DRAFT

GOVERNANCE TEAM NORMS AND PROTOCOLS

Board of Education and Superintendent

Governance Framework for Effective Leadership, Accountability, and Student Success

GOVERNANCE TEAM COMMITMENT

The Board of Education and Superintendent recognize that effective governance is essential to achieving the district's mission and vision. These Governance Team Norms and Protocols establish shared expectations and commitments that promote trust, collaboration, transparency, ethical leadership, and accountability.

By adhering to these norms and protocols, the Governance Team commits to:

- Maintaining a relentless focus on student achievement and well-being.
- Providing strategic leadership and oversight.
- Strengthening public confidence through ethical and transparent governance.
- Supporting a culture of continuous improvement.
- Working collaboratively as one team to advance the district's mission and strategic goals.

These Governance Team Norms and Protocols serve as a guide for how the Board of Education and Superintendent will work together to govern effectively and serve the best interests of all students.

TABLE OF CONTENTS

1. Governance Philosophy
2. Board and Superintendent Relationship
3. Governance Responsibilities
4. Chain of Command
5. Decision-Making
6. Communication
7. School Visits and Events
8. Strategic Governance
9. Board Meeting Expectations
10. Fiscal Oversight and Procurement
11. Political Activity and Ethics
12. Crisis and Emergency Communications
13. Board Development and Continuous Improvement
14. Addressing Governance Concerns
15. Commitment Statement
16. Approval and Acknowledgement

GOVERNANCE TEAM NORMS AND PROTOCOLS

Purpose Statement

The Governance Team, consisting of the Board of Education and Superintendent, is committed to working collaboratively and effectively to ensure high levels of success for all students. These Governance Team Norms and Protocols establish expectations that promote trust, accountability, transparency, effective governance, and a unified focus on student achievement.

The Governance Team commits to:

- Placing students at the center of every decision.
- Maintaining a culture of trust, collaboration, and mutual respect.
- Operating with integrity, professionalism, and accountability.
- Supporting a unified vision for educational excellence.
- Promoting equity, access, opportunity, and student well-being.
- Practicing transparent and effective communication.
- Focusing on continuous improvement and high performance.
- Ensuring there are no surprises among governance team members.

I. GOVERNANCE PHILOSOPHY

The Governance Team will:

- Focus on student achievement and success as the primary measure of effectiveness.
- Govern through policy and strategic direction while delegating operational responsibilities to the Superintendent.
- Demonstrate ethical leadership and compliance with all applicable laws, regulations, and codes of ethics.
- Promote responsible stewardship of district resources.
- Maintain a governance culture grounded in collaboration, trust, respect, and accountability.
- Support continuous improvement and innovation throughout the district.
- Commit to the district's mission, vision, strategic goals, and core values.
- Function as **One Team** dedicated to serving students, families, staff, and the community.

II. BOARD AND SUPERINTENDENT RELATIONSHIP

The Board and Superintendent recognize their interdependent roles and responsibilities in governing the district effectively.

The Governance Team will:

- Operate as collaborative partners focused on achieving district goals.
- Respect the distinct roles of governance and administration.
- Delegate authority for daily operations and personnel management to the Superintendent.
- Maintain open, honest, timely, and professional communication.
- Support a culture of mutual trust and respect.
- Work proactively to prevent misunderstandings and surprises.
- Jointly establish district goals and performance expectations.
- Evaluate the Superintendent through a fair, objective, and transparent process aligned with board-established goals.
- Support implementation of board-adopted decisions regardless of individual viewpoints prior to the vote.
- Refrain from actions that undermine the authority of the Superintendent.

III. GOVERNANCE RESPONSIBILITIES

Board members will:

- Govern with a district-wide perspective.
- Focus on policy, strategic planning, oversight, and accountability.
- Make decisions based on what is best for all students.
- Participate in professional learning and governance development.
- Prepare for and actively participate in meetings.
- Support board actions once decisions have been made.
- Maintain confidentiality when required.
- Avoid micromanagement of district operations.
- Respect and support the established chain of command.

IV. CHAIN OF COMMAND

The Board recognizes the importance of maintaining an effective chain of command.

Concerns should generally be addressed through the following process:

1. Teacher or Staff Member
2. Principal
3. District Administrator
4. Assistant Superintendent (as applicable)
5. Superintendent

Board members receiving complaints or concerns should:

- Listen respectfully.
- Encourage stakeholders to follow established district processes.
- Refer operational issues to the Superintendent or designated staff.
- Avoid direct intervention in administrative matters.

V. DECISION-MAKING

The Governance Team will:

- Prioritize student success and educational excellence.
- Study issues thoroughly before taking action.
- Consider relevant data, research, and stakeholder input.
- Encourage respectful debate and diverse viewpoints.
- Remain open-minded throughout deliberations.
- Seek consensus whenever possible.
- Respect majority decisions once adopted.
- Support implementation of approved actions.

VI. COMMUNICATION

Internal Communication

The Governance Team agrees to:

- Communicate openly, honestly, and respectfully.
- Share information in a timely manner.
- Maintain professionalism in all interactions.
- Address concerns directly whenever possible.
- Protect confidential information.
- Avoid discussing confidential matters outside authorized settings.
- Keep one another informed of significant district issues.
- Practice a "no surprises" communication philosophy.

Information Requests

Board members shall:

- Route requests for information through the Superintendent.
- Consider staff workload when requesting information.
- Avoid duplicate requests.
- Obtain board consensus before initiating requests requiring substantial staff time or resources.

Communication with Staff

Board members recognize that the Superintendent is the Board's sole direct employee.

Board members will:

- Treat all employees with professionalism and respect.
- Communicate concerns regarding employees through the Superintendent.
- Avoid directing the work of district staff.
- Support staff members in carrying out board-approved priorities.
- Respect appropriate administrative processes.

Community and Stakeholder Communication

The Governance Team will:

- Foster trust through timely and transparent communication.
- Listen respectfully to community perspectives.
- Encourage meaningful stakeholder engagement.
- Promote understanding of district goals and priorities.
- Ensure all stakeholders have opportunities to be heard.

- Support inclusive engagement practices that reflect the diversity of the community.

Media Relations

The Governance Team agrees that:

- The Board Chair serves as the spokesperson for official Board positions.
- The Superintendent or designee serves as spokesperson for district operations and administration.
- Media responses should be coordinated when appropriate.
- Information provided to the media should be accurate, consistent, and professional.

Social Media

Board members will:

- Use social media responsibly and professionally.
- Promote constructive engagement.
- Avoid inappropriate or inflammatory exchanges.
- Consider the impact of social media activity on the Board and district.
- Support accurate communication during emergencies and crises.

VII. SCHOOL VISITS AND EVENTS

Board members are encouraged to remain visible and engaged throughout the district.

Board members will:

- Follow established visitor procedures.
- Notify appropriate administrators when making official visits.
- Respect instructional time and school operations.
- Attend school and community events when possible.
- Serve as ambassadors for the district.

Capital Projects and Construction Visits

Board members will:

- Coordinate site visits through the Superintendent.
- Follow safety requirements.
- Respect project management protocols.
- Receive updates through established reporting processes.

VIII. STRATEGIC GOVERNANCE

The Governance Team will:

- Establish and monitor long-range strategic goals.
- Align policies, resources, and initiatives with district priorities.
- Review progress toward strategic objectives regularly.
- Use data-driven decision-making practices.
- Maintain focus on continuous improvement.

The Governance Team supports preparing students for future success through strong academic, career, military, and workforce readiness pathways, including opportunities that lead students to be successfully **Enrolled, Enlisted, or Employed** following graduation.

IX. BOARD MEETING EXPECTATIONS

Board members will:

- Attend all meetings whenever possible.
- Come prepared and informed.
- Focus discussion on governance matters and student outcomes.
- Listen actively and respectfully.
- Encourage balanced participation among members.
- Respect meeting procedures and adopted protocols.
- Maintain professionalism and decorum.
- Support a welcoming and productive meeting environment.
- Honor confidentiality requirements associated with executive sessions.

Professional Conduct

Board members will:

- Demonstrate professionalism in speech, actions, and appearance.

- Treat all participants with dignity and respect.
- Model civil discourse and ethical leadership.
- Avoid personal attacks or disruptive behavior.

X. FISCAL OVERSIGHT AND PROCUREMENT

The Governance Team will:

- Exercise responsible stewardship of public funds.
- Ensure financial decisions support strategic priorities.
- Maintain transparency and accountability.
- Follow all procurement policies and procedures.
- Avoid real or perceived conflicts of interest.

Board members will:

- Refer vendors and contractors to established procurement processes.
- Refrain from influencing purchasing decisions outside approved procedures.
- Comply with all ethics and disclosure requirements.

XI. POLITICAL ACTIVITY AND ETHICS

Board members will:

- Adhere to all applicable ethics laws and board policies.
- Distinguish personal political involvement from official board responsibilities.
- Avoid actions that could compromise public confidence.
- Disclose potential conflicts of interest when appropriate.
- Conduct themselves in a manner that maintains the integrity of the Board.

XII. CRISIS AND EMERGENCY COMMUNICATIONS

During emergencies, the Governance Team will maintain clear and coordinated communication.

The process shall generally include:

1. Notification of the Superintendent and Board Chair.
2. Coordination of response efforts and communications.
3. Communication with board members through established channels.
4. Consultation with legal counsel when appropriate.
5. Consistent messaging to stakeholders and the public.
6. Compliance with all legal requirements governing emergency actions and meetings.

Board members should avoid independently communicating unverified information during emergency situations.

XIII. BOARD DEVELOPMENT AND CONTINUOUS IMPROVEMENT

The Governance Team is committed to lifelong learning and governance excellence.

The Governance Team will:

- Participate in ongoing professional development.
- Conduct annual governance self-assessments.
- Review and update governance norms as needed.
- Evaluate progress toward governance and district goals.
- Support onboarding and mentoring opportunities for newly elected board members.
- Regularly reaffirm commitment to these Governance Team Norms and Protocols.

XIV. ADDRESSING GOVERNANCE CONCERNS

When concerns arise regarding adherence to these norms and protocols, the Governance Team will:

1. Address concerns directly and respectfully with the individual involved.
2. Seek resolution through professional dialogue.
3. Involve the Board Chair and Superintendent when appropriate.
4. Review relevant governance expectations and ethical standards.
5. Utilize established board procedures if additional action is necessary.
6. Maintain a focus on effective governance and student success throughout the resolution process.

COMMITMENT STATEMENT

By adopting these Governance Team Norms and Protocols, the Board of Education and Superintendent affirm their commitment to serving as a unified leadership team focused on student success, organizational excellence, ethical governance, and stewardship of public trust.

Together, we commit to leading with integrity, respect, accountability, collaboration, and an unwavering focus on improving outcomes for every student.