student in the District, and any personal interest as a consumer.
- 1.8.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 1.8.2.1 There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - 1.8.2.2 When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall abstain without comment from not only the vote, but also from the deliberation.
 - 1.8.2.3 Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. Should a Board member apply for employment, he or she must first resign from the Board.

- 1.8.2.4 Board members shall not engage in a substantial financial transaction for the member’s private business purposes with the Superintendent or any executive of the District without prior Board approval.
- 1.8.3 Board members may not attempt to exercise individual authority over the organization.
 - 1.8.3.1 Members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized. The Superintendent is accountable only to the Board as an organization, and not to individual Board members. Therefore, the relationship between the Superintendent and individual members of the Board, including the President, is collegial, not hierarchical.
 - 1.8.3.2 Members' interaction with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - 1.8.3.3 Except for participation in Board deliberation about whether reasonable interpretation of Board policy has been achieved by the Superintendent, members will not express individual judgments of performance of employees.
 - 1.8.3.4 Members shall not meet alone with an individual student in their capacity as Board members without obtaining written permission of the parent or guardian in advance. This restriction is not intended to prohibit a Board member from attending public meetings, performances, athletic events, graduations, visiting classrooms, or similar open events during which Board member interactions with students are expected and encouraged.
- 1.8.4 Members will respect the confidentiality appropriate to issues of a sensitive nature.
- 1.8.5 Board and Committee Meetings:
 - 1.8.5.1 Attendance - As contemplation, deliberation, and decision-making require collaboration and participation, Board members are expected to attend Board meetings.
 - 1.8.5.2 Preparation and Participation - Board members will prepare for Board and committee meetings, will participate productively in discussions, and are expected to achieve and maintain proficiency in Policy Governance.
 - 1.8.5.3 Board members will keep reasonably up-to-date on changes and trends in District education by reading newsletters, journals, and other sources.
 - 1.8.5.4 Board members are expected to achieve and maintain proficiency in Policy Governance.
- 1.8.6 Members will respect and support the legitimacy and authority of all Board decisions, irrespective of the member’s personal position on the matter.
- 1.8.7 In the event of a Board member's suspected violation of policy, the Board will seek to resolve the matter by the following process:
 - 1.8.7.1 Suspected substantial violations may only be brought forward by a member of the Board or Superintendent. Upon notification of such violation, the President shall initiate a conversation in a private setting between the member in question and the President acting as the representative of the Board. This conversation may also include, in the President's discretion, the other Board member or person who raised the question about the Board member's compliance. If the violation is by the President, the member of the Board will bring the violation to the Vice President. If President and Vice President, the member of the Board will bring the violation to the entire Board.

- 1.8.7.2 At the President’s discretion, verbal or written report and recommendation of the President provided to the Board in a closed session, to the extent permitted by law, or to Board members by other means.
- 1.8.7.3 At the Board’s discretion, discussion in a work session between the member in question and the full Board.
- 1.8.7.4 Public censure of the member in question where a substantial violation is found by the Board.

GP 1.9 Investment in Governance

The Board will invest appropriately and wisely in its governance capacity to enable the Board to govern lawfully, ethically, and prudently, in accordance with GP 1.1 The Board’s Governing Style, with an emphasis on leadership that produces the best possible Ends results for students.

Accordingly:

- 1.9.1 Board development and continuous improvement in its governance capacity will include sufficient skills, methods, and supports to assure governing with excellence.
 - 1.9.1.1 There will be ongoing professional development to prudently orient new members and candidates, as well as to maintain and increase existing members’ skills and understandings.
 - 1.9.1.2 Outside monitoring assistance will be arranged so the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audits.
 - 1.9.1.3 Outreach mechanisms will be used as needed to assure the Board’s ability to listen to owner viewpoints and values.
 - 1.9.1.4 Board administrative and technological needs, including laptop devices, will be provided to ensure the Board is able to successfully achieve its work.
- 1.9.2 Governance costs will be prudently managed and incurred via the Board’s discretionary budget to ensure excellence in governance performance.
 - 1.9.2.1 Upon availability of funds and majority approval by the Board, the Board governance budget may include: board operations, professional development, community engagement, outside monitoring assistance, and one-time expenses.
 - i. Board Operations: Activities directly related to the functioning of the school board such as meetings, membership in statewide and national organizations, outside professional expertise, and board administrative expenses including office supplies and meals.
 - ii. Professional Development: Training and educational opportunities for board members to enhance their governance capabilities such as attendance at conferences, retreats, and workshops.
 - iii. Community Engagement: Activities designed to engage stakeholders, including parents, students, staff, and community members, in the governance process. These activities include surveys, focus groups,

opinion analyses, and meeting costs and other ownership linkage and partnership opportunities.

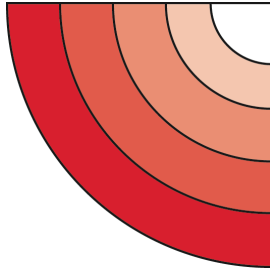
- iv. Outside Monitoring Assistance: Services, such as a fiscal audit and other third-party monitoring for organizational performance, that assist the Board with assurance of the integrity of the financials.
- v. One-time expenses: Activities that do not typically occur on an annual basis such as general election fees, polling, and boundaries re-evaluation.

1.9.2.2 The Board will publicly review, discuss, and adjust, as necessary, its expenditures on a quarterly basis, and project its budget for the next fiscal year.

1.9.2 Budget Expenditure Approval

1.9.3.1 The Board Treasurer is required to approve proposed Board expenditures over \$2,000 prior to using the funds to ensure budget solvency.

1.9.3.2 If the Board Treasurer is unavailable to review the proposed expenditure, the Board Assistant Secretary has the authority to review and approve the expenditure. The Board Assistant Secretary is required to notify the Board Treasurer about the approved expenditure in a timely manner.



Board-Superintendent Linkage

BSL 1.0

The Board's sole, official connection to the operational organization of the District, its achievement and conduct is through the District's chief executive officer (CEO), titled "Superintendent."

BSL 1.1 Providing Direction and Delegation to the Superintendent

The Board will instruct the Superintendent through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

- 1.1.1 The Board will develop policies instructing the Superintendent to achieve certain results for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
- 1.1.2 The Board will develop policies that limit the latitude the Superintendent may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
- 1.1.3 As long as the Superintendent uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Superintendent is authorized, within the powers and authority of the Board, to establish all further policies, make all decisions, take all actions, establish all practices, develop all activities, rules or procedures as necessary and/or desired, and recommend additional policies or policy revisions.
- 1.1.4 The Board may change its Ends and Executive Limitations policies in accordance with the Board's adopted procedures, thereby shifting the boundary between Board and Superintendent domains. By doing so, the Board changes the latitude of choice given to the Superintendent. However, as long as any specified delegation of authority is in place, the Board will respect and support the Superintendent's choices as long as they are a reasonable interpretation of its policies.
- 1.1.5 The Superintendent has no authority to direct the Board or any of its members, committees, or liaisons about Board means or to interpret Board Governance Process or Board-Superintendent Relationship policies.

BSL 1.2 Unity of Control

Only officially passed motions of the Board are binding on the Superintendent.

Accordingly:

- 1.2.1 Decisions or instructions of individual Board members, officers, or committees are not binding on the Superintendent except in rare instances when the Board has specifically authorized such exercise of authority.
- 1.2.2 While Board members or committees may request information or assistance without Board authorization, the Superintendent may refuse such requests that require, in his/her opinion, an inappropriate amount of staff time or funds or are disruptive.

BSL 1.3 Accountability of the Superintendent

The Board will hold the Superintendent accountable for all organizational operations of the District. All authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the Superintendent.

- 1.3.1 The Board will never give instructions to persons who report directly or indirectly to the Superintendent.
- 1.3.2 The Board will not evaluate, either formally or informally, any staff other than the Superintendent and the Board's secretary.
- 1.3.3 The Board will view Superintendent performance as identical to organizational performance as reflected in the monitoring reports, so that accomplishment of Ends and compliance with Executive Limitations will be viewed as successful Superintendent performance.

BSL 1.4 Monitoring Superintendent Performance

Systematic and rigorous monitoring of Superintendent job performance will be solely against the only expected Superintendent job outputs: accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

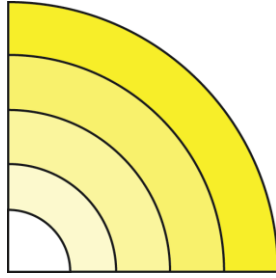
- 1.4.1 Monitoring is simply to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
- 1.4.2 The Board will acquire monitoring data by one or more of three methods:
 - 1.4.2.1 by internal report, in which the Superintendent discloses compliance information to the Board;
 - 1.4.2.2 by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies; and
 - 1.4.2.3 by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- 1.4.3 In every case, the standard for compliance shall be any reasonable Superintendent interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or even by the Board as a whole.
- 1.4.4 All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.
- 1.4.5 In the event a Board member suspects the Superintendent has violated a policy; the Board will seek to resolve the matter by the following process:
 - 1.4.5.1 If a Board member believes a violation has occurred; he or she may inform the Superintendent directly.

1.4.5.2 Suspected substantial violations shall be brought before the entire Board to determine if direct Board inspection or policy revision is warranted.

1.4.6 Monitoring Report Schedule

Frequency and Report Date for monitoring Board End/Goal Statements and Executive limitations shall be determined annually by the Board of Education for the upcoming year, and no later than the last meeting in June each subsequent year.

Revised and Adopted September 24, 2024



Ends

G Global End Statement

All students will develop the knowledge, skills, mindsets, and dispositions needed to achieve their highest individual potential in a safe, accessible, thriving, and welcoming learning environment. These results shall be produced at a cost that demonstrates good stewardship of resources.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

Ends-1 Academic Excellence and Life Skills

1. Students have the knowledge and skills appropriate to their age and learning ability, to qualify for higher levels of learning, employment of their choice, or independent living.
 - 1.1. Students graduate with cognitive skills, digital skills, and civic responsibility, to each student's individual potential.
 - 1.2. Students graduate with workforce readiness skills.
 - 1.3. Students graduate with independent learning skills.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

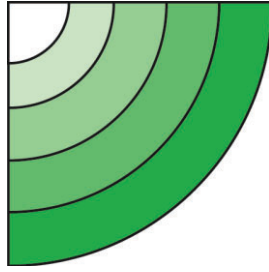
Ends-2 Mindsets and Dispositions

1. Students acquire the necessary self-leadership skills and interpersonal skills that enable them to become responsible and engaged members of society.
 - 1.1. Students develop their individual strengths, to support their social, emotional, and physical well-being.
 - 1.2. Students graduate as responsible and engaged members of society, contributing positively within their individual ability and interests.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024



Executive Limitations

September 24, 2024 Executive Limitations Revised

Douglas County School District

Board of Education Policies

EL 1 Global Executive Constraint

The Superintendent shall not cause or allow any organizational practice, activity, decision or circumstance which is either unlawful, imprudent, unsafe, inequitable, unfair or in violation of commonly accepted educational and professional ethics.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

EL 2 Treatment of Students, Parents/Guardians and Community Members

With respect to current and prospective students, parents, guardians, and the community, the Superintendent shall not cause or allow organizational circumstances that are unlawful, imprudent, unsafe, inequitable, or unfair.

Accordingly, the Superintendent shall not:

1. Permit students to be without all reasonable protections against hazards or conditions that might threaten a safe, healthy, respectful, and secure learning environment.
 - 1.1. Permit students to be without adequate protection from bullying and harassment.
 - 1.2. Deliver education in a manner that is insensitive to students' race, gender identity, sexual orientation, religion, disability, or any other aspect of their identity.
 - 1.3. Allow inequitable access to educational curriculum, programs, and support services.
2. Permit parents and guardians to be without timely notification of information related to their child's health, safety, well-being, academic progress and education, with all legal confidentiality protections.
 - 2.1. Permit parents/guardians to be without access to information about their rights to have their child diagnosed.
3. Use any method of collecting, reviewing, transmitting, or storing information that fails to protect confidential information.
4. Prevent or inhibit students, families, and/or community members from pursuing all grievance remedies available to them by law or in District policies.
5. Neglect to provide and communicate clear, understandable, timely and accessible expectations to students and families regarding educational and other programs and services offered by the District.
 - 5.1. Neglect student, family, and/or community opinion on relevant issues.
6. Operate facilities without equitable internal and external accessibility to students, their families, and community members.
7. Neglect to solicit staff and/or volunteer opinion on issues relevant to their positions. Neglect to communicate relevant decisions to staff and volunteers in a timely manner.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

Douglas County School District

Board of Education Policies

EL 3 Treatment of Staff and Volunteers

With respect to treatment of staff and volunteers, the Superintendent shall not cause or allow organizational circumstances that are unlawful, imprudent, unsafe, inequitable, unfair, or in violation of policy.

Accordingly, the Superintendent shall not:

1. Operate without written personnel policies and/or procedures that comply with state and federal law and clarifies staff and volunteer rules and expectations which provide for effective handling of grievances, and protects against harmful or unsafe conditions.
 - 1.1. Permit staff to be without adequate protection from harassment from any party related to their work environment.
 - 1.2. Prevent or inhibit staff and/or volunteers from pursuing grievance remedies available to them at law or in District policies.
2. Utilize an employee performance evaluation system that does not comply with state law, is misaligned to the District's mission statement, and is unable to measure employee performance consistent with achieving the District's policies.
 - 2.1. Permit staff to be uninformed of the performance standards by which they will be assessed.
3. Allow conditions or practices that inhibit a trusting, inclusive, safe, and collaborative working environment.
4. Permit staff to be without reasonable opportunity for necessary professional growth and development.
5. Retaliate against any staff member for non-disruptive expression of dissent.
6. Permit staff to be without access to employee benefits programs.
7. Violate binding negotiated agreements which apply to staff.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

EL 4 Succession

The Superintendent shall not operate without a succession plan to facilitate smooth operations in the event the Superintendent is unable to perform his/her duties and ensure competent operation of the organization over the long term.

Accordingly, the Superintendent shall not:

1. Operate with fewer than two (2) other executive staff members who are familiar with Board and Superintendent issues and processes and are capable of assuming Superintendent responsibilities on an interim basis.
2. Permit the organization to be without sufficient organizational capacity and current information about Superintendent and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of Superintendent services.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: September 24, 2024

EL 5 Communication and Support to the Board

The Superintendent shall not cause or allow the Board to be uninformed or unsupported in its work.

Accordingly, the Superintendent shall not:

1. Withhold, impede, or obscure information relevant to the Board's informed accomplishment of its job.
 - 1.1 Allow the Board to be without sufficient, timely and relevant decision information, including regular updates on the status of the Board's governance expenditures, instructional program resources and the current educational landscape.
 - 1.2 Neglect to submit timely monitoring data including interpretations of Board policies that provide the observable metrics or conditions that would demonstrate compliance, rationale for why the interpretations are reasonable and evidence of compliance.
 - 1.3 Neglect to advise the Board of changes in assumptions upon which Board policy has been established and/or reasonable interpretations upon which staff Monitoring Reports have been developed.
 - 1.4 Neglect to communicate to the Board actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.
 - 1.5 Neglect to communicate to the Board significant data submitted to the State Board of Education regarding accreditation, accountability, or safety.
 - 1.6 Neglect to communicate to the Board incidental information it requires, including anticipated media coverage, actual or anticipated legal actions, results of District-wide polls or surveys, contact information for the Superintendent when engaging in out of town travel, material or publicly visible internal changes or events, changes in senior personnel, student enrollment trends, and reactions from the community, families, staff, and/or students to significant, actual, or proposed changes.
 - 1.7 Allow the Board to be unaware that, in the Superintendent's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Superintendent Linkage, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the Superintendent.
2. Allow the Board to be without reasonable administrative support for Board activities.
 - 2.1 Allow the Board to be without a legal, workable, user-friendly mechanism for official Board, officer or Board committee communications.
 - 2.2 Allow the Board to be without Assistant Board Secretary services that meet all legal requirements and ensure the integrity of the Board's documents.
3. Impede the Board's holism, misrepresent its processes and role, or impede its lawful

obligations.

- 3.1 Interact with the Board in a way that favours or privileges certain Board members over others.,
 - 3.2 Neglect to submit for the Board’s approval all matters required by law or contract, and/or any material changes within the District’s administrative policies, Section B, “School Board Governance and Operations,” along with any related data necessary to keep the Board informed, to include the rationale for the Superintendent’s recommendation.
 - 3.3 Neglect to supply for the Consent agenda all items delegated to the Superintendent, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.
 - 3.4 Send letters, surveys, or any communication under the Board name or on behalf of the Board without Board approval.
4. Neglect to fully and promptly implement any decision made by the Board.
 5. Neglect to communicate to the Board when there is a need to draft or revise District policy that falls under the Board’s authority, suggest new policy language or revisions, or address District policies that are consistent with current law or Board governance policy.
 6. Operate without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Ends.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

EL 6 Commitment to Accomplishment and Accountability

The Superintendent shall not permit any deviation from an effective accountability program.

Accordingly, the Superintendent shall not:

1. Permit an environment where the District Accountability Committee (DAC) and School Accountability Committees (SACs) are inoperable or unable to fulfill their purposes and functions as stated in law.
2. Neglect to develop and present to the Board a Unified Improvement Plan under the state's framework.
3. Fail to gather and accurately report data as required by law to the Colorado Department of Education for the state-generated accountability report;
4. Permit the organization to be without adequate policies and procedures that reasonably ensure the adequate collection and ethical use of data to inform and support the District's educational program.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

EL 7 School Safety, Security, and Social-Emotional Wellness

The Superintendent shall not cause or allow any organizational circumstance that fails to equitably preserve, safeguard, and protect the physical, intellectual, and emotional safety, security, and wellness of students, staff, parents, guardians, volunteers, and community members.

Accordingly, the Superintendent shall not:

1. Fail to develop, implement, and maintain comprehensive emergency response planes to address safety, security and/or social-emotional wellness-related incidents.
2. Allow any safety, security, and/or social-emotional wellness measures or practices that violate any local, state, or federal law, regulation, and/or the constitutional rights of students, staff, families, volunteers, and/or community members.
3. Fail to ensure the physical, intellectual, and social-emotional needs of students, staff, and volunteers are supported and maintained to promote safety and/or support wellness.
4. Permit the implementation and/or use of any safety, security, and/or social-emotional wellness measures that compromise privacy rights.
5. Neglect to protect District properties and assets.
6. Permit the organization to have inadequate protections for cyber-security to protect the District's digital infrastructure, data systems, and networks from unauthorized access, data breaches, and other cyber threats.
7. Fail to ensure all staff members receive annual education, training and/or guidance related to safety, security, and/or social-emotional wellness matters.
8. Fail to establish and maintain effective communication and collaboration with local law enforcement, emergency response agencies, mental health professionals, and other relevant external entities.
9. Fail to regularly monitor and evaluate the effectiveness of the District's safety, security, and/or social-emotional wellness programs. Deficiencies shall be promptly reported to the Board, appropriate authorities, and/or affected individuals as required by law.
10. Permit the organization to be without adequate and equitable financial, staffing, and technological resources to support the implementation and maintenance of safety, security, and/or social-emotional wellness measures.
11. Operate without comprehensive written student conduct and discipline code and reporting mechanism, which affords students, parents, and school personnel due process and clear procedures with regard to student conduct and discipline issues.
12. Establish procedures for the use of restraint, for student interrogations, searches and arrests that do not conform to state and federal law.

13. Permit the organization to be without a policy that allows for the removal of disruptive students from the classroom in accordance with law.
14. Allow District staff to administer discipline of a student with disabilities in a manner inconsistent with the student's IEP or Section 504 Plan.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

EL 8 Staff Compensation and Benefits

The Superintendent shall not cause or allow jeopardy to fiscal integrity or public image through employment, compensation, including pay and benefits, to employees, or independent contractors.

Accordingly, the Superintendent shall not:

1. Change their own compensation, outside of changes dictated by the Superintendent contract.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation that deviates materially from the geographic or professional market for the skills employed.
4. Create obligations for a term in which revenues cannot be safely projected and/or in which dedicated reserves are not created in alignment with statute.
5. Establish or change benefits so as to cause unpredictable or inequitable situations.
6. Employ or contract with any member of the Board.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

EL 9 Budgeting

With respect to the actual, ongoing financial conditions and activities, the Superintendent shall not cause or allow the development of fiscal jeopardy or actual expenditures that are not aligned with achievement of the Board's Ends policies and complies with applicable law.

Accordingly, the Superintendent shall not:

1. Neglect to include reasonable projections of revenues, expenses, and carryover funds; separation of funds, capital, and operational items; cash flow and significant balance sheet items; and disclosure of planning assumptions.
2. Plan or budget in a manner that risks incurring those conditions described as unacceptable in *Financial Administration* (EL-10)
3. Provide inadequate resources for Board priorities as set forth in *Investment in Governance* (GP-1.9).

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

EL 10 Financial Administration

With respect to the actual, ongoing financial conditions and activities, the Superintendent shall not cause or allow the development of fiscal jeopardy or actual expenditures that are not aligned with achievement of the Board's Ends that comply with applicable law.

Accordingly, the Superintendent shall not:

1. Keep financial records that are incomplete, inaccurate, lacking transparency, and out of compliance with generally recognized principles of governmental accounting.
2. Neglect to maximize revenue to which the District is or may be entitled.
3. Maintain an Unassigned General Fund balance that is out of compliance with law and Board policies.
4. Expend funds beyond amounts set forth in the budget without the Board's approval, i.e., expending a larger amount of unassigned fund balance than was originally set forth in the budget.
5. Neglect to follow state law regarding indebtedting the organization, special elections for bonded indebtedness, expending contingency reserves, and transferring unencumbered monies from one fund to another.
6. Seek any loan without approval of the Board.
7. Allow the untimely payment of payroll, accounts, debts, and other fiscal obligations.
8. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, and disclosure of planning assumptions.
9. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in the future.
10. Neglect to arrange for the annual audit of all District funds and accounts following the close of the fiscal year in accordance with state law.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

EL 11 Asset Protection

The Superintendent shall not cause or allow District assets including tangible, intangible, and data assets, to be unprotected, inadequately maintained, inappropriately and/or inequitably used, or unnecessarily risked.

Accordingly, the Superintendent shall not:

1. Permit the organization to insure its property with inadequate valuation and limits and for damage due to an insufficient scope of perils.
 - 1.1. Neglect to obtain insurance coverage against theft, casualty losses, institutional liability, and Directors and Officers liability to at least 80% of replacement value and against liability losses to Board members, staff, or the District itself in an amount that is reasonable for school Districts of similar size and in accordance with law.
 - 1.2. Permit the Board members, staff, and individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.
2. Neglect to take reasonable steps to ensure that the facilities and equipment are not subject to improper wear and tear or insufficient maintenance.
3. Knowingly or recklessly expose the District, its Board, or staff to a substantial risk of legal liability.
4. Make purchases inconsistent with the requirements of Board Governance Policy DJ, including failing to request Board approval for purchases or expenditures over \$500,000.
5. Neglect to use a competitive bidding procedure for all contracted services and for all purchases of supplies, materials, and equipment in the amount of \$50,000 or more.
6. Neglect to administer measures to assure the protection of intellectual property, information, and files from loss or significant damage.
7. Neglect to preserve and dispose of all records related to the affairs or business of the District in accordance with state and federal law.
8. Receive, process, or disburse funds under controls which are insufficient under generally accepted accounting procedures.
9. Invest in securities that breach legal guidelines.
10. Acquire, encumber, or dispose of real property in a manner inconsistent with Board Governance Policies DN, DN-R, and DJ.
11. Permit the District to enter into a contract in which a Board member has an interest unless one of the statutory exceptions applies.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: August 24, 2021 / September 24, 2024

EL 12 Student Accommodation

The Superintendent shall not make decisions regarding student accommodations that fail to balance fiscal responsibility, adequacy of the learning environment, pedagogical soundness, needs of the district overall and program viability.

Accordingly, the Superintendent shall not:

1. Recommend and/or make changes to student accommodation, which includes school consolidation, significant alterations or additions, boundary changes, or significant grade reconfigurations without first having provided opportunity for input from the staff and relevant Board Committees.
2. Permit the stakeholders of any school which may be considered for significant modification of accommodations to be uninformed as to the criteria for such a modification and the ability to provide appropriate feedback on that modification.
3. Permit any deviation from rigorous adherence to written processes that ensure compliance with legislated requirements for the process of determining a modification of student accommodation, or implementing the decision once made.
4. Permit the Board to be without sufficient information to make fully informed decisions regarding substantial modifications of student accommodations.
5. Allow use of student accommodations that do not comport with relevant statutes and regulations regarding access for all students.

Monitoring Method: Staff Monitoring Report

Monitoring Frequency: Annually (See *Agenda Planning Calendar*, GP-1.5)

Adopted Date/Revision Dates: September 24, 2024