

*Focusing on Strategic Leadership,
Continuous Improvement
and Accountability*



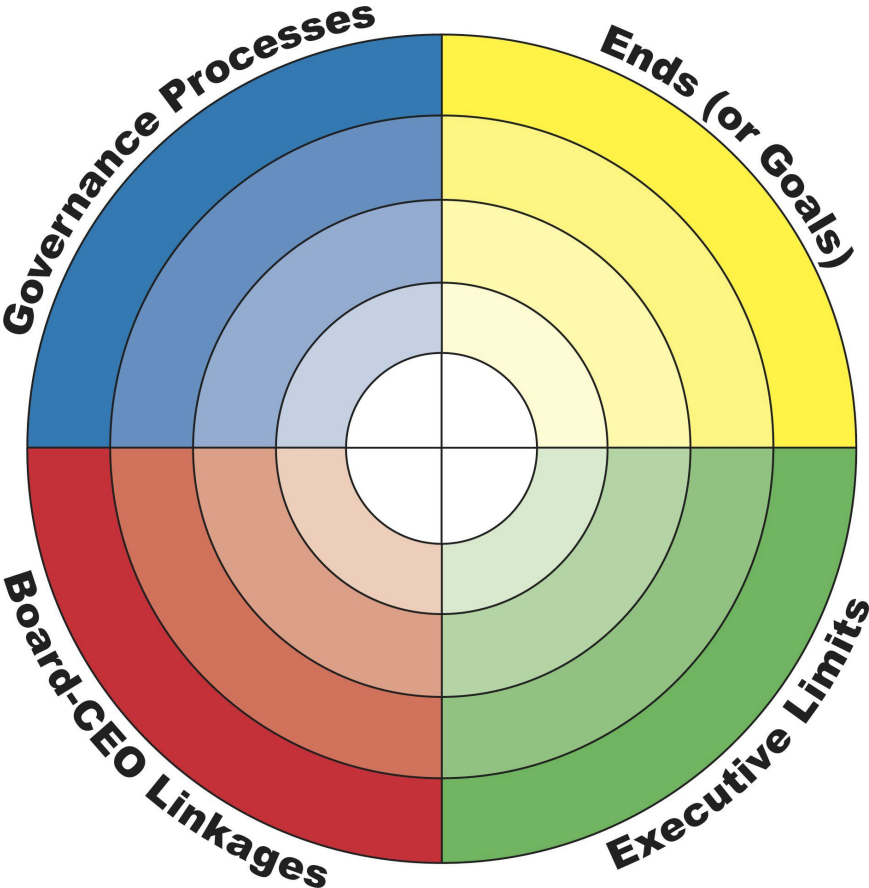
Board of Education Policy Governance Book

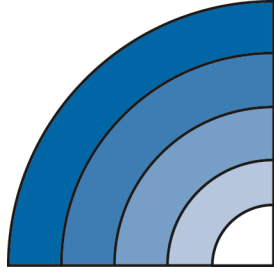
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Douglas County School District’s Board of Education has adopted a new governance structure. It is built on a set of policies that cover the four areas where the Board can most effectively carry out its responsibilities as trustees of the community.

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





Governance Processes

GP 1.0 Board's Purpose

On behalf of the citizens 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 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 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. 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

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 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 policies.

GP 1.3 Board President Responsibilities

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

- 1.3.1 To lead the Board so that the Board's performance is consistent with its own rules and policies and those legitimately imposed on it from outside the organization.
 - 1.3.1.1 Board meeting deliberations are conducted and monitored to include only Board issues that, as defined in Board policy, belong to the Board to decide or monitor. Deliberations are fair, open and thorough, but also efficient, timely, orderly, and to the point.
 - 1.3.1.2 To make decisions that fall within the topics covered by Board policies on Governance Process and Board-Superintendent Linkage, except a) concerning the employment or termination of a Superintendent, and b) where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in those policies.
 - 1.3.1.3 The President has no authority to make decisions about policies created by the Board in

the Ends and Executive Limitations policy areas.

- 1.3.1.4 The President has no authority to supervise or direct the Superintendent.
- 1.3.2 To represent the Board to outside parties in announcing only Board-stated positions and in stating decisions and interpretations within the areas delegated to him or her. The President may delegate this authority to other Board members when appropriate, but remains accountable for its use.
- 1.3.3 To sign all contracts and official Board reports authorized by the Board.
- 1.3.4 In the absence or inability of the President, the Vice-President shall have and perform all of the powers and duties of the President.

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.

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, 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 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. 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.

GP 1.6 Board Committee Principles

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

Accordingly:

- 1.6.1 A committee is a Board committee only if its existence and charge come from the Board.
- 1.6.2 Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation.
- 1.6.3 Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Superintendent.
 - 1.6.3.1 When fulfilling his or her charge from the Board, a Board liaison may reasonably interpret relevant Governance Process policies and relevant, specific Board decisions as evidenced by officially passed motions, making decisions or taking actions necessary to

fulfill that charge, as long as those decisions or actions are reasonable interpretations of Governance Process policies and specific Board decisions.

- 1.6.4 Board committees cannot exercise authority over staff. Because the Superintendent works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
- 1.6.5 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not usually be used to monitor organizational performance on that same subject.
- 1.6.6 Unless legally required, committees will be used sparingly and ordinarily in an ad hoc capacity.
- 1.6.7 This policy applies to any group, that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members even if a committee consists of one Board member, who may be referred to as a “liaison.” It does not apply to committees formed under the authority of the Superintendent.
- 1.6.8 Board committees will have clear and specific goals, objectives, and timelines.

GP 1.7 Board Committee Structure

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

- 1.7.1 Name: District Accountability Committee
 - 1.7.1.1 Charge: This committee is charged with 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 mill levy override (MLO) and bond (Bond) program and project list, 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/Bond 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.

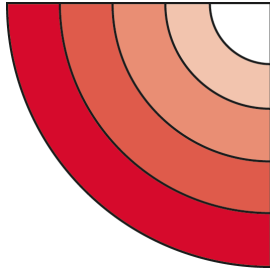
GP 1.9 Cost of Governance

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



Board-Superintendent Linkage

BSL 1.0

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

BSL 1.1 Providing Direction and Delegation to the Superintendent

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

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

BSL 1.2 Unity of Control

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

Accordingly:

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

BSL 1.3 Accountability of the Superintendent

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

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

BSL 1.4 Monitoring Superintendent Performance

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

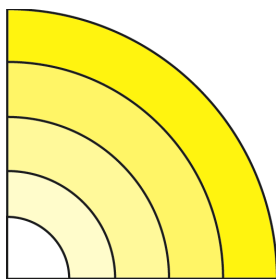
Accordingly:

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

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

1.4.6 Monitoring Report Schedule

Frequency and Report Date for monitoring Board End/Goal Statements and Executive limitations shall be determined annually by the Board of Education for the upcoming year, and no later than July 31 of each subsequent year.



Ends

G 1 End Statements

I. Academic Excellence (Approved 3.20.18)

- A. All students have equitable access to a Douglas County public school that promotes growth in their cognitive, physical, social and emotional needs and builds on their strengths.
- B. Academic expectations are clearly articulated and supported with an appropriate curriculum that includes content, scope and sequence.
- C. Every student has equitable opportunity to acquire the knowledge and skills that will ensure performance at his/her highest individual potential.
- D. A diverse set of educational options are provided which enables students to pursue different post-secondary options (e.g. college, career and technology education, independent living, military or direct entrance into the workforce).
- E. Students graduate with acquired content and cultural knowledge, workforce readiness, interpersonal skills, civic responsibility, global awareness, independent living and an understanding of the essentials for health and wellness.

II. Outstanding Educators (Approved 5.8.18)

- A. Quality educators and staff have been recruited, developed, supported, retained and celebrated.
- B. A positive, growth-oriented performance assessment system has been identified, adopted, and implemented.
- C. Research-based professional development opportunities are consistently provided, reflect best practices, allow for innovation, and promote lifelong learning.
- D. Communication between and among students, parents, community, educators and staff is frequent, collaborative, and helpful.
- E. Educators and staff are valued and given multiple opportunities for their voices to be heard.

III. Safe, Positive Culture and Climate (Approved 8.7.18)

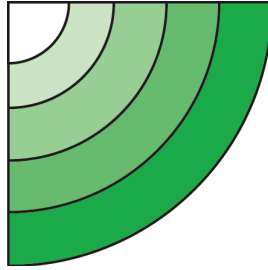
- A. A purposeful focus on creating a caring, safe, fun, supportive, and positive learning and working environment for all students, district employees, parents, and community is manifest throughout the district.
- B. There is clear evidence and a common understanding of the shared belief that all students can succeed when given a safe and caring learning environment. To that end:
 - 1. District employees, parents, and community work collaboratively, proactively and responsibly to ensure the psychological wellbeing of all students.
 - 2. A focused level of teamwork and professional development is on-going among district employees, community, and law enforcement agencies to ensure the physical safety of students, district employees and visitors.
- C. Behavior Expectations are clearly articulated, supported, and taught.
- D. Multiple communication systems are available and used by students, district employees, parents, and community to ensure all voices are heard.

IV. Collaborative Parent, Family and Community Relations (Approved 9.18.18)

- A. Parents, guardians, families, and community members partner with each other and the District to empower students to maximize their individual educational experience.
- B. Collaboration with community, business, government, educational, and organizational leaders is sought to provide opportunities for students to create positive change and provide service in our community.
- C. Schools are the center of community learning, entertainment, and gathering.
- D. Multiple effective pathways for communication are available to all parents, guardians, families, community members, and district employees and are conducted with respect and kindness

V. Financial Well-being

- A. The Board of Education and all district employees are good stewards of the financial resources belonging to the district on behalf of students and taxpayers.
- B. All district funds and expenditures are handled equitably, efficiently, transparently, responsibly, and purposefully to maximize the benefit for all students.
- C. All district fiscal transactions are legal, ethical, and appropriate in keeping with district regulations and goals.
- D. Long-term financial stability and accountability has been established, maintained, and actively monitored in order to accomplish Board of Education End Goals.



Executive Limitations

EL 1 Global Executive Constraint

The Superintendent shall promote practices, activities, decisions or organizational circumstances which are lawful, prudent, consistent with commonly accepted business and professional ethics, and in accordance with Board governance policies.

Adopted: August 24, 2021

LEGAL REFS.: C.R.S. 24-18-104 (government employee rules of conduct)
C.R.S. 24-18-109 (local government employee rules of conduct)

POLICY REFS.: CBA/CBC, Qualifications/Powers and Responsibilities of Superintendent
GBEB, Staff Conduct

EL 2 Emergency Superintendent Succession

In order to protect the Board in the event of sudden loss of Superintendent services, the Superintendent shall designate no fewer than two (2) other executive staff members who are familiar with Board and Superintendent issues and processes and are capable of assuming Superintendent responsibilities on an interim basis. These designees shall be serving the district at an executive director level position or higher during the period of time when designated to serve for purposes of emergency superintendent succession.

Adopted: August 24, 2021

LEGAL REFS.: C.R.S. 22-32-109 (1)(b) (Board duty to adopt policies necessary and proper for the efficient administration of the district)

EL 3 Development of Policy

State law and Board governance policy authorizes the Board to delegate its policy-making responsibilities to the Superintendent to the extent consistent with state and federal law. Board Governance Policy BG specifies that policies adopted or revised by the Superintendent pursuant to Board delegation are considered “district policies.” Such policies are also designated as “Superintendent File” policies.

The Superintendent will develop and operate with written policies that are consistent with law and Board governance policy and ensure reasonable progress toward achieving the Board's Ends.

Accordingly, the Superintendent will develop and promulgate district policies that:

1. Are designed to achieve the Board's Ends;
2. Are consistent with constraints set forth in the Board's Executive Limitations policies;
3. Are consistent with federal and state law; and
4. Contain all legally required and recommended policies.

The Superintendent will communicate to the Board regarding:

1. Circumstances which indicate the need to draft new district policy or revise existing district policy;
2. Suggestions regarding new policy language or revisions to existing policy; and

3. District policies that are inconsistent with current law or Board governance policy.

The Superintendent will consult, when appropriate and at his or her discretion, with staff, students, parents, and other community members in the development of district policy.

The Superintendent will make available copies of all newly promulgated or revised district policies to the Board and all administrators with instructions to make available to staff, students, parents, guardians and community members.

Adopted: August 24, 2021

POLICY REFS.: BG, Policy Process
BG-E, Board Retention of Delegation of District Policy

EL 4 Communication to the Board

With respect to providing information to the Board, the Superintendent will give the Board as much information as necessary to allow Board members to be adequately informed and supported in its work.

Accordingly, the Superintendent will:

General

1. Cause the Board to be advised in a timely manner of relevant trends, facts and information, including:
 - a. The rationale behind Superintendent recommendations to the Board;
 - b. Student performance data and graduation rates;
 - c. Information regarding any serious safety matter or crisis situation;
 - d. Information regarding the cancellation of school or any important event;
 - e. Best practices in K-12 education;
 - f. Attorney-client privileged information regarding matters which may expose the district to significant legal liability including threatened or pending lawsuits;
 - g. Results of District-wide polls or surveys;
 - h. The Superintendent's contact information while engaging in out of town travel; and
 - i. Plans for short and long-term capital or facility needs in a manner that aligns with the bond cycle;
2. Present information in language that is easy to understand;
3. Advise the Board of the basis for any recommended changes in support of the establishment of or revision to Board governance policy;
4. Provide for the Board with staff and external points of view and opinions, as appropriate, to allow the Board to make informed Board decisions;
5. Send letters, surveys or share communication under the Board name or on behalf of the Board only when receiving Board approval;
6. Provide each director access to and an opportunity for information that supports official Board business. Responses to individual Board director requests for information will be distributed to all directors, as appropriate, and in compliance with the Open Meetings Law; and
7. Communicate with legislators or other governmental officials in support of the Board in its efforts to impact legislation in the best interests of the district.

Financial condition

Advise the Board of significant transfers of moneys within funds, any single non-budgeted purchase or expenditure of greater than \$500,000 and any other change substantially affecting the district's financial condition (e.g. anticipated bond refunding opportunities or ratings changes), the district's ability to achieve its mission, or which is in violation of the Board's policies.

Media coverage

Advise the Board of anticipated media coverage of material significance to the obligations or decisions of the Board.

Monitoring

1. Submit monitoring data requested by the Board in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, if applicable;
2. With the understanding that it is primarily the Board's responsibility to monitor its own compliance, advise the Board if, in the Superintendent's opinion, the Board, or its committees, are not in compliance with its own policies on Governance Process and Board-Superintendent Relationship; and
3. Report in a timely manner any actual or anticipated noncompliance with any Board Ends or Executive Limitations policy or policies.

Board communications

1. Provide a mechanism for official Board, officer, or committee communications; and
2. Work with the Board as a whole on Board policy issues except when:
 - a. Fulfilling individual requests for information as long as such requests do not require a material amount of staff time or resources, are not disruptive, and responses are conveyed to Board members consistent with the requirements of Open Meetings Law;
 - b. Working with officers or committees duly charged by the Board; or
 - c. Communicating with the Board president on emergency circumstances conveyed to other Board members as soon as possible.

Consent agenda

Supply for the consent agenda all items delegated to the Superintendent that are required by law or contract to be Board-approved, along with the minimum amount of supporting data necessary to keep the Board informed and a rationale for the superintendent's decision.

State reporting

Provide a summary to the Board of any significant data submitted to the State Board of Education regarding accreditation, accountability, or safety.

Personnel decisions

As permitted by law, provide, as soon as possible after decisions are made, information to the Board regarding personnel actions taken or recommended decision and, as appropriate, information regarding how the decision impacts the district's ability to operate and to achieve the Board's Ends.

Adopted: August 24, 2021

LEGAL REFS.: C.R.S. 22-11-101 et seq. (state accreditation)
C.R.S. 24-6-201 et seq. (Colorado Sunshine Act - public official disclosure law)

EL 5 Commitment to Accomplishment and Accountability

The Superintendent will administer efforts to maintain an effective accountability program.

Accordingly, the Superintendent will:

1. Take steps to assure school-level accountability committees (SACs) are operational so that SACs serve the purposes and functions stated in law for the school accountability committee, including the following:
 - a. Prior to Board's adoption of the annual budget provide feedback to the district accountability committee regarding prioritization of expenditures of district moneys;
 - b. Advise the superintendent concerning the preparation of a school performance or improvement plan, if either is required, and to submit recommendations concerning the contents of the performance or improvement plan;
 - c. Advise the Board concerning the preparation of a school priority improvement or turnaround plan, if either is required, and to submit recommendations concerning the contents of the priority improvement or turnaround plan;
 - d. Meet at least quarterly to discuss whether school leadership, personnel, and infrastructure are advancing or impeding implementation of the school's performance, improvement, priority improvement, or turnaround plan, whichever is applicable, or other progress pertinent to the school's accreditation contract with the Board;
 - e. Make efforts to increase the level of parent engagement in the school;
 - f. Discuss safety issues related to the school environment and provide input regarding a safe school plan for the school, as appropriate to the school, consistent with the district's safe school plan and policies.
2. Take steps to assure that district accountability committees make efforts to fulfill the responsibilities inherent in the Educational Accountability Act and the Educational Accreditation Act;
3. Take steps to assure that accountability committee meetings are open to the public and that meeting notices are posted accordingly;
4. Consistent with state law and regulation, report regarding the district's goals and objectives for the improvement of education in the district and the district's plan to improve educational achievement, maximize graduation rates, and increase each school's attainment of state-wide performance indicators and plan type assignments as recorded on school performance frameworks;
5. Assure that data is gathered and accurately reported as required by law to the Colorado Department of Education for the state-generated accountability report;
6. Adopt policies and procedures that reasonably ensure the adequate collection and ethical use of data to inform and support the district's educational program.

Adopted: August 24, 2021

LEGAL REFS: C.R.S. 22-2-117 (waivers from State Board of Education)
C.R.S. 22-11-402 (powers and duties of the school accountability committee)

POLICY REFS.: AE, District Advisory Committee
KBB, Parent and Family Engagement Policy
KBB-R, Title I Parent and Family Engagement Policy

EL 6 Educational Program

The Superintendent will adapt and develop the educational program of the district as necessary so that progress can be made toward meeting content standards, fulfilling the Board's Ends policies and meeting the general academic

educational needs of each student in the district.

Accordingly, the Superintendent will:

1. Implement the Colorado Academic Standards, ensuring that educational programs of the district actively address the needs of all students and conform with all timelines established by law;
2. Involve as appropriate educators, parents, guardians, students, business persons, and community members in the review and revision of content standards, curriculum, and programs of instruction as necessary to ensure maximum effectiveness;
3. Revise curriculum and programs of instruction to align them with the Colorado Academic Content Standards to provide students with educational experiences and opportunities to achieve the district's standards and make adequate yearly progress as required by state and federal law;
4. Implement assessments that will adequately measure each student's progress toward achievement of the content standards;
5. Take steps to address the different learning styles and needs of students of various backgrounds and abilities and eliminate barriers to achieving equitable outcomes;
6. Include all legally required courses and programs; and
7. Seek waivers of state law and regulation that impede the district's progress toward achieving its mission.

Adopted: August 24, 2021

LEGAL REFS.: Colo. Const. Art. IX, Sec. 15 (school board directors have control of instruction in district)
Colo. Const. Art. IX, Sect. 15 (Board has control of instruction within the district)
C.R.S. 22-7-1013 (adoption of academic standards; alignment of curriculum)
C.R.S. 22-20-101 et seq. (Exceptional Children's Educational Act)
C.R.S. 22-20-201 et seq. (education of gifted children)
C.R.S. 22-32-109 (Board duty to determine educational program and prescribe textbooks)
C.R.S. 22-32-110 (Board power to exclude immoral or pernicious materials and books)

POLICY REFS.: II, Textbook and Instructional Materials Selection and Adoption
IJA, Selection of Controversial Learning Resources
IJB, Instructional Use of Media Resources
IJC, Instructional Resources
IJL, Library Materials Selection and Adoption
IJ-R, Adoption Process
IJA-R, Selection of Controversial Learning Resources
IJB-R, Instructional Use of Media Resources

EL 7 Instructional Materials Selection and Adoption

The Superintendent will recommend to the Board for approval the instructional materials and textbook programs to be used in the district.

Accordingly, the Superintendent will:

1. Take reasonable steps to obtain appropriate input from the following groups as instructional materials are reviewed: teachers who will use the materials, administrators and other staff members who are involved in developing the educational program, and students, parents, guardians, and community members;

2. Recommend textbooks and instructional materials in alignment with Board policies;
3. Consider the needs of all learners when recommending textbooks and instructional materials;
4. Include, insofar as possible, materials consistent with Board Governance Policy ADB, Educational Equity;
5. Provide for inspection of materials or textbooks upon request by a parent/guardian; and
6. Develop and implement appropriate policies governing access to and utilization of electronic means of communication.

Adopted: August 24, 2021

LEGAL REFS.: Colo. Const. Art. IX, Sect. 15 (Board has control of instruction within the district)
 C.R.S. 22-32-109 (Board duty to determine educational program and prescribe textbooks)
 C.R.S. 22-32-110 (Board power to exclude immoral or pernicious materials and books)
 C.R.S. 22-54-105 (budgeting for instructional supplies and materials)

POLICY REF.: IJ, Textbook and Instructional Materials Selection and Adoption
 IJA, Selection of Controversial Learning Resources
 IJB, Instructional Use of Media Resources
 IJC, Instructional Resources
 IJL, Library Materials Selection and Adoption
 IJ-R, Adoption Process
 IJA-R, Selection of Controversial Learning Resources
 IJB-R, Instructional Use of Media Resources

EL 8 Treatment of Students, Parents/Guardians and Community Members

With respect to staff interactions with students, parents, guardians and the community, the Superintendent will take reasonable steps to ensure conditions, procedures, actions, or decisions that are lawful, and in compliance with Board policy.

Accordingly, the Superintendent will:

1. Use methods of collecting, reviewing, transmitting, or storing information that protect confidential information;
2. Provide for effective handling of grievances and complaints;
3. Take steps to protect against illegal conditions and procedures;
4. Establish policies and procedures that comply with applicable federal and state laws;
5. Take reasonable steps to timely inform students, parents, guardians and community members of district policies, procedures, relevant decisions, and school choices within the district;
6. Meaningfully and timely respond to concerns raised by students, parents, guardians, and community members and timely report on any serious or repeated concerns and responses to the Board; and
7. Interact with District and Board committees and School Accountability Committees in a clear and organized manner.

Adopted: August 24, 2021

LEGAL REFS.: 20 U.S.C. 1232g (Family Educational Rights and Privacy Act)
Douglas County School District

EL 9 Student Conduct, Discipline and Attendance

The Superintendent will manage the programs of the district with efforts to assure that school environments are positive, safe, conducive to the learning process, and free from unnecessary disruption through implementation of District policies and compliance with state and federal law.

Accordingly, the Superintendent will operate within the delegation of authority given by the Board with regard to student discipline and will administer the programs of the District to further accomplishment of the following consistent with board governance policy and state and federal law:

1. Adoption of a comprehensive written student conduct and discipline;
2. Consultation with representative groups of teachers, administrators, students, and the community, as appropriate, in developing the code;
3. Accessibility of the written student conduct and discipline code to students;
4. Enforcement of the student conduct and discipline code and related board governance and district policies uniformly, fairly, and consistently;
5. Identification of students at risk for suspension or expulsion and provide them with the necessary support services to help them avoid expulsion, except that such failure shall not be grounds to prevent school personnel from suspending or expelling any student and may not be used in any way as a defense in suspension or expulsion proceedings;
6. Upon expelling a student, distribution of information to the student's parent/guardian, and the student, as appropriate, concerning the educational alternatives available to the student during the period of expulsion, including the right of parents to request that the district provide services during the expulsion;
7. Establishment of procedures for the use of physical intervention for student interrogations, searches and arrests that conform to state and federal law;
8. Adoption of a written policy setting forth the district's attendance requirements in accordance with law;
9. Establishment of procedures which afford students, parents, and school personnel due process with regard to student conduct and discipline issues;
10. Establishment of procedures for written appeal to the Board from a decision of the Superintendent to expel or deny admission to a student;
11. Establishment of enrollment/re-enrollment procedures consistent with state law to protect victims of previously expelled students;
12. As reasonable and appropriate, communication of appropriate disciplinary information to teachers/counselors who have direct contact with the student;
13. Administrative action to take reasonable steps to discipline, suspend, or expel students when required by law or district policy;
14. Adoption of policy that allows for the removal of disruptive students from the classroom in accordance with law; and

15. Administration of measures to assure that the discipline a student with disabilities is implemented in a manner consistent with the student’s IEP or Section 504 plan or if the disciplinary measure is not authorized by the student’s IEP or Section 504 plan, is implemented in consultation with input from appropriate special education administrators of the district.

Adopted: August 24, 2021

LEGAL REFS.: 20 U.S.C. §1401 et seq. (Individuals with Disabilities Education Improvement Act of 2004)
29 U.S.C. § 794 (Section 504 of the Rehabilitation Act of 1973)
C.R.S. 22-11-302 (1)(f) (district accountability committee shall provide input to the board regarding the creation and enforcement of the conduct and discipline code)
C.R.S. 22-20-101 et seq. (Exceptional Children’s Educational Act)
C.R.S. 22-33-101 et seq. (school attendance law)
C.R.S. 22-32-109.1 (2)(a) (policy required as part of safe schools plan)
C.R.S. 22-32-109.1 (2)(a)(III) (discipline of habitually disruptive students is required part of safe schools plan)
C.R.S. 22-32-126 (5) (disciplinary information to staff)
C.R.S. 22-33-106 (1)(a-e) (grounds for suspension, expulsion and denial of admission)
C.R.S. 22-33-106 (1)(c.5) (habitually disruptive students)
C.R.S. 22-33-106.3 (use of student’s written statements in expulsion hearings)
C.R.S. 22-33-202 (identification of at-risk students)
C.R.S. 22-33-203 (educational alternatives for expelled students)
C.R.S. 26-20-102 et seq. (protection of persons from restraint)

POLICY REFS.: JH, Student Attendance
JIC/JICDA, Student Conduct
JK, Student Discipline
JK-2, Procedural Requirements for Disciplinary Removals of Students with Disabilities
JKA, Corporal Punishment – Use of Physical Intervention and Restraint by Employees
JKA-R, Use of Physical Intervention and Restraint
JKC, Discipline of Habitually Disruptive Students
JKC-R, Discipline of Habitually Disruptive Students Definitions
JKD/JKE, Suspension of Students and Other Disciplinary Measures
JKD/JKE-R, Suspension Expulsion of Students (Hearing Procedures)

OTHER REFS.: Student Code of Conduct/Student Rights and Responsibilities

EL 10 School Safety

The Board of Education recognizes that effective learning and teaching takes place in a safe, secure, and welcoming environment and that safe schools contribute to improved attendance, increased student achievement, and community support. Safe schools are a priority of the district and the district is committed to providing a safe environment in school, on school vehicles, and at school-sponsored activities.

Accordingly, the Superintendent is responsible to assure that a safe schools plan is developed in accordance with applicable law and Board policies.

Adopted: August 24, 2021

LEGAL REFS.: C.R.S. 9-1-101 through 9-1-106 (construction requirements, fire escapes)
C.R.S. 22-1-130 (6) (safe school plan must include parent notification of employee criminal charges)

C.R.S. 22-3-101 through 22-3-104 (eye protective devices)
C.R.S. 22-32-109.1 (safe schools plan)
C.R.S. 22-32-109.1 (8) (inquiries to Colorado Department of Education regarding employees)
C.R.S. 22-32-110 (1)(k) (power to adopt policies related to employee safety and official conduct)
C.R.S. 22-32-124 (2), (3) (building inspections)
C.R.S. 24-10-106.5 (duty of care)

POLICY REFS.: ADD, Safe Schools

EL 11 Staff Treatment

With respect to treatment of staff, the Superintendent will promote practices so that working conditions, procedures, or actions supported or taken by the district's administration are lawful ethical, safe dignified, and in compliance with Board policy.

Accordingly, the Superintendent will:

1. Cause inquiries to be made which are required by law prior to hiring personnel and during employment;
2. Nominate candidates to the Board for instructional staff positions that meet all qualifications required by federal and state law;
3. Operate within written personnel policies and/or procedures that:
 - a. Comply with state and federal law;
 - b. Clarify personnel rules and procedures for staff;
 - c. Provide for effective handling of established grievance, complaint and/or due process procedures;
 - d. Protect against illegal working conditions;
 - e. Include job descriptions for all district positions;
 - f. Include notifications to employees regarding salary and benefit plans according to their positions;
 - g. Include a personnel performance evaluation system that complies with law; and
 - h. Comply with statutory requirements regarding reductions in force and other termination processes.
4. Not prevent staff from using established grievance, complaint, and/or due process procedures nor prevent staff from bringing a grievance or complaint to the Board when internal procedures have been exhausted and the employee alleges that Board policy has been violated;
5. Prohibit discrimination and retaliation against staff members consistent with state and federal law and the policies of the District;
6. Prohibit retaliation for non-disruptive internal expressions of dissent;
7. Honor the terms of any negotiated agreements with staff;
8. Provide staff with an opportunity to become familiar with their rights and responsibilities under district policy;
9. When appropriate and at the discretion of the Superintendent, respond to concerns raised by staff and timely report on such concerns and responses to the Board; and
10. Use methods of collecting, reviewing, transmitting, or storing information that protect confidential information.

Adopted: August 24, 2021

LEGAL REFS.: C.R.S. 22-2-119 (duty to make inquiries prior to hiring)
C.R.S. 22-9-103 (1.5) (definition of licensed personnel)
C.R.S. 22-12-101 et seq. (Teacher and School Administrator Protection Act)
C.R.S. 22-32-109 (1) (Board of education-specific duties)
C.R.S. 22-32-109.1 (Board of education-specific duties)
C.R.S. 22-32-109.7 (inquiries prior to hiring)
C.R.S. 22-32-110 (Board power to be exercised in its judgment to discharge personnel)
C.R.S. 22-32-126 (employment and authority of principals)
C.R.S. 22-60.5-101 (Colorado Educator Licensing Act)
C.R.S. 22-60.5-114 (3) (State Board can waive some requirements for initial license applicants upon request of school district)
C.R.S. 22-60.5-201 (licensure reciprocity for out-of-state applicants)
C.R.S. 22-61-101 (discrimination in employment of teachers prohibited)
C.R.S. 22-61-103 (teacher's oath)
C.R.S. 22-63-201 (all teachers must hold a teacher's license or letter of authorization)
C.R.S. 22-63-202 (teacher employment contracts)
C.R.S. 24-10-102 et seq. (governmental immunity)
C.R.S. 24-34-402 (1) (discriminatory or unfair employment practices)
C.R.S. 24-72-202 (4.5) (definition of personnel file in open records law)

POLICY REFS.: G Personnel Board and Superintendent File Policies

OTHER REFS.: DCSD Employee Guide

EL 12 Staff Compensation

With respect to employment compensation and benefits for employees, the Superintendent shall promote a compensation and benefits plan that furthers the fiscal integrity of the district.

Accordingly, the Superintendent will:

1. Not change his or her own compensation and benefits;
2. Refrain from promising or implying permanent or guaranteed employment;
3. Create obligations only for a term in which revenues can be safely projected and or in which dedicated reserves are created in alignment with statute;
4. Further efforts to develop and implement predictable salary schedules and pay plans for all employee groups that acknowledges experience/longevity, knowledge, and performance (e.g. skills, professional growth, responsibilities, and collaboration), other areas as derived by employee input processes, and in compliance with all requirements of state and federal law;
5. Develop and implement competitive employee benefits which may include, but not limited to, options for medical coverage, sick leave benefits and/or short term disability insurance, a health savings account or a medical flexible spending account, and voluntary life insurance.

Adopted: August 24, 2021

LEGAL REFS.: C.R.S. 22-32-110 (5) (Board may not commit salaries/benefits in excess of one year unless agreement includes reopener provision)
C.R.S. 22-44-115.5 (2) (reductions in salary or alteration of work year due to fiscal emergency)
C.R.S. 22-63-202 (teacher employment contracts and RIF)
C.R.S. 22-63-401 through 403 (teacher employment, compensation, and dismissal)

OTHER REFS.: DCSD Employee Guide
<https://sites.google.com/view/dcsd-staff-wellness/home> (DCSD employee wellness website)
<https://www.dcsdk12.org/cms/one.aspx?pageId=5752008> (DCSD employee benefits information)

EL 13 Staff Evaluation

With respect to evaluation of employees, the Superintendent shall further the development and implementation of an evaluation system that links employee performance with the district’s mission statement and belief system, complies with state law, and measures employee performance consistent with achieving the Board’s Ends policies.

Accordingly, the Superintendent will:

1. Administer an evaluation system for licensed personnel that is designed to:
 - a. Serve as a basis to improve instruction;
 - b. Enhance the implementation of curricular programs;
 - c. Serve as a measurement of professional growth and development;
 - d. Document the measurement of satisfactory performance and documentation for dismissal for unsatisfactory performance pursuant to state law, if applicable;
2. Administer an evaluation system for unlicensed personnel that is designed to:
 - a. Serve as a basis to improve performance;
 - b. Enhance the implementation of applicable department goals and responsibilities;
 - c. Serve as a measurement of professional growth and development;
 - d. Document the measurement of satisfactory performance and documentation for dismissal for unsatisfactory performance pursuant to state law, if applicable.

Adopted: August 24, 2021

LEGAL REFS.: C.R.S. 22-9-101 et seq. (licensed personnel performance evaluation act)
C.R.S. 22-63-301 and 302 (8) (grounds for teacher dismissal and burden of proof)
1 CCR 301-87 (State Board of Education rules for administration of a system to evaluate the effectiveness of licensed personnel)

POLICY REFS.: GCN-R-1, Integrity and Inter-Rater Reliability in Evaluation of Licensed Staff Process
GCO, Evaluation of Licensed Personnel

OTHER REFS.: DCSD Employee Guide

EL 14 Budgeting

Financial planning for any fiscal year will comply with district policy, including the Board’s Ends policies, ensures a positive sustainable financial condition, and be derived from a three-year plan for the General Fund.

Accordingly, the Superintendent will present to the Board a recommended budget that:

1. Is in a summary format understandable by the general public;
2. Itemizes district expenditures by fund;
3. Includes information regarding school-level expenditures;
4. Adequately describes expenditures;

5. Shows the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year;
6. Takes into consideration spending limitations in the state constitution;
7. Is developed with the Superintendent considering the recommendations made by each school-level accountability committee relative to priorities for expenditures of district funds;
8. Contains enough information to enable credible projection of revenue and expenses;
9. Does not excessively rely on nonrecurring revenue;
10. Discloses budget planning assumptions and includes contingency plans in the event budget assumptions prove erroneous;
11. Provides for expenditures, interfund transfers, or reserves in alignment with available revenues and beginning fund balances;
12. Includes the use of beginning fund balance and associated resolutions on each budget amendment that follows;
13. Ensures the current cash reserves are not reduced without approval of the Board, at any time to less than the minimum amount required by the spending limitations set forth in the state constitution;
14. Achieves and maintains a year-end general fund balance in accordance with Section A of Board Governance Policy DB;
15. Provides adequate and reasonable budget support for Board development and other governance priorities, including the costs of fiscal audits, Board and committee meetings, Board memberships, and district legal fees;
16. Takes into consideration fiscal soundness in future years and considers the building of organizational capabilities sufficient to achieve the Board's Ends in future years;
17. Reflects anticipated changes in employee compensation including inflationary adjustments, and benefits; and
18. Complies with state and federal law.

Adopted: August 24, 2021

LEGAL REFS.: C.R.S. 22-11-101 et seq. (state accreditation)
 C.R.S. 22-11-302 (1)(a) (district accountability committee budget recommendations)
 C.R.S. 22-11-402 (1)(a) (school level accountability committee budget recommendations)
 C.R.S. 22-44-101 through 117 (school district budget law, Board shall cause a proposed budget to be prepared and shall adopt a budget for each fiscal year)
 C.R.S. 22-44-105 (1.5)(a) (budget parameters regarding expenses not exceeding revenue and use of beginning fund balance)
 C.R.S. 22-44-106 (operating reserve)
 C.R.S. 22-44-301 et seq. (Public School Financial Transparency Act)
 C.R.S. 22-45-103 (1)(c) (authorized expenditures from capital reserve fund)
 C.R.S. 29-1-103 (3) (budget to reflect lease-purchase payment obligation)

POLICY REFS.: DB, Annual Budget
 DB-R, Annual Budget (Site Based Budgeting Model)
 DFB, Reserving Policy for Douglas County School District Medical Fund
 DFB-R, Reserving Policy for Douglas County School District Medical Fund Regulation

EL 15 Financial Administration

With respect to the actual, ongoing condition of the district's financial health, the Superintendent will administer efforts to assure fiscal conditions that are consistent with achieving the Board's Ends policies, respecting the Board's ultimate authority to determine financial matters of the district, furthering the long-term financial health of the district, and maintaining accuracy of spending from the annual budget or budget policy adopted by the Board.

Accordingly, the Superintendent will:

1. Expend only those funds that have been received in the fiscal year to date, unless the Board authorizes additional expenditures through the use of reserves or other revenues are made available through legal means;
2. Expend fund amounts set forth in the budget unless the Board approves additional expenditures;
3. Follow state law with regard to inebting the organization, special elections for bonded indebtedness, expending contingency reserves, and transferring unencumbered moneys from one fund to another;
4. Settle payroll and debts in a timely manner;
5. File reports or filings required by any state or federal agency in a timely and accurate manner;
6. Arrange for the annual audit of all district funds and accounts following the close of the fiscal year in accordance with law, allowing for Board to initiate additional independent auditing, external monitoring or advice if requested;
7. Make all reasonable efforts to collect receivables in a timely manner;
8. Keep complete and accurate financial records by funds and accounts in accordance with generally recognized principles of governmental accounting;
9. Make quarterly financial reports and year-end reconciliation reports available to the Board as required by law;
10. Publish and post financial condition statements, notices, and information required by law;
11. Seek all federal and state funds to which the district is or may be entitled;
12. Seek, after completing a cost/benefit analysis and obtaining Board approval, all non-public funds which may benefit the district; and
13. Seek appropriate loans with approval of the Board.

Adopted: August 24, 2021

LEGAL REFS.: Constitution of Colorado, Article X, Section 20
C.R.S. 22-2-113.8 (annual report required regarding additional local property tax revenues received and the amount distributed directly to the district's schools)
C.R.S. 22-44-105 (1.5)(b) (itemized reconciliation)
C.R.S. 22-44-301 et seq. (Public School Financial Transparency Act)
C.R.S. 22-45-102 (1)(b) (quarterly financial reports)

POLICY REFS.: DFA, Cash Management and Investment Policy
DFA-R, Cash Management and Investment Regulation
DFB, Reserving Policy for DCSD District Medical Fund
DFB-R, Reserving Policy for DCSD Medical Fund Regulation
DG, Banking Services Deposit of Funds Authorized Signatures and Check Writing
DG-R, Banking Services (and Deposit of Funds) Regulation
DID, Capital Asset Reporting and Inventories

DIE, Annual Audit
DH, Bonded Employees and Officers
DK, Payment Procedures
DKA, Payroll Procedures-Schedules
DN, School Properties Disposal Procedure
DN-R, Property Disposal Procedure Regulation

EL 16 Asset Protection

The Superintendent administers efforts to assure that district assets are reasonably protected, adequately maintained, and appropriately used by the school community.

Accordingly, the Superintendent will:

1. Obtain insurance coverage against theft, casualty losses, and institutional liability and Directors and Officers liability to at least 80 of replacement value and against liability losses to Board members, staff, or the district itself in an amount that is reasonable for school districts of like size and in accordance with law;
2. Take reasonable steps to ensure that the facilities and equipment are not subject to improper wear and tear or insufficient maintenance;
3. Guard against the knowing or reckless exposure to the district, its Board, or staff to a substantial risk of legal liability;
4. Cause all purchases to be made consistent with the requirements of Board Governance Policy DJ, including making a request for Board approval of purchases or expenditures over \$500,000;
5. Use a competitive bidding procedure for all contracted services and for all purchases of supplies, materials, and equipment in the amount of \$50,000 or more;
6. Administer measures to assure the protection of intellectual property, information, and files from loss or significant damage;
7. Preserve and dispose of all records related to affairs or business of the district in accordance with state and federal law;
8. Receive, process, or disburse funds under controls which are sufficient under generally accepted accounting procedures;
9. Invest funds in securities when aligned with law;
10. Ensure that real property is acquired, encumbered, or disposed in accordance with Board Governance Policies DN, DN-R and DJ;
11. Guard against the knowing or reckless endangerment of the district's public image or credibility, which thereby jeopardizing the district's ability to accomplish its mission; and
12. Prevent the district from entering into a contract in which a Board member has an interest unless one of the statutory exceptions applies.

Adopted: August 24, 2021

LEGAL REFS.: C.R.S. 22-32-109 (1)(b) (Board must have policy on competitive bidding)
C.R.S. 22-32-109 (1)(h) (employees with access to funds in excess of \$50 must be bonded)
C.R.S. 22-32-109 (m) (Board policy must ensure preservation of district records)
C.R.S. 24-18-201 and 202 (local government officials/employees may not have interest in contract made in their official capacity)
C.R.S. 24-75-601 et seq. (legal investments by public entities)

POLICY REFS.: DJ, District Purchasing
DJ-R, Purchasing Procedures
DJA, Purchasing Authority
DJE, Bidding Procedures
DJG-DJGA, Vendor Relations, Sales Calls and Demonstrations
EI, Insurance Management
FEG, Construction Contracts Bidding and Awards – General Contractor