

ESCONDIDO UNION HIGH SCHOOL DISTRICT
Protocols: Board and Superintendent Operating Procedures

Purpose:

The Board of Trustees is the educational policy-making body for the District. To meet the District's challenges effectively, the Board and Superintendent must function together as a leadership team. To ensure effective collaboration among team members, operating procedures or protocols must be in place. There are general protocols and those that are specific for the Board and for the Superintendent.

General -The Board and Superintendent will: (*CSBA Governance Standards)

1. Keep learning and achievement for all students as the primary focus.*
2. Value, support, and advocate for public education.*
3. Operate openly with trust and integrity.*
4. Govern in a dignified and professional manner, treating everyone with civility, dignity, and respect*, while honoring the right to disagree with each other.
5. Define and respect the difference between administration and policy-making and respect the roles of each.
6. Keep confidential matters confidential.* Uphold the legal requirement for confidentiality on all matters arising from Board Meeting Executive Sessions; will keep all conversations taking place in Closed Session absolutely confidential.

Board Members will:

1. Work with all members of the Board and the Superintendent to become a team devoted to students; be dedicated to making all members of the team successful.
2. Act with dignity, and understand the implication of demeanor and behavior.*
3. Recognize and respect difference of perspective and style on the Board and among staff, students, parents, and the community.*
4. Focus on policymaking, planning and evaluation for student success.
5. Govern within Board-adopted policies and procedures.*
6. Communicate a common vision.*
7. Understand authority rests with the Board as a whole and not with individuals.* Recognize decisions are made only at properly scheduled meetings.
8. As an individual Board member, not make or appear to make a decision that appropriately should be made by the entire Board.
9. Support decisions of the majority after honoring the right of individual members to express opposing viewpoints and vote their convictions.

10. Abide by district Superintendent/Board protocols and agree to hold one another accountable when protocols are not followed.
11. Ensure opportunities for the diverse range of views in the community to inform Board deliberations.*
12. Attend regularly scheduled Board meetings unless a situation occurs that makes attendance impossible; cooperate in scheduling special meetings and/or work sessions for planning and training purposes.
13. Understand the distinctions between Board and staff roles, and refrain from performing management functions that are the responsibility of the Superintendent and staff.*
14. Acknowledge individual requests for additional information will be directed only to the superintendent.
15. Bring up at board meeting any items they would like on a future agenda. One other board member should agree to the request in order for it to be agendized as a discussion item, with possible action to follow at a subsequent meeting.
16. Understand the Superintendent's role to make personnel recommendations and changes in consultation with the board.
17. Understand the Board as a collective body must give clear signals to its professional staff through its Superintendent.
18. Participate in establishing annual expectations and goals for the Superintendent.
19. Objectively evaluate the Superintendent's performance and provide appropriate feedback.
20. Periodically evaluate its own effectiveness* by reviewing its protocols at least every two years.
21. Take collective responsibility for the Board's performance.*
22. Communicate directly with the Superintendent whenever a question or concern is raised by a staff member, student, parent, or community member.
23. Contact the Superintendent whenever contacted by the media regarding an incident, event, or agenda item.
24. Communicate directly with the Superintendent prior to Board meetings to address questions and/or concerns about agenda items; honor the "no surprises" rule with the Superintendent and fellow Board members.
25. Communicate one-on-one with the Superintendent when an individual concern arises; will not allow a matter to fester.
26. Cast a vote on all matters except when a conflict of interest arises.
27. Recognize the individual role of constituents and special interest groups, while understanding the importance of using one's best judgment to represent all members of the community.
28. As time permits, visit school sites with the superintendent and attend school functions, but avoid interrupting instruction or interrupting employees at work.
29. Represent the district, when possible, by attending community functions.
30. Participate in professional development and commit the time and energy necessary to be an informed and effective leader.*
31. The Board of Education is committed to developing their knowledge and skill through participating in professional learning opportunities through the California School Board Association and other professional organizations. New Board members are highly encouraged to complete the Masters in Governance program within their first year of joining the Board.

The Superintendent will:

1. Work toward creating a team with the Board dedicated to students.
2. Respect and acknowledge the Board's role in setting policy and overseeing the performance of the Superintendent.
3. Work with the Board to establish a clear vision for the school District.
4. Communicate the common vision.
5. Recognize that the Board/Superintendent governance relationship requires support by the District's management team.
6. Understand the distinction between Board and staff roles, and respect the role of the Board as the representative of the community.
7. Accept leadership responsibility and be accountable for implementing the vision, goals, and policies of the District.
8. Prepare preliminary goals annually for the Board's consideration.
9. Provide data to the Board members so data-driven decisions can be made.
10. Make personnel recommendations and changes in consultation with the Board
11. Communicate with Board members promptly and effectively.
12. Inform the Board prior to critical information becoming public; apprise all Board members in a timely manner of any major incident or when they may be called on to answer or explain.
13. Distribute information fully and equally to all Board members.
14. Provide information requested by one Board member to every Board member.
15. Distribute the Board agenda in a timely fashion and with enough time for Board study, and clarify information prior to scheduled meetings.
16. Never bring a matter to a public meeting that is a surprise to a Board member or cabinet member.
17. Provide requests for additional information through a Board up-date, special report, Board agenda items, or as a Board workshop.
18. Present major decisions initially as a discussion item, then place it on the next Board agenda for action.
19. Treat all Board members professionally.
20. Conduct a self-assessment prior to the Board's evaluation of the Superintendent's job performance.
21. Complete the Board's self-assessment instrument for the Board's consideration, one the Board self-assessment process is determined.
22. Keep the Board informed regarding issues and/or situations that could possibly concern parents, students, staff or community.
23. Bring to the attention of the Board matters that affect relationships.
24. Visit school campuses regularly.
25. Represent the school District by being visible in the community.
26. Model the value of lifelong learning.