

## **INTRODUCTION**

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## **INTRODUCTION**

### Philosophy of Leadership Key Work of School Boards

In addition to its Mission Statement and Board Goals, as well as responsibilities defined by law, the Board subscribes to the Key Work of School Boards. This framework for planning and action, developed by the National School Board Association, is based on the system's concept that no action or progress is accomplished in isolation. The eight essential areas for Board focus and action are as follows:

Vision – establishing a clear vision of student achievement as a top priority of the Board, staff and community.

Standards – setting clear standards for student performance.

Assessment – establishing regular and valid assessments to measure district and student progress.

Accountability – establishing a process that holds the school system accountable for student success.

Alignment – aligning of all district resources to focus on student performance.

Climate – creating a positive climate throughout the school district to promote student success.

Collaborative Relationships – building collaborative relationships with the community to promote and develop a consensus and understanding of the priority of student achievement.

Continuous Improvement – committing all individuals within the school district to the idea of continuous improvement in the pursuit of student achievement and success.

### Representation, and Culture of Respect Core Values for Board Members

The Board will:

1. Deliberate in many voices, but govern in one.
2. Cultivate a sense of group responsibility; understanding that it is the Board, not the staff or administration, which is responsible for excellence in governance.
3. Be an integral part of the school district's leadership, striving to lead the district through a clear mission statement, an articulated vision for the district, shared and commonly understood goals, broad and clearly written policies, and a continual monitoring of the school and student performance.

4. Be willing to hold itself to high standards of excellence in governance and professional responsibility, including a willingness to hold individual Board members and the Board itself accountable for its actions.
5. Continually monitor its own process, performance and progress.
6. Vigorously and intelligently advocate for the school district and its students on the local, state and national level.
7. Commit, both individually and collectively, to being well-informed and educated on local, state and national educational issues, initiatives and practices.
8. Regularly communicate with all stakeholders about school district performance, direction, initiatives, issues and ideas.
9. Formally and informally recognize and celebrate school, staff and student success.
10. Insist on the pursuit of excellence on the part of all with a role in the school district – staff, students and board members.
11. Always strive to act in the interest of what is best for all students, believing that all students can learn and succeed at a high level.
12. Serve as a model of positive professional and ethical conduct.

## **PRIMARY BOARD MEMBER ROLES AND RESPONSIBILITIES**

### Advocacy

#### Board and Superintendent

- Selection
- Evaluation
- Relationship

#### Board Bylaws

#### Board Self-Evaluation

Because the Board understands the value of self-reflection and feedback, a Board self-evaluation will be made available annually mid-April, completed by mid-May, and discussed at the Board Annual Planning Session in early June.

An essential part of the self-evaluation process is a focus on board governance. The Board will have an opportunity to focus on its internal operations, its goals, its professional conduct and the Board's ability to distinguish between governance and management.

The Board shall be evaluated as a whole and not as individuals. All members shall be expected to complete the self-evaluation and participate in the process.

[BB 9400 Board Self-Evaluation](#)

#### Committee Service

#### Communication (add community remote participation)

#### Community, Student and Staff Recognition

- Community Connections
- Constituent Services

- Graduation Ceremony Participation

## Requests and Visits

## Confidentiality

### Conflict of Interest

Board members are expected to identify whenever they have a personal or professional interest in an issue that might compromise or call their judgment into question. *Add language that this is broader than voting only.* In all of their actions and statements, Board members are asked to be beyond reproach.

[BB 9270 Conflict of Interest](#)

### Elected Official

- Qualifications
- Orientation/Onboarding
- Elections-every 3 years, campaigning
- Exit interview

Board members who leave the Board, either through resignation or election, will be asked to complete an exit interview questionnaire. It is hoped that through honest and thoughtful reflections, departing Board members can provide valuable information and ideas for Board self-evaluation and improvement efforts.

- Oath of Office
- Resignation
- Filling a vacancy
- Code of Ethics

Board members shall be independent, impartial, and responsible in the governance of the District and shall conduct themselves in an ethical manner that does not present the appearance of a conflict of interest.

[BB 9271 Code of Ethics](#)

## Finance Process

### Governance

Governance Culture is the positive or negative atmosphere created by the way people in an organization treat each other. The Board will strive to have both implicit and explicit annual written agreements about how members will behave with each other and with other members of the organization. These behavioral ground rules, often called norms, enable Boards to build and maintain a positive culture or shift a negative one.

There are three dimensions to the effective governance of any organization:

- The actions of an individual;
- A group coming together to govern; and
- The performance of governance responsibilities by the group.

The Board strives to institutionalize a focus on continuous improvement leading to student achievement and student success through its development of policy, ongoing evaluation, and commitment to individual and Board professional growth.

[BB 9000 Role of Board and Members](#)

### Legal Counsel

### Personnel

- Hiring/Contract Approval Process/Tenure
- Collective Bargaining

### Planning

- Board Goals
- Strategic Plans

### Problem Solving

### Professional Learning

The Board supports the continuous education and development of its members by recognizing that knowledge gained through professional learning experiences at appropriate Board conferences, workshops, conventions, and professional development opportunities enhances a Board member's effectiveness.

Professional Learning experiences may include, but are not limited to, AASB Annual Conference, AASB Fall and Winter Academies, AASB Fly-In, and NSBA Annual Conference. *Add language from L. Hohl regarding funding/budget constraints and prioritizing.* Upon completion of a professional learning activity, Board members are encouraged to submit a written synopsis for the Board general information packet.

[BB 9121 President](#)

### Representation/Other participation in elected positions/organizations

### Role with Kenai Peninsula Borough

## **BOARD BUSINESS AND OPERATIONS**

### Attendance/Excused Absences, remote participation

### Agenda Availability and Meeting Information

### Agenda Planning

### Board Administrative Secretary

### Board Contact Information

### Board Organizational Meeting/Annual Expectations

### Indemnification **Have Legal help with this.**

- Alaska - AS 14.12.115. Indemnification

A school board shall insure or indemnify and protect the board, any member of the board, or any agent, employee, teacher, student teacher, officer, or member of the supervisory or administrative staff of the school district against financial loss and expense, including reasonable legal fees and costs arising out of any claim, demand, suit, or judgment by reason of alleged negligence, alleged violation of civil rights, or alleged wrongful act resulting in death or bodily injury to any person or accidental damage to or destruction of property, inside or outside the school premises, if the board member, agent, employee, teacher, student teacher, officer, or member of the supervisory or administrative staff, at the time of the occurrence, was acting under the direction of the school board within the course or scope of the duties of the board member, agent, employee, teacher, student teacher, officer, or member of the supervisory or administrative staff.

- **Stoddard- Indemnification of School Board Members**

The members of the School Board and its employees and agents act as agents of the School District. None of these individuals should be placed in a position of personal liability for the performance of the responsibilities vested in them by the voters of the School District and the state and federal governments. In order to protect the individual members of the School Board, its employees and other agents, and the educational interest of the community, the School Board will purchase, from public school funds, in the absence of governmental immunity or in coordination with governmental immunity, adequate insurance to indemnify School Board members and agents of the School District for their official actions in the service of the School District. NOTE: Acting alone rather than as a member of the School Board can result in personal liability or damage. Statutory References: RSA 31:104, Powers and Duties of Towns: Liability of Municipal Executives RSA 31:105, Powers and Duties of Towns: Indemnification for Damages RSA 31:106, Powers and Duties of Towns: Indemnification: Civil Rights Act RSA 31:107, Powers and Duties of Towns: Purchase of Insurance RSA 50-B:2, Liability for Negligence

### Meetings

The Board of Education meets at least once a month, and meetings last approximately one to three hours. Work sessions and board committee meetings are usually held prior to each regular meeting, typically midday until the Board dinner break. The Board encourages using the dinner break to invite elected officials, tribal representatives, and other District partners to join the Board for informal conversations over a light dinner. Additionally, the Board has the current practice of quarterly planning and work sessions beginning around 9am the following morning which can extend into the afternoon. When the Board is considering the budget or high priority needs, additional meetings and work sessions may be necessary. A joint budget review meeting(s) with the Borough Assembly is usually held prior to Board approval and development of the budget. Special District activities or meetings may require the attendance of Board members, i.e. Administrator meetings, Key Communicator events.

[BB 9320 Meetings](#)

Preparation

## Typical Board Meeting Day Schedule (times are approximate)

11:00 a.m. – 2:00 p.m.	Committee Meetings
2:00 – 4:00 p.m.	Work Sessions
4:00 - 4:30 p.m.	Board Discussion
5:00 – 5:40 p.m.	Dinner Break
6:00 – 9:00 p.m.	Business Meeting

### Work Sessions

Work sessions are conducted for review of a subject in greater depth than is possible during a regular meeting. All Board members are expected to attend. No voting or public comment takes place, but the public is welcome to listen.

### Regular Meetings

The Board holds at least 12 meetings per year. Meetings are primarily held in Soldotna with one meeting each spring in Seward and one meeting each fall in Homer.

### Special Meetings

The Special meetings are convened for action on matters that cannot wait until the next regular meeting. Only the specific topics on the special meeting agenda can be discussed.

### Executive Session (closed meetings)

An executive session is not a stand-alone, or secret meeting; it is a part of a public meeting in which the public may be temporarily excluded for certain purposes. The executive sessions are convened only for discussion of personnel, or fiscal or other matters that by law, municipal charter, or ordinance are required to be confidential. Voting does not take place during these sessions.

[BB 9321](#) Executive Session, [BB 9011](#) Confidential Issues

### Meeting Audio/Video

Audio/video recordings of business meetings are available as a matter of public record. The recordings are streamed live and posted on the District BoardDocs portal.

The following guidelines will help ensure that meeting recordings can be understood by all listeners.

### Board President

- Confirm the type of meeting (Board of Education regular meeting special meeting or emergency special meeting), as well as meeting date, time, and location
- Acknowledge excused Board members as roll is called by the Board administrative secretary
- Acknowledge any member attending via distance
- Acknowledge Board members by name as they are given permission to speak. Assure Board members attending via distance are given opportunities to speak
- Acknowledge by name the maker of the motion or amendment and the second
- Repeat each motion before the vote is taken
- Report individual votes and whether the motion passed or failed
- Acknowledge when a Board member leaves the meeting before adjournment (“Mr.

Smith has been excused from the meeting.”) or arrives after meeting has commenced (Ms. Smith was delayed and has joined the meeting.)

#### All Board Members

- Silence electronic devices – e.g. cell phone, computers
- Speak directly into the microphone
- Assume that microphones are live at all times as side conversations can be picked up by neighboring microphones and become part of the recording
- Assume video is live at all times.
- Start speaking after turning on the microphone and stop speaking before turning it off
- Speak only when recognized by the Board president
- Speak slowly when reading to the audience from printed material.

#### Meeting Protocols and Acceptable Board Communications, Preparation

To insure Board meetings are conducted with maximum effectiveness and efficiency, members agree to

- create a positive culture and atmosphere during Board meetings and other forums;
- always put the best interest of students first;
- come to meetings prepared;
- be open to the ideas of others, remembering that everyone’s opinion counts;
- identify issues of concern before the meeting, whenever possible;
- stay focused on the Board’s long and short term goals;
- speak only when recognized by the Chair;
- be proactive in communicating in order to avoid surprises;
- value equal participation of all members; and
- practice respectful body language.

#### Minutes

Minutes shall be kept for every business meeting. Minutes are considered unofficial until approved by the Board.

The minutes shall include:

- The District name, member attendance, date, time meeting began, location, type of meeting (special, regular, emergency special), and time of adjournment;
- All motions and amendments made by any Board member unless withdrawn, even if the action dies for lack of a second;
- All action taken;
- The name and the subject for all public speakers and presenters; and
- A brief summary of all reports.

Minutes are posted in BoardDocs and a hard copy archived and retained permanently.  
[BB 9320 Board Minutes](#)

#### Officers of the Board

#### Open Meetings Act

[AS 44.62.310 Government Meetings](#), *Have legal review* also known as the Open Meetings Act (OMA) requires that all meetings of the Board be open to the public except certain matters that may be discussed in executive session. The OMA is intended to ensure that decisions made and actions taken are public knowledge and represent the will of the public that the Board serves.

In essence, the OMA protects the public's right to know. To this end, the OMA requires that:

- all deliberations and action taken by the Board must be done in public view, with limited exceptions;
- the public must be provided prior knowledge of all steps occurring in the decision making process, with limited exceptions; and that
- individual actions of board members are made known.

In order for these requirements to have full effect, meetings must occur as provided in the notice; and, with few exceptions, the public must be allowed to involve itself in the meeting. The public must also have access to materials being considered during the meeting.

The OMA should be narrowly construed to effectuate these policies and avoid unnecessary exemptions.

A meeting of a decision or policy-making body occurs when more than three members or a majority of the members, whichever is less, engage collectively in discussion of a subject that the body is authorized to act and set policy on and is therefore subject to the Open Meetings Act. Under this definition, it doesn't matter where the meeting occurs, if it was prearranged, or who arranged it and could include unplanned casual or social contact.

A meeting of an advisory only body, i.e. committees, is a prearranged gathering to consider a matter on which the entity is authorized to advise and assist the decision making body and is subject to the provisions of the act. The act doesn't specify a number, so two or more members, if the gathering is prearranged for the purpose of conducting any business of the entity, could constitute a meeting. *Note: if two or more is the minimum to constitute a meeting of an advisory only body, what about district level committees with two or more board members participating?*

*Note: The preceding information was essentially sourced from the Alaska Department of Commerce, Community, and Economic Development website.*

Serial meetings (a series of gatherings of Board members, over the course of which, a quorum exists) whether in person or by means of electronic communication, to deliberate toward a decision or take action are prohibited by the OMA.

### Quorum

### Parliamentary Procedure

Parliamentary procedure facilitates the transaction of business and promotes cooperation and harmony. State statutes and regulations may direct some

parliamentary procedures, i.e. **AS 29.20.020 Meetings Public** requires that all regular and special meetings must include a reasonable time for the public to be heard. BB 9323 reflects Board adoption of parliamentary procedures through board bylaws. BB 9323 includes the choice to adopt Roberts Rules of Order as the parliamentary authority used to guide board meetings except as provided otherwise either in board policy or law. Robert's Rules of Order is the most commonly adopted parliamentary authority among societies in the United States.

### Requests for Information

#### Sunshine Fund

The Board maintains this fund to acknowledge member retirements and other occasions. Each board members contributes annually to the fund when requested to do so by the treasurer. The Board administrative assistant maintains an accounting report. Members volunteer to assist in the purchase and delivery of the acknowledgements.

#### Travel and Compensation

Expenses incurred in connection with authorized Board professional learning experience (and/or authorized activities) shall be reimbursed upon receipt of a signed and approved KPBSD expense reimbursement claim form. Reimbursement claims should be submitted no later than 30 days after incurring the expenses.

#### Voting

Board members have a duty to make an informed decision in the best interest of district students by voting on issues before them. Board votes must be in public at a properly noticed meeting of the Board and recorded in writing. A motion cannot not be moved and seconded by the same member. All members are required to vote unless the president approves an abstention. The chair announces the vote for the record.

#### *Notes:*

*Requirement to vote & ballots restricted to board organization (officers)*

*[www.commerce.alaska.gov/web/dcra/LocalGovernmentOnline/LocalGovernmentElectedOfficials/OpenMeetingsAct.aspx](http://www.commerce.alaska.gov/web/dcra/LocalGovernmentOnline/LocalGovernmentElectedOfficials/OpenMeetingsAct.aspx)*

*BB 9270.1&2 may conflict with current practice so we might want to suggest this BB be reviewed.*

*The board has already noted BB 9320 requiring voice vote may also need review.*

Votes can be cast by “unanimous consent”, “no objection”, roll call, via BoardDocs electronically or by ballot. Roberts Rules of Order will be followed unless Board Bylaws or Policy direct otherwise.

Call for Unanimous Consent - In cases where there seems to be no opposition to routine business items the president will accept a request for unanimous consent. Any member who desires casting individual votes or discussion may respond with an objection.

No Objection The president, when assuming a motion on which no controversy is expected, can phrase the question as: If there is no objection, we will take a ten-minute recess; Is there objection? (pause) Hearing none, we are in recess.

Roll Call (required whenever a member is participating by distance by the Alaska Open Meetings Act) The Board member participating by distance shall vote online via BoardDocs or the administrative secretary shall call individual board members by name and record their vote as YES, NO or ABSTAIN. The Student Representative to the Board shall be called first to cast an advisory vote and the Board president shall be called last. An effort at randomness is encouraged when calling upon remaining members by name.

Note: <http://robertsrules.forumflash.com/topic/30663-calling-for-acclamation/?tab=comments#comment-177919>

Ballot (only allowed for election of Board officers by the Alaska Open Meetings Act) The Board president shall direct the administrative secretary to

## **APPENDIX**

[Board Policy \(link\)](#)

[Effective Leadership Evaluation \(link\)](#)

[Strategic Plan \(link\)](#)

[References \(Acronyms, Parliamentary Procedure\)](#)

[Resources](#)

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