



Governance Processes

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GP 1.0 Board's Purpose

On behalf of the citizens 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 at each meeting 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

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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.

~~1.3.4~~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.

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 ~~October~~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. ~~The President shall ensure that Board meeting agendas:~~

~~1.5.3.2.1 — Reflect the need for monitoring and revision of all Board policies, and for monitoring performance of the Superintendent relative to the Board's Ends and Executive Limitations policies.~~

~~1.5.3.2.1.1 — Responsibility for Board self-evaluation will rotate each meeting to a different Board member.~~

~~1.5.3.2.1.2 — While material violations of Board policies may be noted immediately during a meeting of the Board, self-evaluation will normally occur at the end of each meeting prior to adjournment.~~

~~1.5.3.2.2 — Reflect the need for timely decision-making and community feedback.~~

~~1.5.3.2.3 — The President may delegate this authority to other Board members when appropriate, but is ultimately accountable for the Board's meeting agendas.~~

1.5.3.3 The meeting agenda and packet presentations that require a reaction 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 by the Board per the board's agenda plan for the year. Discussion of the reports will be only for indication of policy violations or if the Board does not consider the Monitoring Reports to be reasonable. 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

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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 producing:
 - 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 ~~the 2018~~ 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. ~~The MBOC will sunset December 31, 2022 with the option to extend if needed.~~

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 ~~on November 6, 2018~~, 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 Cost of Governance

~~The Board will invest in its governance capacity.~~

~~Accordingly:~~

~~1.9.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.~~

~~1.9.1.1 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.~~

~~1.9.1.2 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.~~

~~1.9.1.3 Outreach mechanisms will be used as needed to assure the Board's ability to listen to owner viewpoints and values.~~

~~1.9.2 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.~~

~~1.9.2.1 Up to \$14,200 in fiscal year 2020-2021 for training, including attendance at conferences, retreats and workshops.~~

~~1.9.2.2 Up to \$83,000 in fiscal year 2020-2021 for audit and other third party monitoring of organizational performance.~~

~~1.9.2.3 Up to \$14,000 in fiscal year 2020-2021 for surveys, focus groups, opinion analyses, and meeting costs.~~

~~1.9.2.4 Up to \$ 41,050 in fiscal year 2020-2021 membership in statewide and national organizations.~~

~~1.9.2.5 Up to \$48,650 in fiscal year 2020-2021 for use of outside professional expertise.~~

~~1.9.1.1 Up to \$200 in fiscal year 2020-2021 for ownership linkage and partnership opportunities.~~

1.9.2.6

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