



OPERATIONS BLUEPRINT AND BEST PRACTICES

**Hewlett-Woodmere Public Schools
2026-2027**

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INTRODUCTION

This handbook provides the Hewlett-Woodmere School District Board of Education with guidance on how to function effectively as a unified governing body and to clearly communicate to our community members and District staff the procedures the Board follows in conducting its business. It is designed to ensure transparency, accountability, and clarity of roles while maintaining the Board's focus on student success and community trust.



Hewlett-Woodmere

Board of Education

2026-2027

BOARD OF EDUCATION GOALS

2026-2027 SCHOOL YEAR

The following goals guide the Hewlett Woodmere Board of Education's work during the 2026-2027 school year.

1. The Board of Education will make decisions through the prism of, "How does this decision benefit the students of Hewlett-Woodmere Public Schools?"
2. The Board of Education will support the District's mission to provide an engaging curriculum in a caring, student-centered learning environment that is designed to maximize individual potential, cultivate character, and celebrate success.
3. The Board of Education will make decisions to support the District Goals.
4. The Board of Education will operate in a fiscally responsible manner.
5. The Board of Education will continue their commitment to encouraging community engagement.



GOVERNANCE PHILOSOPHY

The Board governs at the policy and strategic level, not the day-to-day operational level. This separation of duties strengthens efficiency and trust between the Board and the Superintendent.

The Board of Education will:

- Delegate operational responsibilities to the Superintendent and staff. (Policy #2240).
- Ensure decisions align with policy, mission, and law. (Policy #0300).
- Uphold transparency, accountability, ethical leadership, and mutual respect in the Board-Superintendent relationship (Policy #2240).



Roles & Responsibilities at a Glance

The Board governs by defining 'what' must be achieved, while the Superintendent determines 'how' it will be achieved.

The Board Does: ✓

- **Set Policy:** Establish policies and ensure compliance with laws.
 - **Adopt Goals:** Define annual and long-term priorities.
 - **Hire & Evaluate the Superintendent:** Select, support, and hold accountable the District leader.
 - **Approve Budget & Contracts:** Adopt a fiscally responsible budget and review expenditures.
 - **Ensure Accountability:** Monitor performance through reports and updates.
 - **Represent the Community:** Serve as the voice of residents, focused on students.
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Roles & Responsibilities at a Glance (continued)

The Board Does Not:



- Micromanage staff or District employees.
- Handle individual complaints outside the chain of command.
- Conduct daily operations or personnel evaluations.
- Represent personal interests above District needs.

Board of Education Responsibilities (Ends)

The Board governs by defining what must be achieved and why it matters.

Key areas of focus:

- **Mission & Vision:** Adopt and affirm guiding statements.
- **Goals:** Establish annual and long-term priorities.
- **Standards & Accountability:** Define how success is measured.
- **Policy:** Adopt policies that guide District operations.
- **Oversight:** Monitor performance through regular reports.
- **Evaluation:** Evaluate the Superintendent's effectiveness.

Superintendent Responsibilities (Means)

The Superintendent leads by determining how Board goals will be achieved.

Key areas of focus:

- **Implementation:** Translate goals into strategies and plans.
 - **Management:** Hire, supervise, and evaluate staff; oversee operations.
 - **Compliance:** Ensure adherence to laws, regulations, and policies.
 - **Communication:** Keep the Board informed of progress and challenges.
 - **Recommendations:** Provide professional advice and options for decisions
-

Decision Filter for Board Members

Before acting, Board Members should ask:

- Does this pertain to mission, vision, goals, or initiatives?
- Does it impact my ability to serve effectively on the Board?
- Does it relate to upcoming Board decisions?
- Does it directly affect student outcomes or safety?

If the answer is yes, it is Board work. If the answer is no, it is Superintendent work.

Foundation of Trust

The Board and Superintendent must operate on a foundation of trust:

- The Board sets direction through goals, policy, and oversight.
- The Superintendent recommends and implements strategies.
- Both respect their roles and work collaboratively for student success.

Board Member Authority and Conduct

- Board authority exists only when acting as a collective body in a legally convened meeting (Policy 2111).
 - Individual members cannot direct staff or represent the Board unless authorized.
 - Must adhere to ethical conduct and avoid conflicts of interest (Policy 2160).
-

COMMUNICATION

Effective communication promotes transparency, prevents misunderstandings, and avoids Open Meetings Law violations. Board Members should maintain professional, respectful, and open communication with each other, the Superintendent, and the community.

Communication Protocols

- Copy the President and Vice President on Board information requests.
- Share Superintendent responses with the full Board.
- Direct complaints through the chain of command.
- Use the District Clerk for distributing official correspondence.
- Respect confidentiality at all times.

Communicating with Team Members Between Board Meetings

The Superintendent will communicate with each Board Member through electronic Superintendent's Weekly Updates and emails that may include information such as:

- District events
- Progress reports on Board Goals, policy initiatives, and the Strategic Plan
- Follow-up reports prepared in response to Board Member inquiries
- Parent and/or Community Inquiries
- Updates on facilities as appropriate
- Curriculum, Instruction, and Technology Updates
- Human Resources Updates
- Business Updates
- Communications Updates
- Special Education Updates
- Updates on significant administrative matters
- BOE requests for information

The Superintendent will communicate with the Board President and Vice President as needed regarding issues that may need to come before the Board for information or action, who will ensure this information is shared with other Board Members.

COMMUNICATION

Communicating with Team Members Between Board Meetings (continued)

Board members may communicate with each other to ask questions, exchange information, or gather clarifying information to enable more productive Board Meetings. These communications will be shared with the entire Board to ensure equity and transparency. However, communications and socializing among Board Members should never circumvent the Open Meetings Law.

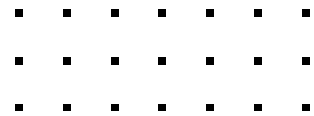
The preferred method for Board Members who wish to share information or ask a question relevant to District business or Board Goals is the following:

- Relay the information to the Board President and Vice President for placement who will determine the routing:
 - Future BOE agenda item
 - Future BOE Committee Meeting Agenda
 - Superintendent's Weekly Updates
- Board Members are not precluded from sending relevant information directly to each other but should also provide the Superintendent and the full Board with this information.
- Board Members must refrain from encouraging electronic or other discussion about such information in a manner that would violate the Open Meetings Law.
- Questions should be emailed directly to the Superintendent with a Cc: to the Board President and Vice President
 - a. Board Members should use the Chain of Command if they are inquiring as a parent
 - b. All Superintendent responses to BOE inquiries will be shared with the entire Board of Education to ensure equal access to information
- Communication received by the BOE will be directed to the District Clerk for acknowledgement and response by the Board President. Correspondence will be shared with the entire BOE and Superintendent.



COMMUNICATION

COMMUNICATION



Visiting Campuses as a Board Member

Board Members are encouraged to attend school events to demonstrate support for students and staff while following established protocols for building visits. Board members should announce their presence to the principal when attending events on the premises. The principal may take the opportunity to introduce the Board Member(s) to those in attendance, if appropriate.

1. Follow the building procedures for visitors
2. When Board Members, in their official capacity, plan to visit any school building or athletic field, at times other than special events, they are required to notify the Superintendent via the District Clerk of their intentions before arrival.
3. Unless the visit is Board-sanctioned, Board Members may interact with any staff member or student in the same manner as any other visitor.
4. Board Members do not evaluate staff; performance evaluations are an administrative responsibility.
5. Board Members may not issue any directives to District employees or students.
6. When visiting with teachers, administrators, coaches, advisors, or guidance counselors of their own children, Board Members will make it clear that they are acting as parents rather than as Board Members.



COMMUNICATION

Responding to Community or Employee Complaints

- When approached with community or employee complaints outside of a Board Meeting, the person is expected to listen respectfully. Remind the complainant of the Board's responsibility to remain impartial and noncommittal because complaints may ultimately be brought to the Board on Appeal (Policy #1400)
 - Complainants who desire a particular action to be taken should be referred to the appropriate Board Policy and informed of the steps listed in the policy that are necessary to protect everyone's rights while following an orderly process.
 - Board Members will inform the Superintendent of all complaints from staff and community, but will not direct the Superintendent to take specific actions.
 - The Superintendent will inform the Board of the resolution of complaints referred by Board Members if the complaint requires Superintendent intervention. If an email is sent to a complainant, the BOE will receive a copy of the email.
 - If the complainant does not know the District's Chain of Command, the Board Member should refer them to the Hewlett-Woodmere Chain of Command (see graphic on next page).
 - If the complaint reaches the level of the Superintendent and the complainant disagrees with the Superintendent's decision, the formal complaint may be brought to the Board in accordance with Policy #1400.
 - No Board Member shall unilaterally decide if or how or when to respond to the community without consensus from the entire Board. Community concerns shall be discussed during an Executive Session so that all Board Members agree on the next step.
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COMMUNICATION

Complaint recieved → Refer to policy/chain of command → Inform Superintendent
 → Superindendent updates the Board → If unresolved, formal appeal to the Board
 under Policy #1400.



COMMUNICATION PROTOCOL WHOM TO CALL WITH A QUESTION/SUGGESTION/CONCERN

HEWLETT-WOODMERE PUBLIC SCHOOLS welcomes questions from parents and community members. We believe in open, respectful communication and encourage you to first contact the staff member most directly involved, as they can best address your concerns. Please begin your communication with step 1. If not resolved, proceed through the steps in numerical order.

AFTER-SCHOOL ACTIVITIES

Step 1: Building Main Office

BUDGET CONCERNS/TAXES

Step 1: Business Administrator
Step 2: Assistant Superintendent for Business and Operations

CLASSROOM/CURRICULUM CONCERNS

(classroom procedures, behavior, grades, schedules, etc.)

Elementary:

Step 1: Classroom Teacher
Step 2: Curriculum Director
Step 3: Assistant Principal
Step 4: Building Principal
Step 5: Assistant Superintendent for Curriculum, Instruction, and Innovation

Secondary:

Step 1: Subject Teacher
Step 2: Curriculum Director
Step 3: Guidance Counselor
Step 4: Assistant Principal
Step 5: Building Principal
Step 6: Assistant Superintendent for Curriculum, Instruction, and Innovation

COMMUNITY SERVICES

Step 1: Executive Director for Communications, Community Services, Registrations, and Grants

EMPLOYMENT

Step 1: Assistant Superintendent for Human Resources and Leadership Development

EXTRA-CURRICULAR ACTIVITIES

Step 1: Activity Advisor
Step 2: Assistant Principal
Step 3: Building Principal

INFINITE CAMPUS PARENT PORTAL

Step 1: School Main Office
Step 2: Information Technology Specialist

MEDICAL CONCERNS

Step 1: School Nurse
Step 2: Building Principal
Step 3: Director of Health, Safety and Security

PE/HEALTH/ATHLETICS

Step 1: PE Teacher/Coach
Step 2: Director of Health, Physical Education, and Athletics
Step 3: Building Principal
Step 4: Superintendent

REGISTRATION/RESIDENCY

Step 1: Registrar
Step 2: Executive Director for Communications, Community Services, Registrations, and Grants

FOOD SERVICES

Step 1: Food Service Director

STUDENT SOCIAL/EMOTIONAL NEEDS

Elementary:

Step 1: Social Worker/School Psychologist
Step 2: Assistant Principal
Step 3: Building Principal

Secondary:

Step 1: Guidance Counselor
Step 2: Social Worker/School Psychologist
Step 3: Assistant Principal
Step 4: Building Principal
Step 5: Assistant Superintendent for Special Education and Student Support Services

SPECIAL EDUCATION

For Initial Evaluation:

Elementary:

Step 1: School Psychologist

Secondary:

Step 1: Psychologist/Special Education Directors

For Current Students:

Step 1: Classroom Teachers
Step 2: School Psychologist
Step 3: Special Education Office

THE ARTS (Music, Art, Theater)

Step 1: Teacher
Step 2: Director of Art and Music
Step 3: Building Principal

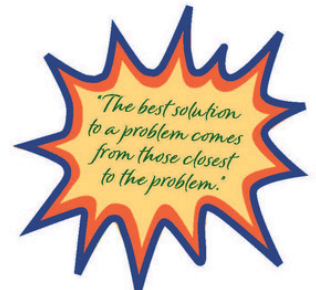
TRANSPORTATION

(Pick-up, route problems, etc.)

Step 1: Transportation Office
Step 2: Business Administrator
Step 3: Assistant Superintendent for Business and Operations

USE OF FACILITIES

Step 1: Director of Facilities



Please scan here to view District contact numbers on our website.



BOARD MEETINGS

The Board of Education recognizes that to perform its duties in an open and public manner, and in accordance with New York State Law, the Board of Education shall hold a regular business meeting and a work meeting once a month. On occasion, the Board of Education can convene a special meeting, which is not regularly scheduled, to address a particular item in a timely manner.

Board meetings are where official business is conducted. Meetings must be efficient, transparent, and respectful of both Board Members and the public.

- Follow agenda preparation and submission timelines.
- Request information in advance through the Board President and Vice President.
- Use Executive Sessions only for legally permitted purposes.
- Participate in a discussion by being recognized by the President before speaking.
- Respect opposing viewpoints and ensure equal opportunity for participation.
- Vote openly by a show of hands; decisions are made by majority rule.
- Report committee outcomes at Regular Meetings for accountability.

Key Meeting Requirements

Quorum: Four of the seven members are required to conduct business

Voting Rights: Only Board of Education members may vote on matters being considered

Annual Organization: The Board holds one organizational meeting yearly to discuss the structure for the following year

Scheduling: Meeting times, dates, and locations established in the spring of the preceding year, no later than the annual organizational meeting

Holiday Conflicts: Meetings falling on legal holidays will be rescheduled

Public Access: All meetings are open to the public, with facilities providing disability access

BOARD MEETINGS

Types of Meetings

The Board holds three types of meetings: Regular, Work, and Special meetings to serve district purposes as outlined below.

Regular Meetings

Monthly regular BOE meetings are held each month

- Meeting dates and locations are listed in the District calendar, the public library, and on the District Website

Work Meetings

- Planning meetings for discussing predetermined topics
- Board hears reports from Superintendent, District Staff, and community committees
- Provide in-depth study and discussion of specific topics
- Review items for future business meeting action
- Motions are not to be made or adopted during work meetings
- Open to the public; resident participation at the Board's discretion

Special Meetings

- Called by any Board member through the Board President and the Superintendent
- Minimum 24-hour notice required for all Board members
- If less than one week's notice is possible, Public notice will be provided to the extent practicable
- Emergency meetings may proceed with member waiver of notice (documented in minutes)

Standard attendees include:

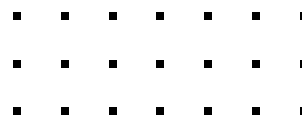
Board Members, Superintendent of Schools, Assistant Superintendents, Executive Directors, Ex-Officio Student Member, and Other specified personnel as deemed necessary

Cross-ref: 2210, Board Reorganization Meeting; 2350, Board Meeting Procedures

Ref: Educational Law §§1606 Opening Meeting Law, Public Officers Law §§100 et seq.

Adopted: 6/10/99; Amended: 9/21/11, 11/16/22, 7/1/25

BOARD MEETINGS



Confidentiality and Executive Sessions

Board Members have a responsibility to maintain the confidentiality of sensitive information obtained through their official duties. This protects the District's interests and maintains public trust in governance.

Executive Session Confidentiality

- a. All matters discussed in properly convened Executive Sessions are confidential
 - b. Public disclosure of attorney-client privileged information may violate the law and expose the Board to liability
 - c. Executive session discussions may not be disclosed, regardless of whether the content is formally classified as confidential
 - d. Confidentiality is essential for effective Board governance, protecting sensitive matters, and preserving the integrity of deliberations. All Board participants must uphold these standards to ensure responsible stewardship of District affairs.
 - e. The Board is restricted both by law and its Code of Ethics from disclosing any such information, including medical situations, students/staff records, personally identifiable information, and ongoing or completed personnel investigations, evaluations, disciplinary action, past or present litigation, collective bargaining negotiations, and real-estate transactions.
 - f. Members may acknowledge that a listed agenda topic was discussed in Executive Session if the President publicly announced the Board would discuss it in Executive Session, but may not share further details.
 - g. This confidentiality requirement applies to all Board and Audit Committee Executive Sessions
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BOARD MEETINGS

Agenda Preparation and Dissemination Procedures

The Board of Education ensures thorough agenda preparation and timely dissemination to support transparency and provide meaningful opportunities for public participation.

Agenda Item Submission Process

Who Can Submit:

- Board Members
- District employees
- Community residents

How to submit requests for an agenda item:

- District employees and community residents contact the Superintendent of Schools through the District Clerk.
 - Any Board member may request that an item be placed on the agenda for Board consideration by contacting the Board President and Vice President, or Superintendent, before the agenda-setting meeting.
 - All requests will be discussed during the agenda-setting meeting with the Board President and Vice President.
 - Items submitted for inclusion after the deadline or those requiring significant preparation time might, at the discretion of the Board President in consultation with the Superintendent, be deferred to a later meeting. This decision will be based on the time needed to prepare sufficient information pertaining to the request.
 - A draft agenda will be developed by the Superintendent and presented to the Board President and Vice President at least three business days prior to the meeting for which the agenda is being prepared.
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BOARD MEETINGS

Roles and Responsibilities

Superintendent of Schools

- Prepares meeting agendas in consultation with the Board President and Vice President
- Reviews and discusses agenda item requests from Board members, employees, and residents
- Participates in agenda-setting meetings with the Board and District Leadership

Board President and Vice President

- Collaborate with the Superintendent on agenda preparation
- Provide final approval for meeting agendas
- Participate in agenda-setting meetings with District Leadership

District Clerk

- Responsible for distributing completed agendas in advance of meetings
- Ensures timely dissemination to all required parties

Material Distribution

Standard Recipients:

- All Board Members
- Superintendent
- Assistant Superintendents
- Executive Directors
- District Treasurer
- Other Personnel as required

Content

- Complete set of materials for regular meeting
 - Additional data and information upon Board Member request to support informed decision-making
 - Materials aligned with established District goals
-

BOARD MEETINGS

Consent Agenda

Can be used to present routine items for a single vote without full Board discussion, adhering to the following guidelines:

- The Board President, Vice President, and Superintendent determine which items are placed on the consent agenda.
- Any individual Board Member may ask questions or discuss an item on the consent agenda by asking the President to remove it from the consent agenda for individual consideration.
- Following action on the consent agenda, the Board President will allow discussion on any item requested for removal from the agenda by a Board Member.

Requesting Information About Meeting Agenda Items

1. Board Members will receive agenda items on the Friday before the BOE Work Meeting.
 2. Board Members are encouraged to request information about agenda items at least two business days before the scheduled meeting.
 3. Direct any questions about agenda items or requests for additional information about them to the Superintendent, copying the Board President and Vice President.
 4. The question and response will be copied to all members of the Board via email as soon as reasonably possible (unless this topic is for discussion during Executive Session).
 5. Board Members should refrain from engaging in a discussion/debate via email thread relating to the topic.
 6. The Superintendent's Cabinet will make every reasonable effort to provide sufficient information before the meeting so that Board Members can make informed decisions.
 7. All participants should be prepared to address agenda items.
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BOARD MEETINGS

Requesting Information Not Related to Agenda Items

1. Board Members must send all non-agenda information requests directly to the Board President and Vice President, who will then decide if:
 - a. The request should be sent to the Superintendent
 - b. The request should be brought up at a BOE Committee Meeting
 - c. The request should be added to a Board Agenda
 - d. This item should use the HWPS Chain of Command for parent inquiries
 2. If the request is sent to the Superintendent, the response shall be included in the Superintendent's Weekly Updates or via email.
 3. The Superintendent will acknowledge requests by email, with responses copied to the entire BOE, unless the issue is appropriate for Executive Session.
 4. If the requested information can be provided from readily available data with no diversion of staff time, then it will be provided as soon as reasonably possible.
 5. If the request requires a special report that will divert staff time from established priorities, the Superintendent will notify the requester and the Board of this fact.
 6. The Board President may place the request for information on the next meeting agenda to determine if a majority of the Board agrees that the requested information is important for its future decision-making.
 7. All Board members will receive a copy of any report generated by a Board Member's request in accordance with this procedure.
-

BOARD MEETINGS

Participating in Discussion, Debate, and Voting

- Board members must be recognized by the President prior to speaking
- Comments must be directed to the Board President and related to agenda items
- The Board President shall:
 - Recognize Board Members in turn, indicating the order of speakers
 - Allow each Board member who wishes to speak on current agenda items
 - Allow opposing viewpoints
 - Allow each Board Member a turn before giving anyone a second turn
 - Ensure all Board Members have equal rights to make motions and vote, prior to the President making his/her own motion
- All votes shall be conducted by a show of hands

Decision-Making & Consensus-Building

The Board speaks with one voice once a decision has been made. Consensus does not mean unanimity, but rather a commitment to publicly support the Board's decisions.

- Discuss issues openly and respectfully during meetings
- Decide by majority vote, recognizing that consensus is different from unanimity
- Respect minority opinions while upholding majority decisions
- Support Board decisions publicly, even if you voted against them
- Present a united front to maintain public trust in the Board

Public Comment During Meetings

- Provide structured opportunities consistent with policy
 - Public must address comments to the Board President
 - Enforce time limits fairly and consistently
 - Listen respectfully without debate during the comment period
 - Direct community members to the proper chain of command for follow-up
-

BOARD COMMITTEES

Selecting and Operating Board Committees

1. The Board may establish a committee when an issue requires more time and attention than the Board feels can be addressed during a Board Meeting. Committees are established in response to a successful motion to refer the issue to a committee and are approved at the annual re-organization meeting.
 2. At the annual reorganization meeting, the Board must vote to approve the purpose and membership of each BOE committee. At this time, the following will occur:
 - a. Designate the committee as either a standing or special committee
 - b. Designate a committee chairperson, two members, and an alternate
 - c. Designate meeting frequency, times, and day of week
 - d. Require the committees to report back to the community during a Regular BOE Meeting
 3. The committee chair, with the assistance of assigned District staff, is responsible for setting a meeting time, preparing the agenda, arranging for a meeting site with necessary equipment, and notifying all members of the time and place for the meeting.
 4. The members of the committee will submit desired agenda items **one week** before the meeting to allow for appropriate preparation time.
 5. Dates for the committee meetings shall be established and agreed upon by all members of the committee.
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TEAM DEVELOPMENT

Orientation of New Board Members

The Board of Education and administration provide comprehensive orientation to help new board members understand their roles, responsibilities, and the District's operations before taking office.

New Board Members will receive:

- Selected materials covering Board functions and responsibilities
- School District operational overview documents
- Board policies and procedures handbook
- District organizational charts and key contact information
- Current budget and financial documents
- Strategic planning materials and District goals

Board Meeting involvement includes:

- Invitation to attend all Board meetings as an observer, and access to executive sessions with discussion participation
- Opportunity to attend Board functions and District events
- Confidentiality Training: The Board President will provide a detailed explanation of Executive Session confidentiality requirements and expectations

Leadership Introductions include:

- Scheduled meetings with the Superintendent of Schools
- Introductions to the Superintendent's Cabinet
- Overview of administrative services and support structures
- Discussion of how administrative staff supports Board governance
- Review of Superintendent-Board working relationship protocols

External training includes:

- Mandatory attendance at the New York State School Boards Association (NYSSBA) workshops for new members
- Information about ongoing professional development resources
- Access to governance training materials and webinars
- Networking opportunities with experienced board members from other districts

Orientation activities should begin promptly after the election and be substantially completed before the new member takes office, ensuring a smooth transition into active board service. (Policy #2510)

TEAM DEVELOPMENT

Conducting Travel for Professional Development of Board Members

During annual budget planning, the administration will propose a budget for Board member professional development needs based on:

- Mandated training requirements for new Board Members
- Professional development activity is most beneficial to the Board, which can be team activities or individual training.
- The Board may choose to send one member to a training with the expectation that the information gathered will be shared with the full team after attending the session.

Members are encouraged to attend training opportunities provided by the New York State School Boards Association and other entities.

Training events located outside the state may be considered and included in the final budget only if more cost-effective training events are unavailable.

Members planning to attend continuing education events identified in the budget should contact the District Clerk to make arrangements.

Expenditures for those training sessions that fall within the approved budget will be authorized by the board via the consent agenda.

All Board Members will be reimbursed per District Policy #8334, #2230

All training sessions must be approved in advance by Board vote.

TEAM DEVELOPMENT

Team Self-Assessment & Board Professional Development Needs

1. The Board should conduct an annual evaluation of its own performance in governing, overseeing District management, and conducting its business.
 2. The Board may use existing assessments or develop a local instrument, agreed upon on an annual basis, to support the self-assessment process.
 3. The Board President or designee ensures all board members are trained on and comfortable using the selected assessment, and distributes it, with instructions, at least one week in advance of the scheduled board self-assessment workshop/retreat.
 4. Board Members complete the assessment as instructed and either bring it to the workshop or send it to an identified point of contact for scoring before the workshop.
 5. Depending on the results of the survey, the Board considers whether it would be advantageous to have the workshop/ retreat facilitated by a consultant. The process of conducting a Board self-assessment and discussing the path forward can be an opportunity for professional growth and fostering positive relations. If the Board discovers it is struggling, it is wise to consider assistance from experts, such as staff from NYSSBA, BOCES, the school attorney, or other resources.
 6. During the workshop, the Board focuses its discussion on those items in the instrument where responses indicate either a comparatively weak performance or there is disagreement about the Board's current performance. The intent of the discussion is to identify areas requiring additional attention to improve Board performance.
 7. Based upon the results of the self-assessment workshop, the Board may identify goals for improvement. A professional development plan will be created to address these improvement goals. The Board should schedule a review of progress toward self-improvement goals every six months as part of a regularly scheduled meeting or workshop. The dates for the reviews are entered in the board activity calendar.
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TEAM DEVELOPMENT

Expressing Concern about Another Member's Performance

1. A Board Member who has an issue with a colleague's performance is encouraged to express those concerns directly to that individual.
2. If the issue is not resolved, then a discussion with the Board President is appropriate. If the concern involves the Board President, a member may discuss the issue with the Board Vice President.

During follow-up discussions:

1. The Board President may either discuss the concern with the individual in question on behalf of the reporting board member involved or shall moderate a discussion between the members.
 - If appropriate, the President will remind the Board Member about the adopted Code of Ethics and the District's Code of Conduct (#5300) and address how the questionable behavior does not comply with the codes.
 - If the Board Member in question does not believe their behavior conflicts with the Board's Code of Ethics, an item may be placed on the agenda to discuss the parameters of acceptable Board behavior for an upcoming Board Meeting.
 - The Board president may believe that the nature of the issue would best be addressed by scheduling a retreat for the entire Board. The Board as a whole would reach a consensus on the scheduling of a retreat.
 2. Board Members should not take concerns about fellow Board Members to the Superintendent for purposes of attempting to resolve disputes.
 3. In order to preserve the integrity and credibility of the school District as a whole, members shall not speak negatively (for example, personal attacks or character assassination) about another member, the Superintendent, or staff in the community.
 4. If needed, the matter may be discussed with the full Board in Executive Session in an attempt to clearly identify behavior that may be inappropriate and discuss possible solutions to encourage team cohesion and effectiveness.
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DEVELOPING A BUDGET PROCESS

- November 4, 2026, 6:30 PM:** Budget 101
- December 9, 2026, 6:30 PM:** Budget Session 1
- January 13, 2027, 6:30 PM:** Budget Session 2
- February 10, 2027, 6:30 PM:** Budget Session 3
- March 10, 2027, 6:30 PM:** Budget Session 4
- March 23, 2027, 6:30 PM:** Public Budget Forum
- April 21, 2027, 6:30 PM:** BOE Adopts Proposed Budget
- May 5, 2027, 6:30 PM:** Annual Budget Hearing
- May 18, 2027, 6:30 PM:** Annual Budget Vote



PLANNING

Creating an Activity Calendar

Annually, in the month immediately following Board reorganization, Board Members will meet with the Superintendent and establish a tentative Board Meeting Presentation Calendar.

Dates and events on the Annual Board Meeting Presentation Calendar may be modified during the year by a majority vote of the Board.



PLANNING

Evaluating the Superintendent

The Board evaluates the Superintendent annually, based on agreed-upon goals, leadership, and District outcomes. This process is collaborative and ensures accountability while supporting continuous improvement. The Board and Superintendent will select a mutually agreed-upon evaluation measure.

1. Each year, the Superintendent will present annual performance goals based on the District Goals to the Board of Education. Goals may extend beyond a single year. If so, these multi-year goals will be reviewed annually and revised as appropriate. Board and Superintendent Goals will be posted on the District Website.
2. The Superintendent will report progress on these goals to the Board periodically through the school year.
3. At about the mid-point in the school year, the Board President will schedule an Executive Session for an informal meeting of the Board and Superintendent to review progress on the goals and any other issues related to the Superintendent's and Board's performance.
4. At a time mutually convenient to the Board and the Superintendent, the parties shall meet in Executive Session to discuss the Superintendent's performance to date. The Board shall devote at least a portion of one meeting during the months of April, May, or June in each year of the Superintendent's employment to an evaluation in Executive Session of her performance and her working relationship with the Board. The performance review will be in a closed Executive Session with the Superintendent having the opportunity to respond, both verbally and in writing, to the written evaluation. The Board and individual Board Members shall keep the performance evaluation confidential to the extent permitted by law.