



Sarasota County School Board

Operating Procedures Handbook

Every Student, Every Day!

Board Approved XX.XX.XXXX

Table of Contents

Preamble	1
Activities of the School Board	1
Authority of the School Board.....	1
Authority of the Superintendent.....	1
Budget Allocation.....	2
Commitments	2
Committees	3
Communication	3
Equipment and Supplies	4
Evaluation of Superintendent.....	5
Leave	5
Legal Counsel	5
Meetings.....	5
Organization and Officers of the School Board.....	10
Orientation of New Board Members	10
Travel	10
Appendix A	12

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Preamble

The Operating Procedures for the School Board, as outlined below, shall be formally adopted through a vote by the Board. Amendments to these operating procedures necessitate formal adoption by the Board.

Activities of the School Board

Each member of the Board is encouraged to participate in the activities and programs conducted by state, regional and national associations of the School Board. The Superintendent shall include an amount in each proposed annual budget to cover expenses to support the participation of individual School Board Members in activities and programs conducted by the state and other organizations.

(Board Policy 2.50)

Authority of the School Board

The School Board is responsible for the organization and oversight of the public schools of the District and is empowered to determine the policies necessary for the effective operation and the general improvement of the school system. The School Board is a public corporate entity and may take action only when the Board is meeting in official public session and a quorum is present. The School Board shall limit its action to establishing policy and to meeting the requirements prescribed by laws and rules of the State Board of Education. Individual members of the School Board have authority to take official action only when sitting as a member of the School Board in public session except when the School Board specifically authorizes the member to act. The School Board shall not be bound in any way by any action on the part of an individual board member or an employee except when such statement or action is in compliance with the public action of the School Board. **(Board Policy 2.20)**

Authority of the Superintendent

The Superintendent shall be responsible for the administration of the entire school system as provided by law, State Board of Education, School Board rules and their contact with the School Board. The Superintendent shall keep the School Board informed regarding all phases of the District school system.

The Superintendent serves as the secretary to the School Board and executive officer of the District. They shall keep such minutes and records as may be necessary to set forth clearly all actions and proceedings of the School Board.

When possible, any matter coming before the School Board shall first be presented to the Superintendent to be included on the agenda. The Superintendent shall inform the employees of the School Board and the schools and departments of any board action relating to them.

All members of the instructional and non-instructional staff shall be under the general supervision of, and subject to the direction of, the Superintendent. **(Board Policy 3.20)**

Budget Allocation

Each Board Member will be allocated an equal amount within the School Board's budget for expenses, as adopted at the start of the fiscal year. This allocation may cover:

- Professional association dues
- Travel expenses for professional development
- Attendance at community events

Receipts or invoices must include a 'Public Purpose Statement for School Board Members' form and be submitted to the Board's Administrative Assistant for approval by the Chair for direct payment or reimbursement.

Commitments

To foster teamwork and collaborative efforts among the members of the Board and between the Board and the administration, the members of the Board and Superintendent collectively and individually commit to the following operating protocols:

- **Prioritizing Students First:** The Board is dedicated to representing the needs and interests of all students in our District. The welfare of our students will always be our foremost concern.
- **Open and Timely Communication:** The Board and Superintendent acknowledge the significance of effective, timely, open, and ongoing communication concerning school district matters. We will endeavor to proactively address issues that may become significant or sensitive for our school district and its stakeholders per Board policies.
- **Facilitating Staff Outreach:** While the Board is keen to hear from its constituents and staff, each inquiry should be referred to the individual best suited to address it promptly and adequately. Board inquiries that are likely to require considerable time or have political implications should be directed to the Superintendent. Any personnel complaints or criticisms received by the Board or its individual members will be referred to the Superintendent or designee.
- **Supporting Collective Decision-Making:** The Board and Superintendent commits to upholding and supporting the decisions made by the Board and/or the administrative team. Once the majority has reached a decision, the team will collectively endorse and support it.
- **Avoiding Surprises:** We agree to minimize surprises to other Board members and the Superintendent. Surprises should be an exception rather than the norm. There should be no surprises during a Board meeting. We commit to requesting the Board Chairperson or the Superintendent to include items on the agenda rather than introducing them unexpectedly during meetings.

77 Committees

78 Special committees may be appointed by the School Board Chairperson when deemed necessary. The
79 duties of any such committee shall be outlined at the time of appointment; the committee shall be
80 automatically dissolved when the School Board accepts the committee's final report. Each School
81 Board member shall be notified of all committee meetings but shall have no vote unless the member is
82 serving as a committee member. All meetings of School Board committees shall be open to the public.
83 Members of special committees may attend the meetings in person or through telecommunications
84 networks such as telephonic or video conferencing.

85 All Special committees shall be advisory only, with neither the School Board nor Superintendent bound
86 by any report or recommendations issued by the committee. Special committees or individuals who
87 serve on special committees shall take no action which is binding upon the School Board. (**Board Policy**
88 **2.27**)

89 School Board Members will participate on committees when required by statute or regulation.
90 Committee membership will be reviewed prior to the end of the fiscal year. Membership rotation will
91 occur at the beginning of the fiscal year.

92 School Board Members will NOT participate on any school district committees.

93 Communication

94 Board/Superintendent Communication

95 A comprehensive Communication Plan has been developed and mutually agreed upon to foster
96 effective communication and collaboration between the Sarasota County School Board and the
97 Superintendent (**Appendix A**). This plan outlines the protocols for interactions, information sharing,
98 and decision-making processes. It encompasses various aspects of communication, including the
99 Superintendent's updates to Board Members, request procedures for information, Board meeting
100 preparations, constituent services, and the dynamics of the Board-Superintendent team and
101 relationships with employees. The plan is designed to ensure clarity, efficiency, and transparency in all
102 communications, thereby facilitating the effective governance of the Sarasota County Schools and
103 enhancing the educational environment for our students and staff.

104 Board Office Correspondence

105 Correspondence addressed to individual Board Members will be opened, date-stamped, and copied by
106 the Board's Administrative Assistant. This process is integral for maintaining records compliant with
107 Florida's Public Records Law.

- 108 • Original copies of the correspondence will be placed in the Board Members' outgoing mailbox.
- 109 • Any Board Member wishing to opt out of this procedure must provide written notification to
110 the Board's Administrative Assistant.
- 111 • Correspondence (mail or fax) labeled 'School Board Members' will be opened, copied for each
112 School Board Member, and filed monthly by the Board's Administrative Assistant.

113 Board Members are advised to exercise caution in responding to emails to distinguish between
114 individual and Board perspectives, especially in relation to Sunshine Laws. If an email is sent to all
115 Board Members, the Chair will acknowledge and respond on behalf of the Board when appropriate and
116 direct the email to the relevant staff and/or the Superintendent as necessary.

117

118 Phone Messages Received in Board Office

119 Individuals contacting the Board Office will be given the option to leave a message with the
120 administrative assistant or to communicate via email. Messages received will be conveyed to the
121 respective Board Member according to their preferred method of communication. Board Members'
122 private contact information will only be disclosed with their explicit consent.

123 Board and Community Communications

124 Board members will serve as ambassadors for their District, emphasizing positive aspects of the
125 District. The Superintendent and media relations staff will serve as the spokesperson for the District
126 with the media. The Chair will serve as the official spokesperson for the Board with the media to
127 ensure consistent messaging on critical issues. Individual Board members responding to the media do
128 not represent the Board as a whole. Prior to a response, Board members will notify the Board chair.

129
130 Complaints received from staff or the community will be directed to the Superintendent or staff
131 person best able to provide resolution of the complaint.
132

- 133 • Complaints should be in writing and processed per protocol.
- 134 • The Board is the last stop in the complaint process.
- 135 • Board Members have no individual authority to solve problems.
- 136 • Board members may ensure that complaints are addressed.
- 137 • Anonymity is never guaranteed.

138 Board and School Communications

139 Board members are encouraged to attend as many school events (sporting events, fine arts events,
140 community events) as a spectator as their time permits. Board members wishing to visit a school are
141 encouraged to notify the principal of the visit in advance and adhere to the following protocols:

- 142 • Clearly display their badge;
- 143 • Follow all school policies and procedures;
- 144 • Respect staff time and allow staff to perform their duties;
- 145 • Not evaluate staff;
- 146 • Not give direction to any staff or students;
- 147 • Not accept gifts (other than nominal tokens) or favors from any district employee;
- 148 • Make it clear that they are acting as parents rather than as Board members when visiting with
149 teachers of their children;
- 150 • Direct concerns raised as a result of school visits to the Superintendent.

151 Equipment and Supplies

152 Upon assuming office, Board Members will be provided with the following equipment for use at their
153 residence:

- 154 • Computer or iPad
- 155 • Printer
- 156 • 4-Drawer File Cabinet
- 157 • District-issued Cell Phone

158 Evaluation of Superintendent

159 The Board shall evaluate and assess the performance of the Superintendent as provided in their
160 contract. **(Board Policy 3.202)**

161 Leave

162 Board Members must inform the Board's Administrative Assistant in advance if they cannot attend a
163 Board meeting or workshop, to ensure a quorum of at least three Board Members. The Administrative
164 Assistant will notify other Board Members and the Superintendent of such absences.

165 As a courtesy, Board Members should inform the Administrative Assistant when they plan to be out of
166 town, so the Superintendent and other Board Members are informed.

167 Legal Counsel

168 The School Board shall obtain an attorney, from outside its own membership, who shall act as legal
169 advisor to the Board and the Superintendent. The Board shall provide a written contract for its attorney
170 which shall specify duties, responsibilities, and authority for the duration of the contract with renewal
171 and termination provisions and compensation to be paid. Special counsel may be retained to assist the
172 Board attorney in any litigation or other matter as provided in the written contract or as approved by
173 the School Board. **(Board Policy 2.40)**

174 Upon approval by the School Board, the Superintendent shall have the authority to obtain, at Board
175 expense, an attorney to represent him/her in any legal matter regarding the performance of his/her
176 duties when special counsel is needed beyond the service normally rendered by the School Board
177 attorney. **(Board Policy 2.41)**

178 Meetings

179 All official School Board meetings shall be open to the public and shall be conducted as public meetings
180 unless specifically exempted by Florida Statutes. No official action may be taken by the School Board at
181 any time other than an official meeting.

- 182 I. The schedule for regular School Board meetings for the succeeding calendar year shall be
183 established at the organizational meeting which is held in November. A regular meeting date
184 may be changed by School Board action at any previous meeting, provided that each member
185 is notified. When a meeting date is changed, the Superintendent shall take appropriate action
186 to inform the public.
- 187 a. Special meetings shall be held when called by the Superintendent, School Board chair, or
188 by a majority of the School Board members pursuant to the procedure set forth in Florida
189 Statutes.
- 190 b. Emergency meetings may be held at any time by the Superintendent either upon his/her
191 initiative or upon the School Board chairperson's request. An emergency meeting may be
192 called as quickly as complying with notification procedures; School Board members shall be
193 given a tentative agenda during the notification.
- 194 i. The Superintendent shall prepare and distribute an agenda prior to the emergency
195 meeting.
- 196 ii. The agenda, the need for the emergency meeting, and the results of the
197 emergency meeting shall be available to the public within twenty-four (24) hours
198 of said meeting.

- 199 iii. Emergency meetings shall be conducted in the same manner as prescribed for
200 regular and special meetings.
- 201 II. Regular, special, and emergency meetings of the School Board shall be held in the regular
202 Board meeting room, unless changed in the manner prescribed herein. As provided by Florida
203 Statutes, any regular or special meeting may be held at any other appropriate public place
204 within the District by giving prior public notice of at least forty-eight (48) hours. When such a
205 meeting is scheduled or rescheduled at a location other than the regular meeting place, the
206 Superintendent shall take such action to give public notice as required by Florida Statutes.
- 207 III. All School Board meetings shall be conducted in general accordance with Robert's Rules of
208 Order. Robert's Rules can be suspended as to a particular item action provided such suspension
209 does not conflict with the law.
- 210 IV. Any item to be placed on the agenda of a regular School Board meeting shall be submitted, in
211 writing, to the Superintendent's office no later than five o'clock (5:00), eight (8) working days
212 prior to the meeting at which consideration is desired. This rule shall not preclude the right of
213 any citizen to address the School Board; however, except for good cause as provided herein,
214 the School Board shall not take action on any substantive proposal until such matter has been
215 formally placed on the School Board agenda. Copies of the agenda for regular meetings shall
216 be made available at least seven (7) days prior to the scheduled meeting date to the public or
217 other parties who have expressed a desire for such copy of the agenda. Copies of the agenda
218 for a special meeting shall be prepared at least forty-eight (48) hours prior to such meeting.
219 Once the agenda has been published, changes shall be made only for good cause as
220 determined by the chair or a majority of the School Board. All agenda items on which action is
221 deferred shall be listed on the next agenda under 'Unfinished Business' unless a time certain is
222 specified.
- 223 V. Members of the public shall be given a reasonable opportunity to be heard before the School
224 Board takes action on a matter. This requirement does not apply to (a) emergency situations
225 affecting the public health, welfare, or safety, if compliance with this requirement would cause
226 an unreasonable delay in the ability of the School Board to act; (b) an official act involving no
227 more than a ministerial act, including, but not limited to, approval of minutes and ceremonial
228 proclamations; (c) a meeting exempt from Section 286.011; or (d) a meeting in which the
229 School Board is acting in a quasi-judicial capacity.
- 230 a. Citizens wishing to speak at a board meeting must complete a hearing of citizens' card and
231 submit it to the administrative assistant. Each speaker will be called forward during the
232 designated time on the agenda and will state his/her name.
- 233 b. Each speaker shall be allowed a maximum of three (3) minutes to speak unless time is
234 extended by the Board.
- 235 c. Speakers addressing the School Board shall not make remarks which are irrelevant to the
236 business of the School Board or which are abusive, threatening, defamatory, obscene,
237 profane, or otherwise of a disorderly nature, or play any CDs, DVDs, or any other audio or
238 video recordings
- 239 d. No speaker may yield his or her time to any other person.
- 240 VI. A majority shall constitute a quorum for any School Board meeting. No business shall be
241 transacted unless a quorum is present. Unless a majority is present, no meeting can be
242 convened. If a quorum is physically present, a School Board member may participate through
243 the use of technology.
- 244 VII. The vote shall be unanimous if all members audibly vote "yes" or otherwise indicate an
245 affirmative vote. When a split vote occurs, the minutes shall show the vote of each member on
246 the question. Each member who is present shall vote on each decision, ruling, or official act

which is taken or adopted by the School Board, unless there is or appears to be a conflict of interest under the provisions of Florida Statutes. In such cases the member may abstain but shall file a memorandum pursuant to requirements of Florida Statutes.

- VIII.** The official minutes of the School Board shall be kept as prescribed by Florida Statutes. The minutes shall be kept in a safe place by the Superintendent and shall be made available by the Superintendent during the time the office is open to any citizen desiring to examine the minutes.
- a.** Only motions, resolutions, and the necessary information related thereto; the name of the person making the motion or submitting the resolution; the name of the person who seconds the motion; and the vote or action thereon shall be recorded.
 - b.** Any School Board member or Superintendent who wishes any of his/her statements to be recorded may request during the meeting that such become a part of the official minutes.
 - c.** Any other matter may be made part of the official minutes by direction of the chairman or by a majority of the School Board.
 - d.** Lengthy material such as, but not limited to, student assignments may be maintained in record books which are separate from, but supplemental to the basic record of minutes.
- IX.** The public shall be informed that it is unlawful to knowingly disrupt or interfere with a School Board meeting and that any such action may result in a misdemeanor offense of the second degree. This includes individuals who advise, counsel, or instruct students or School Board employees on techniques for disrupting a School Board meeting.
- X.** Members of the public shall not display signs, posters, or placards in the School Board meeting room in a manner that blocks the view of other members of the audience. This shall not apply to materials deemed reasonably necessary by staff to make effective presentations to the School Board or by citizens while addressing the School Board when recognized during public comment.
- XI.** Workshops may be scheduled by the School Board as deemed appropriate. No formal action may be taken by the School Board during such workshops. Participation by citizens in a workshop requires prior invitation of the Superintendent and/or Chair. **(Board Policy 2.22)**

Expectations Regarding Board Meetings and Agendas

A. The Board's Expectations

The Board anticipates regular monthly communications with the Superintendent, facilitated through scheduled monthly meetings. The Board expects to receive agendas and supporting documents for Board meetings at least eight days in advance of the scheduled meeting, barring exceptional circumstances. It is expected that all Board members will be privy to the same information. This includes:

- a)** If one member requests additional information, all members will receive or have access to the same information.
- b)** Special communications should be uniformly disseminated to all Board members.

The Board expects its members to engage with each other and the staff in a manner marked by mutual respect. It is anticipated that the Superintendent and the staff will extend the same respect to all Board members. The Board expects that reasonable requests for additional information from members will be addressed and satisfied promptly. The Board emphasizes the importance of transparency and avoiding unexpected or unannounced developments.

B. The Superintendent's Expectations

During Board meetings, it is expected that directives will only be issued following a majority vote by the Board, and such directives shall be addressed solely to the Superintendent. The Superintendent anticipates that Board members will conduct themselves with respect towards each other and the staff and will also be considerate of staff time.

Board members are expected to review all supporting documentation thoroughly prior to the board meeting. In certain sensitive situations, the Board Chair may receive information not immediately available to the entire Board to facilitate resolution or guidance on managing the situation. This information will be promptly shared with the entire Board once the situation is resolved or before any public disclosure by the District.

The Superintendent expects Board members to communicate any questions regarding agenda items or supporting materials to the staff with ample notice prior to the scheduled Board meeting.

The Board is expected to vote on including an item in a future agenda after considering Board policy, the potential implications for staff time and resources, and the impact on achieving previously approved goals. The Superintendent will establish a reasonable timeline for responding to such items. Items for discussion will not be regarded as formal agenda items that require approval.

Agenda Agreements

- The upcoming agenda will be internally released to Board Members for review on the Friday after the Cabinet Agenda Review and subsequently published on the webpage the following Tuesday, one week before the Board Meeting.
- Board Members wishing to move an item to 'New Business' or comment on an item must email the Board's Administrative Assistant before publication. No changes to the agenda are permitted after the Thursday preceding the Board Meeting.
- To have an item included on a School Board Agenda, a Board Member should make the request during a public meeting or monthly work session. At the time of such request, the Board may invoke its authority to adopt, reject, or modify the request by a majority vote to direct the Superintendent to provide a recommendation on the issue at the next Board meeting. This approach allows the Board to consider the Superintendent's perspective and ensures public notification as the issue will be included on a future public agenda.
- Board Members wishing to address topics raised during the 'Hearing of Citizens' may do so after all speakers have concluded. The Chair may direct the Superintendent to have appropriate staff follow up with the citizen as needed.
- The Board Chair is required to convene with the Superintendent or Deputy Superintendent, as necessary, to review and formally approve the agenda.
- A consent agenda will be utilized for items that do not necessitate discussion.
- Any Board member retains the right to request the removal of an item from the consent agenda for the purposes of discussion or individual consideration. Board members are expected to inform the Superintendent by the Thursday before the meeting regarding their intention to remove an item, along with any additional information required. It is imperative to avoid surprises. Items removed from the consent agenda will be addressed following the consent agenda vote.
- Any additions to the agenda after its release to the public should receive the approval of the Board Chair.

Meeting Preparation Agreements

Board members are obligated to attend meetings prepared for discussions on agenda items. Board members shall communicate positive and negative feedback from the community about the District or

specific agenda items to the Superintendent. Board members are expected to provide the Superintendent adequate time to research and clarify questions about agenda items.

Agreements for Conduct During Meetings

In the context of our School Board meetings, we have established a set of formal agreements to ensure the proceedings are conducted with decorum, transparency, and efficiency. These agreements are as follows:

- **Availability of Meeting Agendas:** Meeting agendas are made publicly accessible in two ways: they are available at the meeting site for attendees and can be accessed online for broader community engagement.
- **Clarity on Public Comment Procedures:** Procedures for public comment are clearly outlined and made available at the meeting site to facilitate orderly participation from the public.
- **Facilitation of Public Comment Responses:** The Board Chair is responsible for facilitating responses to public comments during the meeting, ensuring that concerns and inputs from the public are addressed appropriately.
- **Ensuring Orderly Participation:** The Board Chair will ensure that discussions proceed in an orderly fashion, with only one person speaking at a time. Additionally, the Chair will ensure that each Board member has an equal opportunity to contribute to the discussion.
- **Public Participation:** Members of the public are encouraged to participate during the designated public comment period, fostering community engagement in Board proceedings.
- **Modeling Expected Behaviors:** Board members are committed to modeling the behaviors expected of students, staff, and community members, demonstrating leadership and setting a positive example.
- **Focus on Issues, Not Individuals:** Discussions during the meetings will be issue-focused, avoiding personal attacks on staff, the public, or fellow Board members.
- **Respectful Listening:** Board members are committed to listening respectfully to one another and staff, fostering a productive and respectful environment.
- **Compliance Monitoring:** The Superintendent, Legal Counsel, and all Board members are responsible for monitoring compliance with laws and policies during the meetings.
- **Focusing on Board Work:** The primary focus of the Board meetings will be on the work of the Board itself rather than administrative or staff tasks. This focus is determined by whether the item celebrates success, involves a policy decision, requires Board action, ensures accountability, or aligns with the strategic plan.
- **Efficient Use of Speaking Time:** Members are committed to using speaking time efficiently to ensure meetings are productive and time effective.

Agreements for Conduct After Meetings

Following the conclusion of Board meetings, the School Board and staff members adhere to a set of formal agreements to maintain the integrity and effectiveness of their roles and responsibilities. These agreements are as follows:

- **Expression and Support of Decisions:** Each Board member has the right to articulate their reasons for decisions made during the Board meeting, whether in support of or against a particular action. However, regardless of individual positions, all Board members and staff are committed to collectively supporting the decisions made by the Board as a unified entity.

- **Adherence to Confidentiality:** Board members and staff are obliged to strictly abide by the confidentiality requirements pertaining to executive and closed sessions as mandated by law. This commitment is essential to uphold the trust and integrity of the Board's processes.
- **Compliance with Documentation and Record Keeping:** All documents, records, reports, and related materials are to be processed and maintained in strict accordance with applicable laws, regulations, and policies. This ensures that the Board's documentation and record-keeping practices are transparent, lawful, and in line with established standards.
- **Prohibition of Misuse of Official Position:** In accordance with Section 112.313(6) of the Florida Statutes, no public officer, employee of an agency, or local government attorney must corruptly use or attempt to use their official position, or any property or resource within their trust, to secure a special privilege, benefit, or exemption for themselves or others. This clause is a critical component of the ethical framework governing the conduct of Board members and staff, emphasizing the importance of integrity and ethical responsibility in their official capacities.

Annual Retreat

The Board and Superintendent shall convene for an offsite retreat at least once every twelve months, with the date determined jointly by the Board and Superintendent.

Organization and Officers of the School Board

A chairperson and a vice-chairperson shall be elected annually by the School Board at its organizational meeting held in November. In an election year, the organizational meeting shall be held on the second Tuesday following the general election. If a vacancy occurs in the chairperson position, the School Board shall elect a chairperson at the next regular or special meeting.

The chairperson shall preside at all School Board meetings, appoint committees, and perform such other duties as may be prescribed by law or by action of the School Board. The vice-chairperson shall preside in the absence of the chairperson and shall perform such other duties of the chairperson as required by circumstances. The chairperson and vice-chairperson shall be bonded in the manner prescribed by the State Board of Education.

The Superintendent, as provided by law, shall be the secretary and executive officer of the School Board. At any organizational meeting, the Superintendent shall act as chairperson until the organization of the School Board is completed. **(Board Policy 2.21)**

Orientation of New Board Members

As soon as possible after the election or appointment of a new Board member, the Superintendent should provide them with copies of Florida school laws, State Board of Education rules, School Board rules, the current budget of the District school system, and other materials as deemed appropriate by the Superintendent. **(Board Policy 2.11)**

Travel

In-County Travel

All in-county travel forms should be submitted to the Board's Administrative Assistant.

Out-of-County Travel

417 Upon returning from out-of-county travel, Board Members are required to submit to the Board's
418 Administrative Assistant:

- 419 • Hotel receipt with a zero balance
- 420 • Receipts for tolls, parking, taxis, Uber, etc.
- 421 • Meal receipts are not required as meals are reimbursed at a flat rate (Breakfast at \$6.00, lunch
422 at \$11.00, dinner at \$19.00) based on the duration of the trip.
- 423 • Proof of attendance, such as a copy of the event agenda

424 **Mileage Reimbursement**

425 Board Members must seek Board approval for any expenses exceeding their individual budget
426 allocation.

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Appendix A

SARASOTA COUNTY SCHOOLS BOARD/SUPERINTENDENT COMMUNICATION PLAN *Board Approved on 10-19-2023*

1. Communications by Superintendent to Board Members

- a) The Superintendent will provide a regular update via email with relevant updates and other pertinent information.
- b) The Superintendent (or designee) will provide notification to the Board via email when there is information of a more immediate nature.
- c) The Superintendent will attempt to notify all Board members of any emergency or potentially newsworthy event as soon as possible via email, fax and/or phone.
- d) The Superintendent (or designee) will provide the Board with an advance copy of press releases or information related to promotions, terminations, or active investigations with administrative staff when possible.
- e) The Superintendent (or designee) will give advance notice via email to the Board Members of district events (as possible) where Board Member attendance is welcomed.
- f) The Superintendent will initiate individual contact with all Board members regularly. However, Board members are encouraged to call the Superintendent whenever they want to discuss a concern or an idea.
- g) Board members should feel free to call staff members anytime to ask clarifying questions. It is agreed that when Board members have conversations with staff, the staff members will share this information with the Superintendent. This is particularly important during the first few years of a Superintendent's tenure so that the Superintendent has the broadest possible picture of Board interests and concerns and the functioning of the District.

2. Information Requests of Board Members

- a) If one Board member requests significant data or reports, the Superintendent will review the request to determine the amount of work needed to complete the request. If the request is completed, staff will forward the information to all Board members.
- b) Board Members are welcome to contact Cabinet members (by phone or email) for information, clarification, or questions about Board agenda items or other matters.
 - a. If contacting Cabinet members by email, Board Members will copy the Superintendent.
 - b. If contacting Cabinet members by phone, Cabinet members will inform the Superintendent via email of the information requested before responding.
 - c. If any other local school or district staff is contacted by a Board Member, he or she will refer the Board Member to the appropriate Cabinet member or Superintendent.
 - d. Any information requested by one Board Member will be provided to the entire Board via email (unless more appropriately by paper document or phone call).
- c) Any information requested by one Board Member that cannot be handled within 15 minutes will be forwarded to the Superintendent to identify the necessary resources required to fulfill the request.

3. Board Meetings

- a) The complete Board packet, including backup materials and copies of presentations to be made, will be provided to each Board member at least 8 days before the Board meeting.
- b) The Superintendent will hold a series of one-on-one meetings for Board members to clarify recommendations and answer any questions.

- c) Board members agree to ask questions at these meetings so that the Board meeting time can be used for discussion, deliberation and decision making, without surprises.
- d) The Board will hold a management oversight work session quarterly. The Superintendent and Board will identify work session topics and schedule these topics at least one quarter in advance.

4. Constituent Services

- a) Constituents contacting Board Members with concerns or issues will be referred to the Superintendent.
- b) Board Members should respond to all constituent requests indicating the concern has been forwarded to the Superintendent. (For example: "Thank you for your email. I have forwarded your concern to the Superintendent.")
- c) The Superintendent will involve the appropriate District or school staff, and inform the Board of the status as appropriate.

5. Board – Superintendent Team and Relationship

- a) The Board and the Superintendent agree that, except for legal matters, the Superintendent is the only employee who reports to the Board of Education. All other employees in the District report to the Superintendent; therefore, the Superintendent has exclusive responsibility for supervising and directing staff.
- b) The School Board has exclusive authority to hire, fire, and evaluate the Superintendent, adopt policy, and adopt the budget.
- c) The Superintendent has the primary role in the development, oversight, and administration of the budget.

6. Board Member Relationship with Employees

- a) Positive and productive relationships between Board Members and principals, teachers, and school-based staff—as well as Cabinet and district staff—are valued and encouraged.
- b) Board Members will not give directives to principals, teachers, Cabinet, or staff, nor will Board Members encourage any staff to operate outside of the organizational structure.
- c) Board Members who receive employment-related concerns from any district personnel will refer that person to the Superintendent.
- d) Any district personnel that brings an issue or concern to a Board Member will be directed back to the school system at the appropriate level (generally the staff member's supervisor or the Superintendent).
- e) If a Board Member wishes to visit a school, the Board Members will pre-arrange a visit with the principal and notify the Superintendent. Board Members should not visit a school unannounced, unless it is a community-related event (i.e., holiday concert, athletic game, open house, etc.).