

## **BOARD AND SUPERINTENDENT WORKING AGREEMENTS**

### **Purpose:**

The Board of Directors is the educational policy making body for Clatskanie School District. To effectively meet the District's challenges the School Board and Superintendent must function together as a leadership team. To ensure unity among team members, effective group agreements must be in place. The following are the group agreements for the Board and Superintendent.

### **The Board Job Description:**

1. Work with the Superintendent as a team, recognizing that the Superintendent is the Board's advisor.
2. Set the long-term direction of the District through the mission, vision, and goals.
3. Be accountable for the financial stewardship of the District, including aligning financial resources with goals, setting expectations, and monitoring progress.
4. Focus on policy making, planning and evaluation, rather than day-to-day operations.
5. Make decisions as a whole Board only at properly called meetings. Board members recognize that individual members have no authority to take individual action in policy or district and school administrative matters.
6. Support decisions of the majority after honoring the right of individual members to express opposing viewpoints and vote their convictions.
7. Recognize and respect the Superintendent's responsibility to manage the school district and to direct employees in district and school matters.
8. Give careful consideration to all issues brought to you by individuals and special interests. Actively solicit input and listen to all perspectives. We will operate as representatives and make decisions in the best interest of the whole district.
9. Deliberate and make decisions in accordance with public meeting law.
10. Supervise the hiring, performance evaluation and other personnel management processes related to the Superintendent.
11. Value the role we play in the community and represent the district, when possible, by attending school and community functions.
12. Be an advocate for public education in the district, region and state level by speaking up for, and on behalf of public education whenever required.

### **Role of the Board Leadership (Chair):**

1. Recognize the role of the Chair to speak for, and about, the Board, and to describe the Board's process and positions. Recognize the role of the Chair to convene meetings, develop the agenda with the Superintendent and execute documents as appropriate.
2. Communicate with individual Board members' concerns shared with the chair by other board members regarding issues agreed to in the working agreements or group operating norms.
3. Assist the Superintendent in communicating important information to the full board. Keep Board members apprised of information exchanged with the Superintendent.
4. The Vice-Chair will perform these duties when the Chair is not available.

## **Role of the Superintendent:**

1. The Superintendent will serve as the Chief Executive Officer of the District and manage the day-to-day operations of the District.
2. Attend all meetings of the Board except those concerned with his own contract status and take part in deliberations, but does not vote.
3. Assist the Board in reaching sound judgments, establishing policies and approving those matters which the law requires the Board to approve. Provide the Board necessary and helpful facts, comparisons, investigations, information and reports. The Superintendent may utilize other personnel/consultants to provide input on special or technical matters to assist the Board in their decision making process.

## **Board's Expectations of the Superintendent**

1. Work toward becoming a team with Board members.
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 and set goals for the school district.
4. Prepare preliminary goals annually for the Board's considerations.
5. Provide data to the Board members so that data driven decisions can be made.
6. Possess a working knowledge of all legal and local policies.
7. Inform the Board of all critical information including relevant trends, anticipated adverse media coverage or critical external or internal change.
8. Distribute appropriate information to all Board members.
9. Communicate with Board members promptly and effectively.
10. Respect the confidentiality requirement of Executive Session Board meetings.
11. Treat all Board members professionally.
12. Communicate to individual Board members if a problem or issue is observed developing with an individual Board member.
13. Conduct a self-assessment prior to the Board's evaluation of the Superintendent's job performance.
14. Represent the school district by being visible in the community.
15. Provide follow-up information to Board members on concerns and issues they have referred to the Superintendent - close the communication loop.
16. Practice of avoiding surprise items at board meetings.
17. Integrity of the highest order.

## **Superintendent's Expectations of the Board**

1. Recognition of the Superintendent as the educational leader of the school district.
2. Willingness to share the success and failures of the school system with the Superintendent.
3. Assistance in gaining acceptance and support in the community.
4. Willingness to abide by its own rules, policies and code of ethical conduct.
5. Willingness, within budget constraints, to provide the Superintendent with adequate staff and clerical assistance.
6. Willingness to acknowledge and follow the chain of command of the school district.
7. Respect the confidentiality requirement of board meeting executive sessions.
8. Avoidance of seeking personal privilege.

9. A willingness to participate in professional development activities at the local, state and national level.
10. An effort to foster unity, harmony and open communications within the Board.
11. An understanding of the relative or complimentary role of the Superintendent and Board in policy making.
12. Careful consideration of each recommendation made by the Superintendent.
13. Insistence on all available facts and data before making a decision.
14. Willingness to study and evaluate educational issues affecting the school district.
15. Practice of avoiding surprise items at board meetings.
16. Integrity of the highest order.

### **Meeting Operational Agreements:**

1. Respect the scheduled starting and ending times for meetings.
2. Attend regularly scheduled Board meetings unless prevented by sickness or an unavoidable cause.
3. The board packet will normally be delivered to Board Members five days in advance of regularly scheduled Board meetings. The Board will be notified if there is a delay.
4. Prepare for Board meetings by reading materials ahead of the meeting and asking questions that you have of the Superintendent or members of the Executive Team prior to the day of the meeting if possible. If, after you have asked questions, you intend to pull something from consolidated action, please notify the Board Chair and/or Superintendent before the meeting.
5. Actively solicit input, listen to all perspectives and give careful consideration to all issues. It is important to include multiple perspectives on agenda items of key concern for the community or staff in order to provide a balanced conversation. Make decisions in the best interest of the whole district always keeping students in mind.
6. Board members will show respect at Board meetings and refrain from surprising or embarrassing other Board Members, administrators, staff members or the audience.
7. The Superintendent will act as parliamentarian at Board meetings to help ensure each motion is clear and there is no missing or misunderstood information.
8. Support decisions that have been made by the Board after honoring the right of the individual members to express opposing viewpoints and vote their convictions.
9. Any Board member may request that an item be placed on the agenda for Board consideration by contacting the Superintendent/Designee or the Board Chair.
10. Whenever possible, Board members and the Superintendent should not introduce new items for discussion unless other Board members and the Superintendent have had prior notice and understand the issue in question. Last minute items which fall within the budget but are necessary for the ongoing, timely operation of the district will be allowable (approving hires, meeting grant deadlines, etc.)
11. The Board and Superintendent will strive to not have any surprises by keeping each other and the Superintendent fully informed before the meeting of issues or controversial situations which they are aware of and may come up at the meeting.
12. Demonstrate confidentiality of matters discussed in Executive Session Board meetings, as required by law.
13. Cooperate in scheduling special meetings and/or work sessions for planning and training purposes.
14. Cast a vote on all matters except when a conflict of interest arises as described in policy.
15. Board members will be cognizant of how they state things and how they may be interpreted by the public at meetings and while interacting with the public in general.

16. The Superintendent may step in during Board discussions at meetings to provide clarification or raise awareness of situations.
17. During meetings, Board members will direct questions for staff/administrators through the Chair and Superintendent.
18. At the designated time on board agendas, the community may offer objective criticism of district operations and programs, but the Board will not hear complaints concerning individual district personnel. The Chair will direct the visitor to the appropriate means for Board consideration and disposition of legitimate complaints involving individuals.

### **Communication Agreements:**

1. Communicate openly and honestly.
2. Respect differences and listen well, and for, positive intent.
3. Focus on the situation, issue, or behavior, not the person.
4. When a Board member receives an informal complaint, refer the complainant back to the individual staff member to solve the problem at the lowest level, but also inform the appropriate administrator.
5. Formal complaints must be put in writing and signed by the complainant. These are submitted in accordance with Board Policy. Complainants may appeal the decision to the next higher level including the Superintendent's decision to the School Board.
6. All requests for information by Board members will be sent to the Superintendent for action.
7. Communicate directly with the Superintendent when a question arises, or a concern is voiced by a staff member, student, and parent or community member.
8. Communicate directly with the Superintendent or Board Chair prior to meetings of the board to address questions and/or concerns about agenda items.
9. Communicate one-on-one, when an individual concern arises, with the Superintendent or other Board members as appropriate.
10. From time-to-time the Board may be required to make findings of fact that are appealable to another agency. In these situations, no Board member will have personal contact with parties who have a personal interest in the findings and in the Board's decision prior to the time the decision is made. The purpose of this agreement is to help ensure that any individual Board member will receive information regarding a pending matter that is not available to all Board members prior to the time the decision is made. (Examples of such decisions include personnel matters, official land use decisions and charter school applications.)
11. The Board will use email only for one way dissemination of information among themselves. Two way email conversation will be limited to those between a Board member and the Superintendent.
12. The Board encourages input; however, anonymous calls or letters will not receive superintendent or board action, discussion or response and will not result in directives. All other community concerns brought to a Board member should be channeled through the superintendent's office.

### **Media Communications**

1. The Board Chair shall be the official spokesperson for the Board to the media/press on issues of media concern.
2. The Superintendent will be the spokesperson for the district.

3. All Board members who received calls from the media shall direct the media to the appropriate person and notify the Superintendent and Board Chair of the call.
4. Individual board members can submit media publications but are encouraged to identify it as a personal opinion rather than representing the board.

**Annual Planning and Evaluation:**

1. Annually affirm the Board of Director’s vision, mission statement and goals.
2. Annually set priorities for Board professional development.
3. Participate in annual self-assessment of the Board's performance.
4. Participate in establishing annual expectations and goals for the Superintendent.
5. Objectively evaluate the Superintendent's performance and provide appropriate feedback.

This document will be reviewed annually. This document can be revisited at any time by request of a Board member or Superintendent.

Signatures below indicated each Board Member’s commitment to a transparent, collegial, and democratic process.

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Board Member

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Board Member

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Board Member

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Vice Chairperson

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Chairperson

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Superintendent