

Aurora Public Schools

BOARD POLICY MANUAL

Adopted: 6/16/09

Board Governance Process Category

Policy Category: **Governance Process**
Policy Name: **1.0 General Governance Process**

The purpose of the Board, on behalf of those who live and work in Aurora Public School District, is to see to it that the District (a) achieves worthwhile and appropriate results for students and residents at an appropriate cost (as prescribed in the Board's *District Goals* policies), and (b) avoids unacceptable actions and situations (as proscribed in the Board's *Executive Limitations* policies).

Revision Date: 6/16/09

Policy Category: Governance Process
Policy Name: 1.1 Duty of the Board

The Board’s duty, as an informed agent of its legal and moral ownership, is to assure appropriate District performance by producing certain results, the accountability for which may not be assigned to any other person.

In the following order of priority, the Board has direct responsibility to create and maintain:

1. The link, bridge or connection to those from whom the Board derives its legal and moral authority and the operational organization of the District (i.e., the link between those who live and work in the District and those who work for it).
2. Written governing policies that address the broadest levels of all District decisions and situations.
 - a. *District Goals*: organizational products, impacts, benefits, outcomes; recipients or beneficiaries; and the relative worth or priority of those things for those people (i.e., what good for whom at what cost).
 - b. *Executive Limitations*: constraints on executive, administrative, educational, or operational authority that establish the prudent, ethical, and just boundaries within which all executive activity and decisions must take place (what may not happen, or what is undesirable or not approvable, even if it accomplished District Goals).
 - c. *Board Governance Process*: specification of how the Board conceives, carries out, and monitors its own purpose, function, and duty.
 - d. *Board-Superintendent Relationship*: how authority is delegated and its proper use; the Superintendent’s role, authority, and accountability; and the operational role, authority and accountability of any other person directly accountable to the Board.
3. Assurance of successful District Superintendent performance on *District Goals* and *Executive Limitations*.
 - a. Hire the Superintendent.
 - b. Establish or change Superintendent compensation, benefits, perquisites, or employment terms.
 - c. Decide any issue or matter not specifically delegated to the Superintendent.
 - d. Monitor Superintendent performance solely against *District Goals* and *Executive Limitations* policies and take any action related thereto.
4. A favorable legislative impact at local, state, and Federal levels.
5. The BOE will maintain governance over legally mandated policies listed below:

POLICIES REQUIRED BY LAW

APS Policy in Place	Policy Needed	CASB Policy Code	Policy Title [APS Title*]	CASB Statute Citation
√		AD	School District Mission [Aurora Public Schools Vision, Mission and Core Values]	CRS §22-32-109.1

APS Policy in Place	Policy Needed	CASB Policy Code	Policy Title [APS Title*]	CASB Statute Citation
√		ADC	Tobacco-Free Schools	CRS §22-32-109(1)(bb) CRS §22-32-109.1(2)(a)(vii) CRS §25-14-103.5
√		ADD	Safe Schools	CRS §22-32-109.1
√		AE	Accountability/Commitment to Accomplishment – a plan for local accountability to measure adequacy and efficiency of educational programs	CRS §22-7-104
√		BCB	Board Member Conflict of Interest	CRS §22-32-109(1)(y)
√		CBI	Evaluation of Superintendent	CRS §22-9-106
√ FEG		DJE	Bidding Procedures – competitive bidding procedures for purchase of goods and services, except professional services [Construction Contracts Bidding and Awards]	CRS §22-32-109(1)(b)
√		ECA/ECAB	Security/Access to Buildings	CRS §22-32-109.1(5)
√		EEAEAA	Drug and Alcohol Testing for Bus Drivers	49 CFR §382.601
√		EEAFB	Use of School Buses by Community Groups	CRS §22-32-128
√		GCE/GCF	Professional Staff Recruiting/Hiring	CRS §22-63-101 to 403
	√	GDE/GDF	Support Staff Recruiting/Hiring – requires screening of new and current employees for criminal activity	CRS §22-32-109.1(8)
√		GBEBA	Staff Dress Code [Staff Member Dress]	CRS §22-32-109(1)(cc)
√		GBGB	Staff Personal Security and Safety	CRS §22-32-109.1(3)
√ IKA		IHA	Basic Instructional Program – to notify parents of courses that satisfy higher education admission guidelines [Graduation Requirements – High School]	CRS §22-32-109(1)(ff)
√		IMDB	Flag Displays	CRS §22-32-109(1)(ii)
√		JFC	Student Withdrawal from School/Dropouts	CRS §22-33-107.1
√ JE		JH	Student Absences and Excuses [Student Attendance]	CRS §22-33-104(4)
√		JHB	Truancy	CRS §22-33-104(4), CRS §22-33-107(3)(b)
√ JICC		JIC	Student Conduct [Student Conduct on Buses]	CRS §22-32-109.1(2)(a)

√ JICF		JICA	Student Dress Code – defines and prohibits disruptive clothing [Secret Societies/Gang Activity]	CRS §22-32-109.1(2)(a)(IX)
√ JK.1		JICDA	Code of Conduct – policies on student conduct [Student Discipline – District Conduct and Discipline Code]	CRS §22-32-109(2)(a)(I) and (II)
√ JBC		JICDE	Bullying Prevention and Education [Prevention of Bullying]	CRS §22-32-109.1(2)(a)(X)
√		JICEA	School-Related Student Publications	CRS §22-1-120(4)
√		JICF	Secret Societies/Gang Activity	CRS §22-32-109.1(2)(a)(VI)
√		JICH	Drug and Alcohol Use by Students	CRS §22-32-109.1(2)(a)(VII)
√		JICI	Weapons in Schools	20 USC §7151 CRS §22-32-109.1(2)(a)(VII)
√		JIH	Student Interrogations, Searches and Arrests	CRS §22-32-109.1(2)(a)(VIII)
√ (JK.1)		JK	Student Discipline – written conduct and discipline code that contains specific components [Student Discipline – District Conduct and Discipline Code]	CRS §22-32-109.1(2)(a)
√ (JK.3)		JK-2	Discipline of Students with Disabilities – written conduct and discipline code that contains specific components, but discipline of special education students can be part of a more general student discipline policy	CRS §22-32-109.1(2)(a)
√		JKA	Use of Physical Intervention – the use of reasonable and appropriate physical intervention [Corporal Punishment]	CRS §22-32-109.1(2)(a)(IV)
√ (JKD.1)		JKBA	Disciplinary Removal from Classroom – allows removal from class consistent with state law [Disciplinary Classroom Removal by Teacher]	CRS §22-32-109.1(2)(a)(II)
√		JKD/JKE	Suspension/Expulsion of Students	CRS §22-32-109.1(2)(a)(V)
√		JLDAC	Screening/Testing of Students (And Treatment of Mental Disorders)	20 USC §1232h CRS §22-32-109.2
√ EHC		JS	Student Use of the Internet and Electronic Communications – includes blocking and filtering technology for all Internet computers [Children’s Internet Protection Act – Internet Safety]	47 USC 254(h) CRS §22-87-104(1)
√		KDE	Crisis Management – provides for crisis management training	CRS §22-32-109.1(4)
√		KDEA	Crisis Management Communications – addresses taking action and communicating with law enforcement, emergency services, parents, students and media – can be part of a	CRS §22-32-109.1(4)

			more general crisis management policy	
√		KI	Visitors to Schools - allows access to observe classes, activities and functions	CRS §22-32-109.1(7)

Revision Dates: 6/16/09

Policy Category: Governance Process
Policy Name: 1.2 Governance and Leadership Strategy

The Board will govern lawfully, ethically, morally and prudently with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints and authentic input, (c) strategic leadership more than administrative detail, (c) clear distinction of Board and Superintendent roles, (d) collective rather than individual decisions, (e) future rather than past or present, (f) proactivity rather than reactivity, (g) and transparency.

1. The Board will cultivate a sense of group responsibility. The Board, not the Superintendent or staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to Superintendent, staff or other initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board as a whole, although the expertise of individual members may be used to enhance the understanding of the board members as a group.
2. The Board will direct, control and inspire the District through the careful establishment of broad written policies reflecting the Board's values and perspectives, which should be derived from those of the legal and moral ownership of the District. The Board's major policy focus will be on the intended long term impacts outside the District, not on the administrative, programmatic or staff means of attaining those effects.
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 or other policies at any time, it will observe them scrupulously while in force.
4. Continual Board development will include orientation of new board members in the Board's governance process and periodic Board discussion of process improvement.
5. The Board will allow no officer, committee, or member of the Board or any other individual or group to hinder or be an excuse for not fulfilling its commitments.
6. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to relevant policies in the *Board Governance Process* and *Board-Superintendent Relationship* policy areas.

Revision Dates: 6/16/09

Policy Category: Governance Process
Policy Name: 1.3 Strategic Agenda Planning

To accomplish its duty to produce appropriate governing products with a governance strategy consistent with Board values, the Board will follow an annual strategic agenda which (a) completes a re-exploration of *District Goals* policies annually, (b) a review of other Board Governance policies as necessary, and (c) continually improves Board performance through Board education and enriched input and deliberation.

1. The agenda cycle will conclude each year on the last day of January so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term District Goals.
2. The cycle will start in February with the Board's development of its agenda for the next year or two.
 - a. Consultations with selected ownership groups, or other methods of gaining ownership or citizen authentic input, will be determined and arranged in the first quarter to be held during the balance of the agenda cycle.
 - b. Governance education, and education related to *District Goals* determination (e.g., presentations by futurists, demographers, market researchers, advocacy groups, parents, students, staff, experts, etc.) will be arranged in the first quarter, to be held during the balance of the agenda cycle.
3. Throughout the year, the Board will attend to Superintendent consent agenda items as expeditiously as possible.
4. District Superintendent monitoring will be included on the agenda for board discussion and decision.
5. During April, Superintendent remuneration will be decided after a review of monitoring reports received in the last year.

Revision Dates: 6/16/09

Policy Category: Governance Process

Policy Name: 1.4 Role of the President [/Chief Governance Officer]

The Board's President assures the integrity of the Board's governance process and represents the Board to outside parties.

1. The assigned result of the President's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be on those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.
 - b. Information which is neither for monitoring performance nor for Board decision making will be avoided or minimized and always noted as such.
 - c. Deliberation will be fair, open and thorough, but also timely, orderly, and kept to the point.
2. The authority of the President consists in making decisions that fall within topics covered by Board policies on *Board Governance Process* and *Board-Superintendent Relationship*, with the exception of (a) employing or terminating the employment 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 these policies.
 - a. The President is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
 - b. The President has no authority to make decisions about policies created by the Board within *District Goals* and *Executive Limitations* policy areas, including any staff means issues. Therefore, the President has no authority to supervise or direct the Superintendent.
 - c. The President may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - d. The President may delegate this authority, but remains accountable for its use.

Revision Dates: 6/16/09

Policy Category: Governance Process
Policy Name: 1.5 Board Members' Code of Conduct

The Board commits itself and its members to ethical, moral, businesslike, and lawful conduct, including members' proper use of authority and decorum while acting as directors or trustees.

1. Board members must have loyalty to the legal and moral ownership of the District, unconflicted by loyalties to staff, other organizations or groups, and any self-interest.
2. The Board agrees that it shall not directly or indirectly discourage, deprive or coerce any employee in the enjoyment of any rights conferred by any laws of the state of Colorado or the Constitution of the state of Colorado and the Constitution of the United States. Furthermore, the Board agrees to the equitable application of all terms, conditions and benefits of employment set forth in the Master Agreement.
3. Board members must avoid conflict of interest with respect to their fiduciary responsibilities.
 - a. There will be no self-dealing or business by a board member with the organization or its affiliates. Members will annually disclose their involvements with organizations or with vendors, staff or students and any other associations that might be reasonably seen as representing a conflict of interest.
 - b. When the Board is to decide on an issue about which a member has an unavoidable conflict of interest, that member shall disclose such conflict and absent him- or her without comment not only from the vote but also from the deliberation.
 - c. The Board shall not hire any of its members as an employee of the District nor allow a newly elected member to remain as an employee of the District. In addition, the Board shall not hire the spouse of any of its members as an employee of the District nor allow a spouse of a newly elected member to remain as an employee of the District. The Board shall not approve of any compensation for a member for services rendered to the District except for services rendered to the Board as provided by law. (APS Code: BCB)
4. Board members may not attempt to exercise individual authority over the organization, its affiliates, or any of their parts or staff.
 - a. Members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individual board members except when explicitly authorized by the Board.
 - b. Members' interactions with the public, the press, or other entities must recognize the same limitation and the inability of any board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Except for participation in Board deliberation about whether the Superintendent has achieved any reasonable interpretation of Board policy,

members will not express negative individual judgments of performance of staff including the Superintendent.

5. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
6. Board members will be properly prepared for Board deliberation.
7. Board members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's personal position on the issue.

Revision Dates: 6/16/09

Policy Category: Governance Process
Policy Name: 1.6 Board Committee or Liaison Principles

Board committees or liaisons, 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.

1. Board committees or liaisons are to help the Board do its job, not to help, advise, or exercise authority over administration, faculty or staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation or by performing specific audit or monitoring functions. In keeping with the Board’s broader focus, Board committees will normally not have direct dealings with current staff operations.
2. Board committees or liaisons 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 or Board President.
3. Board committees and liaisons may not exercise authority over staff.
4. Board committees, liaisons and members are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee or liaison that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. Expectations, composition, and authority of each committee or liaison will be carefully stated in the attached table “Committee and Liaison Assignments” in order to establish their job products, performance time lines, Board-authorized use of funds and administrative or staff time, and the monitoring schedule of their work, as well as to avoid conflicting with authority delegated to the Superintendent or President.
6. Because the Superintendent works for the full Board, he or she will not be required to obtain approval of a Board committee or liaison before an executive action.
7. Committees and liaisons will be used sparingly and usually in an *ad hoc* capacity. Unless otherwise stated in the “Committee and Liaison Assignments” table, a committee or liaison ceases to exist as soon as its task is complete.
8. This policy applies to any group or role that is formed by Board action, regardless whether it is called a committee or liaison, and regardless whether the group or role includes one or more board members. This policy does not apply to committees or liaisons formed under the authority of the Superintendent.
9. The only Board committees are those that are set forth in this policy, in the attached table “Committee and Liaison Assignments.”

Table of Committee and Liaison Assignments

Name: **District Accountability Committee**

Charge: This committee is expected to produce the following:

1. For the board—
 - a. Written alternatives and their implications concerning *District Goals* issues, including their costs and priorities.

- b. Opportunities for the board as a whole to meet with diverse citizen groups.
- 2. For the Superintendent, through the Board—
 - a. Findings, recommendations and other legally prescribed products, submitted in writing, and otherwise provided to the Superintendent at his or her request.

Composition: This committee shall be composed of people who desire to be members, unless a majority of other members exclude a person from membership for good reason. Alternatively, it shall be composed as described in by-laws adopted by the committee that are acceptable to the Superintendent and legal counsel.

Authority: This committee shall have authority granted by law, as interpreted by the Board's legal counsel, and by Board policy. If a board member is a liaison to this committee, such person may reasonably interpret Board policy. Otherwise, the Board President shall reasonably interpret Board policy.

**Authorized
Funds and
Staff Time:**

This committee may use funds, staff time and other organizational resources as determined by the Superintendent.

**Monitoring
Timeline:**

Unless otherwise stated in the charge, this committee's products shall be provided to the Board annually, as determined by the Board President.

Policy Category: Governance Process
Policy Name: 1.7 Investment in Governance

The Board will consciously invest in its capability to govern competently and wisely.

1. Board skills, methods, and supports will be sufficient to ensure governance with excellence.
 - a. External monitoring assistance will be arranged so that the Board can exercise confident control over District performance. This may include, but is not limited to, financial audits, asset condition reviews, and student, parent/guardian, employer, college and community member satisfaction assessments.
 - b. Engagement, outreach and survey methods will be used as needed to ensure the Board's ability to listen to ownership viewpoints and values, as well as to listen to other significant stakeholder viewpoints and values, especially from an ownership, stewardship, parent, student or education-consumer perspective.
 - c. Outside *District Goals*-related educational resources, including environmental analyses, futurists' projections, expert presentations, workshops and materials, will be used as needed to inform the Board about potential alternatives and their implications for *District Goals* determination and the long-range opportunities and threats facing the District.
 - d. Training and retraining, including facilitation, workshops and materials, will be used liberally to orient new board members and candidates for membership, as well as to maintain and improve existing member skills and understandings.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - a. Costs of external monitoring will be no more than \$280,000 in 2009-2010, increasing at the inflation rate thereafter.
 - b. Costs of Board engagement with ownership and others will be no more than \$13,000 in 2009-2010, increasing at the inflation rate thereafter.
 - c. Costs of Board training, professional development, dues and fees for CASB and NASB, candidate and new board member training and orientation will be no more than \$53,000 in 2009-2010, increasing at the inflation rate thereafter.
3. Each June, the Board will establish its investment in governance budget for the next fiscal year.

Revision Dates: 6/16/09

Policy Category: Governance Process
Policy Name: 1.8 Monitoring Governance Process

Systematic monitoring of the *Board Governance Process* and *Board-Superintendent Relationship* policies will only use the criteria within the policies.

1. Monitoring is simply to determine the degree to which the Board and its members are adhering to its *Board Governance Process* and *Board-Superintendent Relationship* policies.
2. Monitoring data will be acquired by three methods: (a) by direct Board inspection, in which one or more designated members of the Board assess compliance with appropriate policy criteria; (b) by community inspection, in which one or more designated members of our community assess compliance with appropriate policy criteria; and (c) by external report, in which an external, disinterested expert selected by the Board assesses compliance with selected policy criteria.
3. In every case, the standard for compliance will be any reasonable interpretation of the President of the Board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a “reasonable and prudent person” test rather than with interpretations favored by individual board members or the Board as a whole.
4. All policies will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time, but it will ordinarily monitor relevant *Board Governance Process* and *Board-Superintendent Relationship* policies with direct Board inspection during each Board meeting.

Revision Dates: 6/16/09

Board-Superintendent Relationship Category

Policy Category: *Board-Superintendent Relationship*
Policy Name: **2.0 General Board-Superintendent Relationships**

The Board's sole official connection to the operational organization, its administration, faculty and staff, its methods and practices, and its achievements and conduct, will be through the Superintendent.

Revision Dates: 6/16/09

Policy Category: *Board-Superintendent Relationship*
Policy Name: **2.1 Unity of Decision**

Only officially passed motions of the Board, speaking authoritatively as a group, are binding on the Superintendent.

1. Decisions, directions or instructions from individual board members, officers, committees or liaisons are not binding on the Superintendent or staff except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of board members, committees or liaisons requesting information or assistance without Board authorization, the Superintendent may refuse such requests that require, in the Superintendent's opinion, a material amount of staff time or funds or which are disruptive.

Revision Dates: 6/16/09

Policy Category: ***Board-Superintendent Relationship***
Policy Name: **2.2 Accountability of the Superintendent**

The Superintendent is the Board’s only official link to operational achievement and conduct, so all authority and accountability of administration, faculty and staff are considered by the Board to be the authority and accountability of the Superintendent.

1. The Board may never give directions or instructions to persons who report directly or indirectly to the Superintendent except for legal counsel since this person reports to both BOE AND Superintendent.
2. The Board will not evaluate, either formally or informally, any administrator, faculty or other staff other than the Superintendent.
3. The Board will view Superintendent performance as identical to District performance so that District accomplishment of Board-prescribed *District Goals* and avoidance of Board-proscribed means (i.e., *Executive Limitations*) will be viewed as successful Superintendent performance.

Revision Dates: 6/16/09

Policy Category: *Board-Superintendent Relationship*
Policy Name: *2.3 Authority of the Superintendent*

The Board will instruct the Superintendent through written policies that prescribe District outcomes (*District Goals*) to be achieved and proscribe District circumstances to be avoided (*Executive Limitations*), allowing the Superintendent to use any reasonable interpretation of these policies within those *District Goals* and *Executive Limitations*.

1. The Board will develop policies instructing the Superintendent to achieve specified results for specified recipients at a specified cost and/or priority. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called “*District Goals*” policies. All issues that are not “*District Goals*” issues are defined here as means issues.
2. The Board will develop policies that limit the latitude the Superintendent may exercise in choosing the District or staff means. These policies will be developed from the broadest, most general level to more specific or narrow levels, and they will be called “*Executive Limitations*” policies. The Board will avoid prescribing District or staff means delegated to the Superintendent, (i.e., the Board will avoid telling the Superintendent or staff what to do or how to do it, particularly if that direction is intended to improve the accomplishment of *District Goals*).
3. As long as the Superintendent uses *any reasonable interpretation* of the Board’s *District Goals* and *Executive Limitations* policies, the Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the Superintendent shall have the full force and authority as if decided by the Board. All prescriptions or proscriptions contained within any higher or more general level of *District Goals* or *Executive Limitations* policy apply to all lower or more specific policies within that same category of policies.
4. The Board may change its *District Goals* and *Executive Limitations* policies, thereby shifting the boundary between Board and Superintendent domains. By doing so, the Board changes the latitude of choice given to the Superintendent. As long as any particular delegation is in place, the Board will respect and support the Superintendent’s choices.

Revision Dates: 6/16/09

Policy Category: *Board-Superintendent Relationship*
Policy Name: 2.4 Evaluation of District/Superintendent Performance

Systematic and rigorous evaluation of Superintendent job performance will be solely against the only expected Superintendent job products: District accomplishment of the provisions of the Board's *District Goals* policies and operation of the District within the boundaries established in the Board's *Executive Limitations* policies. The power of the Board under the Superintendent's contract to terminate employment shall not be altered by these policies.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being met. Information that does not accomplish this will not be considered to be monitoring information.
2. The Board will acquire monitoring information by one or more of three methods: (a) by internal report, in which the Superintendent discloses interpretations, evidence and achievement information to the Board; (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies; or (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be *any reasonable interpretation by the Superintendent* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable and prudent person" test rather than with interpretations preferred by board members or by the Board as a whole.
4. The Board will judge (a) the reasonableness of each Superintendent interpretation, including its clarity, relevance, quantified standards, justification and completeness (b) whether data or evidence directly demonstrate accomplishment of that interpretation, and (c) if accomplishment has not been demonstrated, when or under what circumstances the District shall accomplish a reasonable interpretation of the Board's policy.
5. All policies that direct or instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method for all or any part of the District but will ordinarily depend on the routine schedule shown in the table on the following page

Policy	Method	Frequency	Month
General District Goals	Internal	Annual	3Q
[Other District Goals, when developed]	Internal	Quarter*	3Q
General Executive Limitation	Internal	Annual	4Q
Treatment of Students and Parents/Guardians	Internal	Annual	2Q
Treatment of Staff	Internal	Annual	1Q
Financial Condition and Activities	Internal External	Quarter Annual	1,2,3,4Q
Financial Planning and Budgeting	Internal	Annual	2,4Q
Emergency Superintendent and Executive Succession	Conversation	Annual	1Q
Asset Protection	Internal	Annual	3Q
Compensation and Benefits	Internal	Annual	4Q
Communication and Support to the Board	Conversation	Quarterly	1,2,3,4 Q

Revision Dates: 6/16/09

Policy Category: *Board-Superintendent Relationship*
Policy Name: **2.5 Superintendent Compensation**

- 1.1. **Superintendent Compensation.** Superintendent compensation will be decided by the Board as a whole and based on District performance, executive market conditions, fiscal ability and public image.
1. District performance will be only that performance revealed by the monitoring system to be directly related to criteria given by the Board in policy.
 2. Compensation will cover the entire range of salary, bonus, benefits and all other forms.
 3. Compensation is to be competitive with similar performance within the marketplace. The executive marketplace to be considered includes organizations of comparable size, challenges, and complexities within the same geographic region.
 4. A committee process may be used to gather information and to provide options and their implications to the full Board for its decision.

Revision Dates: 6/16/09

Executive Limitations Category

Policy Category: *Executive Limitations*
Policy Name: **3.0 General Executive Limitations**

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

Revision Dates: 6/16/09

Policy Category: *Executive Limitations*
Policy Name: **3.1 Treatment of Students, Parents/Guardians and Community Members**

The Superintendent shall neither cause nor allow District circumstances for current or prospective students, their parents/guardians, or community members that are unsafe, undignified, disrespectful, or unnecessarily intrusive or restrictive.

The Superintendent shall not cause or allow the District to

1. Elicit unnecessary information.
2. Use any method of collecting, reviewing, transmitting, or storing student or family information that fails to protect against improper access to the material elicited.
3. Operate facilities without appropriate accessibility, cleanliness and privacy. Appropriate accessibility includes allowing community members to use facilities for non-disruptive, cost-reimbursed activities.
4. Permit students or their parents/guardians to be unaware of (a) what may be expected and what may not be expected from classes, courses, activities or other services or (b) expectations and procedures about behavior or discipline.
5. Act contrary to law by discriminating or retaliating against any student, parent/guardian, or community member for non-disruptive expression of dissent or concern.
6. Ineffectively or untimely (a) resolve concerns and complaints or (b) respond to inquiries.
7. Ignore student, parent or community opinion about pending decisions or actions from those likely to be affected.
8. Permit students, their parents/guardians, or community members (a) to be uninformed of this policy or (b) without a process to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.

Revision Dates: 6/16/09

Policy Category: ***Executive Limitations***
Policy Name: **3.2 Treatment of Staff**

The Superintendent shall neither cause nor allow District circumstances for staff (including employees, independent contractors and volunteers) that are unfair, undignified, disrespectful, disorganized or unclear.

The Superintendent shall not cause or allow the District to

1. Operate without sufficient, written rules, expectations and processes or those, whether written or not, that:
 - a. subject staff to rules or expectations that are unavailable or confusing;
 - b. leave staff an ineffective or biased method of resolving grievances; or
 - c. subject staff to wrongful conditions, nepotism, or preferential treatment based on personal or unprofessional reasons.
2. Act contrary to law by discriminating or retaliating against any staff member for non-disruptive expression of dissent.
3. Permit staff to be unprepared to deal with emergency situations.
4. Ineffectively or untimely (a) resolve concerns and complaints or (b) respond to inquiries.
5. Ignore staff opinion about pending decisions or actions from those likely to be affected.
6. Permit staff (a) to be uninformed of this policy or (b) without a process to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.

Revision Dates: 6/16/09

Policy Category: *Executive Limitations*
Policy Name: **3.3 Financial Conditions and Activity**

The Superintendent shall neither cause nor allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in *District Goals* policies.

The Superintendent shall not cause or allow the District or any school chartered by the District to

1. Expend more funds in any fund than have been received in the fiscal year to date unless the debt, reserve and liquidity guidelines below are met.
2. Indebt or obligate the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues by the end of the fiscal year. For any fund, have inadequate reserves, use any reserve other than intended, or use any Board-designated reserves.
 - a. For the general fund, allow reserves to be less than 5% of its annual revenues.
3. Incur a financially illiquid condition.
4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within each fiscal year.
5. Receive, acquire, encumber, improve or dispose of real property. Maintenance and replacement of building components are permitted improvements.
6. Sell any significant portion of the organization's assets.
7. Achieve compliance with these provisions by endangering future capacity to achieve *District Goals*.

The Superintendent shall cause the District to

8. Settle payroll, accounts and debts in a timely manner.
9. Make tax payments and other government ordered payments and filings timely and accurately.
10. Aggressively pursue receivables after a reasonable grace period.
11. Establish prudent reserves for contingent obligations.

Revision Dates: 6/16/09

Policy Category: ***Executive Limitations***
Policy Name: **3.4 Financial Planning and Budgeting**

Financial planning or budgeting for any fiscal year or part thereof shall not deviate materially from *District Goals* priorities or risk fiscal jeopardy, and shall be derived from a multi-year plan.

For any financial plan or budget, the Superintendent shall not cause or allow the District or any school chartered by the District to

1. Omit (a) credible projections of revenues and expenses, (b) separation of capital and operational items and funds, (c) cash flow and significant balance sheet items, or (d) disclosure of planning assumptions.
2. Plan or budget in a manner that risks incurring those conditions set forth in the Board's policy on *Financial Condition and Activities*.
3. Provide less for Board prerogatives during the year than is set forth in the *Investment in Governance* policy. This item pertains only to the District, not charter schools.

Revision Dates: 6/16/09

Policy Category: *Executive Limitations*
Policy Name: **3.5 Emergency Superintendent Succession**

In order to protect the Board and the District from sudden loss of executive services, the Superintendent and each executive reporting to him or her shall have at least one other executive able to take over with reasonable proficiency as an interim successor for the Superintendent or executive. The interim successor for the Superintendent shall be familiar with Board and Superintendent issues and processes.

Revision Dates: 6/16/09

Policy Category: *Executive Limitations*
Policy Name: 3.6 Asset Protection

The Superintendent shall neither cause nor allow District assets to be unprotected, inadequately maintained or unnecessarily risked.

The Superintendent shall not cause or allow the District to

1. Inadequately insure board members, staff, and the organization itself against theft, casualty, and liability losses.
2. Permit unbonded or uninsured personnel access to funds or the organization or affiliated entities. Very small cash funds are excluded from this requirement.
3. Subject building, grounds, vehicles, equipment or other long-term assets to improper use, wear and tear, or insufficient maintenance.
4. Allow intellectual property, information and files to be exposed to loss or significant damage.
5. Unnecessarily expose the organization, its Board or staff to claims of liability.
6. Make any purchase or financial commitment: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of more than a minimal amount without having obtained comparative prices and quality (except for long term service contracts entered into with Superintendent approval); (c) of a significant amount without a stringent method of assuring a favorable balance of long term quality and cost; (d) over \$750,000, excluding insurance premiums and approved capital projects. Orders may not be split to avoid these requirements.
7. Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.
8. Invest or hold operating or capital funds in insecure instruments, including uninsured accounts and securities with less than the highest safety of principal, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
9. Compromise the independence of the Board's audit or other external monitoring or advice. Engaging audit or monitoring parties already chosen by the Board as consultants or advisers to the Superintendent or organization is unacceptable.
10. Endanger the organization's public image, credibility, or ability to accomplish *District Goals*.
11. Change the organization's name or substantially alter its identity in the community unfavorably.
12. Create or purchase any affiliate or subsidiary.
13. Eliminate art, music and physical education in comprehensive schools.

Revision Dates: 6/16/09

Policy Category: ***Executive Limitations***
Policy Name: **3.7 Compensation and Benefits**

The Superintendent shall neither cause nor allow jeopardy to fiscal integrity or to public image through employment, compensation or benefits to employees, independent contractors or volunteers.

The Superintendent shall not cause or allow the District to

1. Change his or her own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits which materially deviate from the geographic or professional market for the skills employed. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
4. Establish or change pension or other benefits so as to cause unpredictable or inequitable situations, including those that (a) incur unfunded liabilities; (b) provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity and *District Goals* performance are not prohibited; (c) permit any employee to lose benefits already accrued; or (d) treat domestic partners of employees differently from spouses.

Revision Dates: 6/16/09

Policy Category: *Executive Limitations*
Policy Name: 3.8 Communication and Support to the Board

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

The Superintendent shall not

1. Withhold, impede or confound information relevant to the Board’s informed accomplishment of its job. Accordingly, the Superintendent may not
 - a. Present information in unnecessarily complex, lengthy, untimely, untruthful or incomplete form or in a form that does not differentiate among information of three kinds: monitoring, decision preparation and other/incidental.
 - b. Neglect to submit monitoring data required by the Board (see policy on *Evaluation of District Superintendent Performance*) in a timely, truthful and complete manner, directly addressing provisions of Board policies being monitored.
 - c. Allow the Board to be unaware of any actual or anticipated noncompliance with any *District Goals* or *Executive Limitations* policy of the Board, regardless of the monitoring schedule.
 - d. Allow the Board to be without decision information requested by the Board or its President or let the Board be unaware of relevant trends or patterns, developing external opportunities or threats, or material internal strengths or weaknesses, particularly any changes in the assumptions or laws upon which any Board policy has previously been established.
 - e. Assemble for the Board as many staff and external points of view, issues, alternatives and their implications as the Board or its President determines it needs for fully informed Board choices, including decision-making authority retained by the Board.
 - f. Allow the Board to be unaware of any incidental or other information it requires, including potential accreditation violations, anticipated media coverage, pending lawsuits or viable threats of suit, or material external or internal changes.
 - g. Avoid informing the Board if, in the Superintendent’s opinion, the Board or its members may not be in compliance with law, contractual agreements, or the Board’s own policies on *Board Governance Process* and *Board-Superintendent Relationship*, particularly in the case of Board behavior that may be detrimental to the work relationship between the Board and the Superintendent.
2. Withhold from the Board and its processes logistical or clerical assistance. Accordingly, the Superintendent may not
 - a. Avoid a system and adequate resources for official Board, officer and committee communications.
 - b. Neglect pleasant and efficient settings and arrangements for the meetings of the Board and its committees.

3. Impede the Board's ability to act as a team, misrepresent its processes and role, or impede its lawful or ethical obligations. Accordingly, the Superintendent may not
 - a. Deal with the Board in a way that favors or privileges certain board members over others except when (i) fulfilling individual requests for information or (ii) responding to officers or committees with respect to duties charged to them by the Board.
 - b. Neglect submitting for the consent agenda all items delegated to the Superintendent yet required by law, contract, or third-party to be Board-approved, along with the appropriate decision or monitoring assurance pertaining thereto.
4. Inadequately support the Board in its responsibility to favorably impact legislation. Accordingly, the Superintendent may not allow the Board, legislators, or other governmental officials to be unaware of potential consequences to the District posed by pending legislation or regulation.

Revision Dates: 6/16/09

District Goals Category

People

- Recruit, hire, induct, support and retain high-performing staff
- Ensure all employees are highly qualified and skilled for their positions

Achievement

- Accelerate learning and raise expectations for every student
- Increase student achievement and teacher development through precise, individualized professional learning aligned with achievement goals
- Reduce the gap in academic performance of students while raising achievement overall
- Adopt models and structures based on practices that are research based and demonstrated to be effective

Community

- Strengthen collaboration with parents to enhance learning for their own children and all children
- Expand and strengthen community involvement and partnerships to foster ownership and shared responsibility for our schools
- Increase dialog and cooperation with key local, state and national groups and organizations

Environment

- Provide environments that optimize learning and teaching and are safe, secure and well-maintained
- Develop and nurture a professional and high-performing culture based on trust, compassion, mutual respect and integrity
- Anticipate and prepare for projected community growth and increases in student enrollment

Policy Category: *District Goals*
Policy Name: **4.0 General District Goals**

Pending further Board determination, *District Goals* will remain as previously stated explicitly by the Board or as found implicitly in previously adopted Board documents, including the District Strategic Plan.