



# North Shore Schools

*Discovering Your Dreams*

## ***PROTOCOLS for BOARD/SUPERINTENDENT ROLES AND RESPONSIBILITIES***

To maintain a high degree of trust between the Board, the administrative staff, the teaching staff, and the community, we agree on these protocols which facilitate our efforts.

### **BOARD MEMBER ROLES/AUTHORITY**

1. The Board sees itself primarily as a policy-setting body and delegates the administration of schools to the superintendent and staff.
2. The Board annually sets goals for the District, taking into account administrative recommendations.
3. Board members have authority as members of the board as a whole, but not to take individual action.
4. Board members have a right to their own opinions; however policy decisions shall be adhered to by all board members.
5. The Board annually evaluates the performance of the superintendent according to mutually agreed upon measures.
6. The Board annually evaluates itself, reviews its protocols, and holds itself to standards of best practice.
7. The Board strives to reach decisions through the consensus process rather than simply by majority vote, whenever possible.

### **SUPERINTENDENT'S ROLE/AUTHORITY**

8. The superintendent is responsible for the administration of the School District, and serves as the chief executive officer.
9. The superintendent shall have the authority to organize, reorganize and arrange the administrative and supervisory staff, including instruction and business affairs, which, in his/her judgment, best serve the school district, subject to the approval of the Board of Education.
10. The responsibility for placement and transfer of personnel shall be vested in the Superintendent of Schools; and subject to the policy of the Board of Education.
11. The superintendent shall recommend regulations, rules, policies and procedures deemed necessary for the wellbeing of the School District.

12. It is the superintendent's primary responsibility to provide effective leadership that enables the District to continually improve the educational experiences of children.
13. The superintendent is a visible presence in the schools.
14. The superintendent provides the board with the information and analysis it needs to formulate policy and take other appropriate actions.
15. The superintendent creates and sustains a climate of collegiality among members of the staff and parent body.

## **AGENDA SETTING**

16. Responsibility is shared by the superintendent, the Board president, the vice president, and a rotating member of the board of education.
17. Board members should let the superintendent and Board president know in advance about items not in the draft which they intend to raise at the Board meeting, and the superintendent will do the same.

## **CONFIDENTIALITY**

18. Rules for confidentiality are those consistent with the Open Meetings Law.
19. Discussions in executive session must remain completely confidential.
20. E-mail may be used for the notification of confidential matters, but should **not** be used for the discussion of any confidential matters. Confidential documents shall be shared through Drop Box.

## **EXECUTIVE SESSIONS**

21. Items for executive session must be consistent with the Open Meetings Law and limited to the items identified as agenda items.
22. When possible, Executive Sessions shall be planned for times prior to Public Meetings.

## **PARENTAL AND STAFF COMPLAINTS**

23. Board members should advise parents who contact them with complaints to follow the normal process and established chain of command, talking to the teacher, the principal, the superintendent before reaching out to board members.
24. Board members should relay substantive criticisms, complaints or suggestions to the superintendent and/or the president. The superintendent does the problem-solving and fact-finding, with staff assistance as necessary and will inform the full Board.
25. All of us will make every effort to discourage anonymous complaints.

## **MEDIA CONTACT**

26. All official statements of board positions, as well as responses to media inquiries, come from the Board president and/or superintendent (or their designees).

## **MEETING DYNAMICS**

27. The President is responsible for facilitating discussions of all agenda items of Board members and the public.
28. In the spirit of collegiality, during both public meetings and executive sessions, each Board member has a right to be heard once on an issue prior to others having a second opportunity to speak.
29. All participants at the meeting should be respectful in all of their communications by listening carefully, allowing others to speak without interruption and refraining from argumentative and/or repetitive discourse.
30. The Board president is authorized to focus discussion toward closure.
31. The goal for public meetings is to structure an agenda that is efficient, with the intent of having a two-hour meeting duration, insofar as possible.
32. Board members should address the Board as a whole with their comments, rather than addressing the public.

## **PUBLIC PARTICIPATION AT BOARD MEETINGS**

33. Public participation follows protocols understood by the Board and communicated to the public, with an emphasis on civility and mutual respect.
34. Public comments are solicited after the first round of Board discussion. The President of the Board will manage and direct the time used for comments as indicated on the agenda. Residents will have first priority in presenting comments.
35. Each speaker is allowed one comment on an issue until all others have been heard.
36. Interruption of Board discussion is not permitted.
37. Every effort will be made to reply to questions from the public either at the meeting or in a reasonable time frame thereafter.

## **RELATIONSHIP TO STAFF**

38. Contact with members of the staff occurs through the superintendent when Board members are wearing their “Board hat.”
40. When contacting staff as a parent, it is appropriate to say, “I am calling as a parent.”

## **INFORMATION – SHARING**

41. The superintendent shall share agenda information carefully and consistently with the entire Board to maintain transparency.
42. Board members shall endeavor to present questions that will be posed at meetings in advance to the superintendent.
43. The Board will rely on the superintendent’s and staff’s memos and information packet as primary source material.
44. Board members shall check e-mail for notifications and breaking news of a non-confidential nature.
45. The Superintendent will immediately inform the Board of issues pertaining to urgent student or district matters.

46. Members of the Board and the superintendent shall keep e-mail brief and to the point, with sensitivity to overall volume.
47. The superintendent will refer requests for information from members of the Board that are considered to take substantial amounts of time to the full Board for consideration. Results will be shared with the entire Board.
48. Intra-Board communication - by telephone, e-mail, or in person - is essential, but should be consistent with guidelines for public and executive session decision-making.  
Civility of content and tone is essential in all communication.  
The president shall endeavor to share with all board members substantive communications between the president and any particular Board members.
49. Board Members will have the prerogative to contact the Superintendent or an Asst. Superintendent to ask clarifying questions or raise minor issues. Board members will use their judgment when contacting Asst. Superintendents, copying the Superintendent and remembering at all times that they and all other personnel report to the Superintendent, and no individual Board Member has authority to issue directives.
50. All communication with administrators and all other employees of the District other than Asst. Superintendents will go through the Superintendent.
51. All communication regarding process or substantial issues should be brought to the Superintendent with a copy to the Board President and Vice President.

Adopted:            November 30, 2017