Rutland City Public School District
Board Governance Policies

Board Adopted: June 9, 2026
Board Amended:

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I. GLOBAL ENDS

1.0 GLOBAL ENDS

All students of the Rutland City Public School District will demonstrate academic achievement and develop the knowledge and skills necessary to thrive in a diverse world. Graduates will be adaptable learners and effective collaborators, skilled communicators, and critical thinkers who approach challenges with empathy, act with integrity, and prioritize their personal wellness and the well-being of others.

- 1.1 Academic Achievement
  - 1.1.1 English
  - 1.1.2 Math

1.1.3 Science
1.1.4 Social Studies
1.1.5 Physical Education & Health
1.1.6 Fine Arts
1.1.7 Life Skills
1.1.8 Information Technology

1.2 Traits of Graduates

1.2.1 Adaptability- Graduates navigate ambiguity, criticism, and obstacles and choose to persevere
1.2.2 Collaboration- Graduates integrate their talents into diverse groups, honor the strengths and contributions of others, and incorporate feedback to advance the group's goals
1.2.3 Communication- Graduates listen, observe, and read with attention, openness, and curiosity in order to decipher meaning, intention, and nuances. They formulate and deliver effective spoken, written and non-verbal messages for a range of purposes and a variety of audiences.
1.2.4 Critical thinking- Graduates approach problems with creativity. They identify, develop, evaluate, prioritize and apply ethical, equitable, innovative and responsible solutions.
1.2.5 Empathy- Graduates acknowledge different perspectives and lived experiences, recognize our shared humanity, and treat one another with dignity and kindness.
1.2.6 Integrity- Graduates are honest, reliable, responsible and trustworthy. They hold themselves and others accountable.
1.2.7 Wellness- Graduates pursue healthy mental and physical lifestyles and promote communities where all may thrive while striving for balance.

1.3 If there is a disproportionality in performance within any subgroup, the district will respond by taking action to address the disproportionality.

II. EXECUTIVE LIMITATIONS

2.0 GLOBAL EXECUTIVE CONSTRAINT

The Superintendent will not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, imprudent or in violation of board policy as well as commonly accepted business and professional ethics and practices.

2.1 TREATMENT OF STUDENTS AND PARENTS/ GUARDIANS

With respect to interactions with Students and Parents/Guardians of the Rutland City Public School District, the Superintendent will not cause or allow conditions, procedures, or decisions that are untimely, unclear, undignified, or unnecessarily intrusive.

Further, the Superintendent of the Rutland City Public School District shall not:

1. Elicit information for which there is no clear necessity.

2. Fail to follow the applicable statutes, rules, and regulations regarding the collection of, review of, transmitting of, and/or storage of student/family information.

3. Fail to operate facilities with appropriate accessibility and privacy.

4. Fail to establish with Students and Parents/Guardians a clear understanding of what may be expected and what may not be expected from the service offered.

5. Fail to inform Students and Parents/Guardians of this policy or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.

6. Fail to provide a process for the effective and efficient handling of complaints and concerns.

7. Fail to assure a system of communication between the school district and parents that provides for two-way, timely, and appropriate information about academic progress, safety, and other important matters relating to education.

8. Fail to ensure the appropriate stakeholders have appropriate input in significant decisions.

9. Fail to address barriers that prevent any student from achieving their unique potential within the capacity of the school district to provide.

10. Fail to provide an environment that fosters and promotes the achievement of the Ends.

2.2 TREATMENT OF STAFF

With respect to the treatment of paid and volunteer staff, the Superintendent shall not:

1. Operate without written personnel rules that
   a. clarify rules for staff,
   b. provide for effective handling of grievances, and
   c. protect against wrongful conditions.

2. Discriminate against any staff member for non-disruptive expression of dissent.

1. Allow staff to be unprepared for emergency situations.

2.3 FINANCIAL CONDITIONS AND ACTIVITIES

With respect to the actual, ongoing financial condition and activities, the Superintendent shall not cause or allow the development of financial jeopardy or the material deviation of actual expenditures from board priorities established in Ends policies.

Further, the Superintendent shall not:

1. Expend more funds than have been authorized in this fiscal year.

2. Incur debt in an amount greater than can be repaid by certain otherwise unencumbered revenues within the fiscal year.
3. Allow payroll and debts to be settled in an untimely manner.

4. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

5. Make a single unbudgeted purchase or commitment of greater than $40,000. Splitting orders to avoid this limit is not acceptable.

6. Allow receivables to be unpursued after a reasonable grace period.

7. Violate any policies regarding non-resident students.

8. Acquire, encumber or dispose of real estate.

9. Allow for practices that do not comply with Generally Accepted Accounting Principles.

10. Receive, process or disburse the organization's assets under internal controls that are insufficient to prevent and detect significant deficiencies or material weaknesses.

11. Operate without internal controls that prevent and ensure against tardy, inaccurate, specious or misleading financial reporting.

12. Operate without internal procedures that detect, deter and prevent fraud.

13. Fail to report on surplus revenues, if any, that exist at the end of each fiscal year

14. Fail to provide a quarterly fiscal update

2.4 FINANCIAL PLANNING AND BUDGETING

The Superintendent shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the board's Ends priorities, risk financial jeopardy, or fail to be derived from a multiyear plan.

Further, there will be no financial plans that:

1. Risk incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities."

2. Omit credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

3. Provide less for board prerogatives during the year than is set forth in the Governance Investment Policy.

4. Omit disclosure of anticipated impact(s) of proposed budget.

2.5 EMERGENCY SUPERINTENDENT SUCCESSION

To protect the board from sudden loss of Superintendent services, the Superintendent shall not permit there to be fewer than two other executives sufficiently familiar with board and Superintendent issues and processes to enable either to take over with reasonable proficiency while a Superintendent is unavailable.

1. The minimum two executive level leaders shall be identified to the board on an annual basis or upon any change in designation.

2.6 ASSET PROTECTION

The Superintendent shall not cause or allow district assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, the Superintendent shall not:

1. Fail to insure against theft and casualty losses to the organization to at least 80 percent of replacement value and against liability losses to board members, staff, and the organization itself in an amount greater than the average for comparable organizations.

2. Allow unbonded personnel access to material amounts of funds.

3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.

4. Unnecessarily expose the organization, its board or its staff to claims of liability.

5. Make any purchase:

   (a) wherein normally prudent protection has not been given against conflict of interest;
   (b) in violation of 16 V.S.A. § 559 Public Bids

6. Allow information and files to be exposed to loss or significant damage.

7. Compromise the independence of the board’s audit or other external monitoring or advice, such as by engaging parties already chosen by the board as consultants or advisers.

8. Endanger the organization's public image, its credibility, or its ability to accomplish Ends.

9. Invest or hold operating capital in unsecured instruments, including uninsured checking or savings accounts or bonds having less than an AA rating at any time, or in non-interest bearing accounts except when necessary to facilitate ease in operational transactions.

10. Close any buildings as public schools

2.7 COMPENSATION AND BENEFITS

With respect to employment, compensation, and benefits to non-unionized employees, consultants, contract workers, the Superintendent shall not cause or allow jeopardy to fiscal integrity or to public image.

Further, the Superintendent shall not:

1. Change the Superintendent's own compensation and benefits.

2. Promise or imply permanent or guaranteed employment.

3. Establish or change compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.

2.8 COMMUNICATION AND SUPPORT TO THE BOARD

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

Further, the Superintendent shall not:

1. Neglect to submit monitoring data and any necessary interpretation as required by the board in Board-Management Delegation policy 3.4 "Monitoring Superintendent Performance" in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.

2. Allow the board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the board's monitoring schedule.

3. Neglect to submit unbiased decision information required periodically by the board or let the board be unaware of relevant trends.

4. Let the board be unaware of any significant incidental information it requires, including known and anticipated media coverage, pending lawsuits, and material internal and external changes.

5. Let the board be unaware if, in the Superintendent's opinion, the board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of board behavior that is detrimental to the work relationship between the board and the

Superintendent.

6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
7. Allow the board to be deprived of a workable mechanism for official board, officer, or committee communications.
8. Deal with the board in a way that favors or privileges certain board members over others except responding to officers or committees with respect to duties charged to them by the board.
9. Expect the board to do its work without the necessary items on its Consent/ Required Approvals agenda. Necessary items are those decisions delegated to the Superintendent yet required by law, regulation or contract to be board-approved, along with applicable monitoring information.
10. Allow the board to be unaware of common concerns, needs, or issues and opportunities to collaborate.
11. Allow the board to be uninformed in a timely manner of all significant gifts.
12. Allow the board to be unsupported and uninformed in its role as a quasi-judicial hearing body.

III. BOARD-MANAGEMENT DELEGATION

3.0 GLOBAL BOARD MANAGEMENT DELEGATION

The board's sole official connection to the operational organization, its achievements and conduct will be through the Superintendent of Schools.

3.1 UNITY OF CONTROL

Only officially passed motions of the board are binding on the Superintendent. Accordingly:

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.

   If board members or board committees request information or assistance without board authorization, the Superintendent should treat this request the same as a request from any member of the public.

3.2 ACCOUNTABILITY OF THE SUPERINTENDENT

The Superintendent is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Superintendent. Accordingly:

1. Neither the Board nor individual members will communicate with persons who report directly or indirectly to the Superintendent in a way that gives or reasonably could be perceived as giving direction, except for corrections to any minutes taken by a staff member.

2. The board will not evaluate, either formally or informally, any staff other than the Superintendent.

3. The board will view successful Superintendent performance as demonstrated by organizational accomplishment of board stated Ends and avoidance of board proscribed means.

3.3 DELEGATION TO THE SUPERINTENDENT

The board will instruct the Superintendent through written policies which 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. Accordingly:

1. The board will develop policies instructing the Superintendent to achieve specified results for specified 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. All issues that are not Ends issues as defined here are Means issues.

2. The board will develop policies that limit the latitude the Superintendent may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels; they will be called Executive Limitations policies. The board will never prescribe organizational means delegated to the Superintendent.

3. As long as the Superintendent uses <u>any reasonable interpretation</u> of the board's Ends and Executive Limitations policies, the Superintendent is authorized to establish all procedures, make all decisions, take all actions, establish all practices and pursue all activities. Such decisions of the Superintendent shall have full force and authority as if decided by the board.

4. The board may change its Ends and Executive Limitations policies, 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 particular delegation is in place, the board will respect and support the Superintendent's choices.

3.4 MONITORING SUPERINTENDENT PERFORMANCE

Systematic and rigorous monitoring of Superintendent job performance will be solely against the expected

Superintendent job outputs: organizational accomplishment of any reasonable interpretation of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations, reasonably interpreted. Accordingly:

1. Monitoring is to determine whether or not expectations expressed in board policies have been met. Information that does not disclose this will not be considered to be monitoring information.

2. The board will acquire monitoring information by one or more of three methods:
   (a) by internal report, in which the Superintendent discloses measurable interpretations including a rationale and compliance information to the board;
   (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies; or
   (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.

1. In every case, the board will judge:
   (a) the reasonableness of the Superintendent's interpretations, and
   (b) whether data demonstrate the accomplishment of the policy as interpreted by the Superintendent.

2. 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 by the board as a whole.

3. All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the board at a time designated by the annual work plan. The board can monitor any policy at any time by any method but will normally depend on this routine schedule.

4. A formal evaluation of the superintendent by the board will occur annually by cumulating the regular monitoring data provided during the year, and the board's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data. If the board determines that additional information is necessary to inform the annual evaluation process, it will use an evaluation tool that is aligned with the professional standards for Vermont administrators.

Monitoring Schedule to be determined by the Board

POLICY	METHOD	FREQUENCY
1.0 Ends	TBA	Annually
2.0 Global Executive Constraint	Internal	Annually
2.1 Treatment of Students, Parents/Guardians	Internal	Annually
2.2 Treatment of Staff	Internal	Annually
2.3 Financial Conditions and Activities	Internal & External	Annually
2.4 Financial Planning and Budgeting	Internal	Annually

2.5 Emergency Superintendent Succession	Internal	Annually
2.6 Asset Protection	Internal	Annually
2.7 Compensation and Benefits	Internal	Annually
2.8 Communication and Support to the Board	Internal	Annually

IV. GOVERNANCE PROCESS

4.0 GLOBAL GOVERNANCE COMMITMENT

The purpose of the board, on behalf of the residents of Rutland City is to see to it that Rutland City Public School District

A. achieves appropriate results for students at an appropriate cost (as specified in board Ends policies), and
B. avoids unacceptable actions and situations (as prohibited in board Executive Limitations policies).

4.1 GOVERNING STYLE

The board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and superintendent roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity. Accordingly:

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 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.

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 (Ends), not on the administrative or programmatic means of attaining those effects.

   a. Board values will be drawn from the diverse values of the community informed by expert sources both internal and external to the organization.

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 Governance Process policies at any time, it will scrupulously observe those currently in force.

4. Continual board development will include orientation of new board members in the board's

Governance Process and periodic board discussion of process improvement.

5. The board will allow no officer, individual or committee of the board to hinder or serve as an excuse for not fulfilling group obligations.

6. The board will monitor and discuss the board's process and performance on a regular basis. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Management Delegation categories.

4.2 BOARD JOB DESCRIPTION

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:

1. Create and maintain the link between the ownership and the operational organization to represent the informed voice of the owners. This linkage will include:
    a. Seeking input regarding owner values on issues of Ends and ethics.
    b. Educating owners on issues impacting the organization.
    c. Reporting to the owners on organizational performance.
    d. Ensuring owners and other stakeholders that bring non-governing issues to the Board understand the process for getting their issue addressed by the system in a courteous and respectful manner.

2. Create and maintain written governing policies that realistically address the broadest levels of all organizational decisions and situations.
    a. Ends: organizational outcomes, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
    b. Executive Limitations: constraints on executive authority that establish the ethics boundaries within which all executive activity and decisions must take place.
    c. Board Management Delegation: how power is delegated and its proper use; the Superintendent's role, authority and accountability
    d. Governance Process: Specification of how the board conceives, carries out and monitors its own task.

3. Hire and negotiate a contract with the Superintendent.

4. Be familiar with all required policies in effect.

5. Gain assurance of successful organizational performance on Ends and Executive Limitations.

6. Advocate for legislative change which positively impacts the students of Rutland City Public Schools.

7. Determine the expenditure of surplus funds.

8. Determine the expenditure of long-term reserves.

In addition, the board has taken on the following non-governing outputs:

a. Negotiate union contracts.
b. Conduct fair hearings in its role as a quasi-judicial body.
c. Present budget information to the taxpayers

4.3 **AGENDA PLANNING**

To accomplish its job products with a governance style consistent with board policies, the board will develop an annual work plan that should include:

a. an annual review of Ends policies.
b. continual improvement of board performance through board education and enriched input and deliberation
c. a mechanism to record and save opportunities for improvements and
d. opportunities for the board to meet its legal obligations

1. The cycle will conclude each year on the last day of June, coinciding with the end of the fiscal school year, The Chair will ensure preparation of a report of the board's work from the previous cycle prior to the conclusion of the year, and, in consultation with other board members and the Superintendent, will create an annual agenda. These will be presented to the board for review no later than the last scheduled board meeting. The annual work plan will be presented at the meeting of the Board prior to the start of the new school year.
    A. Consultations with selected groups in the ownership, or other methods of gaining ownership input will be included;
    B. Governance education and education related to Ends determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged throughout the year.

1. A board member may recommend or request an item for board discussion by submitting the item to the Chair no later than ten days before the agenda is to be warned. The Chair, in consultation with the Clerk and the Superintendent, will screen potential agenda items to ensure that they relate to the board's job description. Screening questions shall include:
    - Does this issue belong to the board or the superintendent?
    - What category of policy does the issue relate to?
    - What has the board already said in this category and how is this issue related?

2. Throughout the year, the board will attend to consent agenda items as expeditiously as possible. When an item is brought to the board via the consent agenda, provided that compliance with all of the criteria in Executive Limitations has been demonstrated, the board will not discuss the item prior to voting. Only the majority of the board can remove an item from the consent agenda for discussion.

3. Superintendent monitoring will be included on the agenda in accordance with the board's schedule.

4.4 BOARD CHAIR'S ROLE

The Board Chair, a specially empowered member of the board, ensures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties. Accordingly:

1. The Chair ensures that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
   A. Meeting discussion content will be on those issues which, according to board policy, clearly belong to the board to decide or to monitor according to board policy.
   B. Information that is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.
   C. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

2. The authority of the Chair consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a Superintendent and (b) where the board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.

   A. The Chair is empowered to chair board meetings with all the commonly accepted power of that position, such as ruling and recognizing following Robert's Rules of Order.
   B. The Chair has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the CEO.
   C. The Chair may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to them and report such activity at the next meeting of the board.
   D. The Chair may delegate this authority but remains accountable for its use.
   E. The Chair will ensure that the board fulfills its obligations and work to improve the board's performance.

4.5 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. Board members must demonstrate loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest as Parents or Guardians.

2. It is the ethical and legal duty of all School Board members to avoid conflicts of interest as well as the appearance of conflicts of interest. "Conflict of interest" means a situation when a board member's private interests, as distinguished from the board member's interest as a member of the general public, would benefit from or be harmed by their actions as a member of the Board.

3. In order to comply with the obligations thus imposed, the Board and its members will adhere to the following standards.

   a. Board members will be familiar with, and adhere to, those provisions of Vermont education law which define School Board powers and govern Board member compensation and public bidding processes.

b. Board members will not take any action which is intended to give the impression that they would represent special interests or partisan politics for personal gain.

c. Board members will not use their position on the Board in any manner intended to unfairly promote personal financial interests or the financial interests of family members, friends or supporters.

d. Board members will not accept anything of value in return for taking particular positions on matters before the Board.

e. Board members will do nothing intended to leave the impression that their position on any issue can be influenced by anything other than a fair presentation of all sides of the question.

4. Avoiding Conflicts: When a Board member becomes aware of involvement in a real or perceived conflict of interest as defined in state law or this policy, they will declare the nature and extent of the conflict or appearance of conflict for inclusion in the Board minutes, and will abstain from voting or participating in discussion of the issue giving rise to the conflict. Not reporting such a conflict of interest is a violation of this policy.

5. Complaints of Conflict of Interest: When a conflict of interest claim against a Board member is brought to the Board in writing and is signed by another Board member or a member of the public, and the Board member against whom the claim is made does not concur that a conflict in fact exists, the following Board procedures will be followed.

   a. Upon a majority vote of the remaining Board members, or upon order of the chair, the Board will hold an informal hearing on the conflict of interest claim, giving both the Board member and the person bringing the claim an opportunity to be heard.
   b. At the conclusion of the informal hearing, the remaining Board members will determine by majority vote to take one of the following actions:
      i. Issue a public finding that the conflict of interest charge is not supported by the evidence and is therefore dismissed.
      ii. Issue a public finding that the conflict of interest charge is supported by the evidence and that the member should not vote or otherwise participate in the Board deliberations or decision related to that issue, as required by Vermont statute.
      iii. Issue a public finding that the conflict of interest charge is supported by the evidence and the Board member should be formally censured or subjected to such other action as may be allowed by law.

6. Board members may not attempt to exercise individual authority over the organization. A Board member will do nothing intended to give the false impression that they have the authority to make decisions or take action on behalf of the Board or the school administration. As such;
   a. A member's interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
   b. 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.
   c. Except for participation in board deliberation about whether the Superintendent has

achieved any reasonable interpretation of board policy, members will not express individual judgments of performance of employees , volunteers, or the Superintendent.

7. Members will respect the confidentiality appropriate to issues of a sensitive nature, including Executive Session and Quasi-judicial confidential hearings.

8. Members will be properly prepared for board deliberation.

9. Members will support the legitimacy and authority of board decisions, irrespective of the member's personal position on the issue.

4.6 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. 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. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.

2. 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.

3. Board committees cannot exercise authority over staff. Because the Superintendent works for the full board, they will not be required to obtain approval of a board committee before an executive action.

4. 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 be used to monitor organizational performance on that same subject.

5. Committees will be used sparingly and ordinarily in an ad hoc capacity.

6. This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the Superintendent.

4.6 Handling of Operational Complaints

To ensure that the board fulfills its accountability to the ownership, but does not interfere in matters it has delegated to the superintendent, the following process shall be followed in the case of a board member receiving a complaint regarding an operational matter.

1. The board member shall inquire if the proper internal communication protocol for registering concerns has been followed. It not, the individual shall be directed to the appropriate person and the board member shall take no further action.
2. The board members shall not offer any evaluative comments or solutions.
3. If the internal protocol has been followed and the concern has not been resolved through that action,the board member shall explain to the individual that the board has delegated certain responsibilities to the superintendent, and that the board holds the superintendent accountable. Indicate that the superintendent will be asked to ensure that the matter is looked into and respond directly.
4. The board members shall inform the superintendent of the complaint and request that it be handled.

4.9 GOVERNANCE INVESTMENT

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity. Accordingly:

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
    a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
    b. Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
    c. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values

2. Costs will be prudently incurred though not at the expense of endangering the development and maintenance of superior capability. Accordingly, appropriate funds will be allocated for each year to ensure the minimum amount identified as needed by the board for investment in its own governance.