



Policy Type: Governance Culture

***GC-1
Board Purpose***

The South Kitsap School District Board of Directors represents, leads and serves the citizens of South Kitsap and holds itself accountable to them by committing to act in their best interests and by ensuring that all Board and district action is consistent with law and the Board's policies.

The Board's purpose is to ensure that the district achieves the results described in the Board's ***Results*** policies and that it operates according to the values expressed in the Board's ***Operational Expectations*** policies.

Adopted:
Monitoring Method: Board self-assessment
Monitoring Frequency: Annually



Policy Type: Governance Culture

GC-2
Governing Commitments

The Board will govern lawfully with primary emphasis on results for students; encourage full exploration of diverse viewpoints; focus on governance matters rather than administrative issues; observe clear separation of Board and Superintendent roles; make all official decisions by formal vote of the Board; and govern with long-term vision.

1. The Board will function as a single unit. The opinions and personal strengths of individual members will be used to the Board's best advantage, but the Board faithfully will make decisions as a group, by formal vote. No officer, individual, or committee of the Board will be permitted to limit the Board's performance or prevent the Board from fulfilling its commitments.
2. The Board is responsible for its own performance and commits itself to continuous improvement. The Board will ensure that its members are provided with training and professional support necessary to govern effectively. As a means to ensure continuous improvement, the Board regularly and systematically will monitor all policies in this section and will assess the quality of each meeting by debriefing the meeting following its conclusion.
3. To ensure that the Board's business meetings are conducted with maximum effectiveness and efficiency, members will:
 - a. come to meetings adequately prepared
 - b. speak only when recognized
 - c. not interrupt each other
 - d. not engage in "side" conversations
 - e. not repeat what has already been said
 - f. not "play to the audience" or monopolize the discussion
 - g. support the president's efforts to facilitate an orderly meeting
 - h. communicate openly and actively in discussion and dialog to avoid surprises
 - i. encourage balanced participation of all members
 - j. practice respectful body language
4. The Board will use a consent agenda as a means to expedite the disposition of routine matters and dispose of other items of business it chooses not to discuss. All administrative matters delegated to the Superintendent that are required to be approved by the Board will be acted upon by the Board via the consent agenda and addressed without board discussion. Questions shall be limited to clarification only.
5. An item may be removed from the consent agenda and placed on the Board's action agenda upon the request of two Board members present.

6. The Board will direct the district through policy. The Board's major focus will be on the results expected to be achieved by students, rather than on the operational choices made by the Superintendent and staff to achieve those results.
7. The Board, by majority vote, may revise or amend its policies at any time.
8. Except as otherwise provided by law, by the regulation of the Washington State Board of Education, of the by Board, regular meetings shall be conducted in accordance with *Robert's Rules of Order, Newly Revised*. Board workshops and retreats shall be informal and not governed by *Robert's Rules of Order, Newly Revised*.

Adopted:

Monitoring Method: Board self-assessment

Monitoring Frequency: Annually



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GC-3
Board Job Description

The Board's job is to represent, lead and serve the citizens and to govern the district by establishing expectations for district results, expectations for quality operational performance, and monitoring actual performance against those expectations.

The Board will:

1. Ensure that the **Results** are the dominant focus of district performance.
2. Advocate for the district and the students it serves.
3. Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the district.
4. Develop written governing policies that address:
 - a. **Results**: The intended outcomes for the students served by the district.
 - b. **Operational Expectations**: Statements of the Board's values about operational matters delegated to the Superintendent, including both actions to be accomplished and those prohibited.
 - c. **Governance Culture**: Definition of the Board's own work, the processes it will employ and conditions within which it will accomplish that work.
 - d. **Board/Superintendent Relationship**: The role relationship of the Superintendent and the Board, including the specified authority of the Superintendent and the process for monitoring district and Superintendent performance.
5. Ensure acceptable Superintendent performance through effective monitoring of **Results** and **Operational Expectations** policies.
6. Ensure acceptable Board performance through effective evaluation of Board actions and processes.
7. Appoint an independent auditor to conduct an annual external review of the district's financial condition and report directly to the Board.

Adopted:

Monitoring Method: Board self-assessment

Monitoring Frequency: Annually



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GC-4
Officers' Roles

The officers of the Board are those listed in this policy. Their duties are those assigned by this policy, and others required by law.

President

The President provides leadership to the Board, ensures the faithful execution of the Board's processes, exercises interpretive responsibilities with integrity, reflecting the spirit and intent of the Board's policies, and normally serves as the Board's official spokesperson.

The President has the following specific authority and duties:

1. Monitor Board actions to ensure that they are consistent with the Board's own rules and policies and with other obligations imposed by agencies whose authority supersedes the Board's own authority.
 - a. Conduct and monitor Board meeting deliberations to ensure that Board discussion and action are focused on Board issues, as defined in Board policy (see GC-3).
 - b. Ensure that Board meeting discussions are productive, efficient and orderly.
 - c. Chair Board meetings using the authority normally vested in the chair as described in *Robert's Rules of Order, Newly Revised*.
 - d. Lead timely Board meeting debriefings and periodic self-assessments to ensure continuous process improvement.
2. Make all interpretive decisions of Board policies in the ***Governance Culture*** and ***Board/Superintendent Relationship*** sections, using reasonable judgment. The President is not authorized to:
 - a. Make any interpretive decisions about policies created by the Board in the ***Results*** and ***Operational Expectations*** policy areas. Interpretation of these policies is the responsibility of the Superintendent;
 - b. Exercise any authority as an individual to supervise or direct the Superintendent.
 - c. Serve as a barrier between the Superintendent and the Board.
3. Ensure the compilation of the Board's summative evaluation of the Superintendent.
4. Represent the Board as its official spokesperson about issues decided by the Board and other matters related to official Board business.
5. Execute all documents authorized by the Board, except as otherwise provided by law.

6. Appoint members of all Board committees and Board liaisons to other organizations unless otherwise established in this policy.
7. On behalf of the Board, and in concert with the Superintendent, develop proposed Board meeting agendas consistent with the Board's annual work plan.

Vice-President

The Vice-President shall serve as President in the event of the President's absence or inability to perform assigned duties.

Adopted:

Monitoring Method: Board self-assessment

Monitoring Frequency: Annually



Policy Type: Governance Culture

GC-5
Board Committees

The Board may create committees if they are deemed helpful to the Board in the performance of its responsibilities. If committees are established, they will be used exclusively to support the work of the Board as described in Policy GC-3 and will never be created or used to assist the Superintendent in operational areas.

1. Board committees and other such entities, by whatever name created by the Board, will not direct, advise, assist or oversee the Superintendent or staff. Committees customarily will prepare recommendations for Board consideration. Board committees will have no authority over staff and may exercise demands on staff time and organizational resources only to the extent authorized in this policy.
2. Board committees may not speak or act for the Board. The responsibilities and authority of all Board committees are carefully stated in this policy to assure that committees fully understand their duties and extent of authority, and to assure that committee work will not usurp or conflict with the Board's own authority or conflict with authority delegated to the Superintendent.
3. All Board committees are considered to be ad hoc, or temporary. The termination date of each committee is listed in this policy. Committees may be renewed or reauthorized upon their expiration, but unless the Board acts to renew the committee's existence, it shall cease to exist upon the date specified.
4. Board committees may or may not include members of the Board.
5. All current Board committees are listed below:

Board Committees:

A. Facility Long-Range Planning Advisory Committee

- To consider, develop, and recommend long-range plans for the physical facilities needs of the district, with benchmarks at a minimum of five, ten, twenty-five, and fifty-year points;
- To recommend priorities for addressing deferred maintenance and planned upgrades to physical facilities of the district;
- To consider and recommend bond and capital levy requirements.

B. Instructional Materials Committee

- To establish and monitor such procedures as may be necessary for the evaluation and recommendation of core and supplemental materials used by the district in conformance to stated criteria. (District Policy and Procedure 2020.)

Adopted:

Monitoring Method: Board self-assessment

Monitoring Frequency: Annually



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GC-6
Annual Work Plan

The Board will follow an annual work plan that includes continuing monitoring and review of all policies, engagement sessions with ownership and stakeholder groups, and activities to improve Board performance.

1. The annual planning cycle will end each year in August to allow the Superintendent to properly align internal operational systems and processes.
2. The Board's annual work plan for the next year will include:
 - a. Scheduled engagement sessions with South Kitsap citizens and stakeholder groups and persons whose viewpoints are considered helpful to the Board.
 - b. Governance process improvement activities, including orientation and training of candidates and new Board members in the Board's governance process and other discussions by the Board about means to improve its own performance, especially Board member knowledge and skills.
 - c. Scheduled monitoring of all policies.
 - d. Other events and activities that are parts of the Board's responsibilities and interests.

Adopted:
Monitoring Method: Board self-assessment
Monitoring Frequency: Annually

Annual Work Plan

MONTH	GC	BSR	OE	RESULTS	ENGAGEMENT	BOARD DEVELOPMENT	OTHER BUSINESS
JAN							
FEB							
MAR							
APR							
MAY							
JUNE							
JULY							
AUG							
SEPT							
OCT							
NOV							
DEC							

RI – reasonable interpretation **B** – baseline **T** - target
M – monitoring **RM** – re-monitoring **I**- internal monitoring **E** – external monitoring **DI** – direct inspection

Adopted:



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GC-7
Board Members' Code of Conduct

The Board and its members will conduct themselves lawfully with integrity and high ethical standards in order to model the behaviors expected of staff and students and to build public confidence and credibility.

1. Board members will serve the interests of the citizens of the entire school district. Members recognize this responsibility to the whole to be greater than:
 - a. Any loyalty a member may have as a result of having been elected from a sub-part of the district;
 - b. Any loyalty a member may have to any other advocacy or interest groups;
 - c. Loyalty based upon membership on other boards or staffs;
 - d. Conflicts based upon the personal interest of any Board member who is also a parent of a student in the district;
 - e. Conflicts based upon being a relative of an employee of the district;
2. Board members will not exercise individual authority over the organization;
3. Members will not assume personal responsibility for resolving operational problems or complaints. Complaints will be referred to the Superintendent for investigation and resolution;
4. Members will not attempt to personally direct any part of the operational organization;
5. When speaking to the press or otherwise publicly sharing personal opinions, members will respect decisions of the Board and will not undermine those decisions;
6. Members will not publicly express individual negative judgments about Superintendent or staff performance. Any such judgments of Superintendent or staff performance will be expressed in executive session.
7. To build trust among members and to ensure an environment conducive to effective governance, members will:
 - a. focus on issues rather than personalities
 - b. respect decisions of the full Board
 - c. exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other
 - d. criticize privately, praise publicly

- e. make every reasonable effort to protect the integrity and promote the positive image of the district and one another
 - f. never embarrass each other or the district
8. Members will exercise personal discipline in the performance of their duties, including proper use of authority and appropriate decorum when acting as Board members;
 9. Members will maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the Board, especially those matters discussed in executive session.

Adopted:
Monitoring Method: Board self-assessment
Monitoring Frequency: Annually



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GC-8

Board Members Conflict of Interest

Board members are expected to avoid conflicts of interest involving all matters considered by the Board. A conflict of interest exists when a member is confronted with an issue in which the member has a material personal or material financial interest or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the public interest.

1. If a Board member has a material personal or material financial interest in any matter being considered by the Board, the member shall disclose such interest to the Board, shall not vote on the matter and shall not attempt to influence the decisions of other Board members.
2. A member of the Board shall not also be an employee of the district, nor shall a member receive any compensation for services rendered to the district other than legally defined and authorized compensation for serving as a member of the Board. This provision shall not prohibit members from receiving reimbursement for authorized expenses incurred during the performance of board duties.
3. The Board shall not enter into any contract with any of its members or with a firm in which a member has a financial interest.
4. A Board member is expected to avoid conflict of interest in the exercise of the member's fiduciary responsibility. Accordingly, a Board member may not:
 - a. Disclose or use confidential information acquired during the performance of official duties as a means to further the Board member's own personal financial interests or the interests of a member of the Board member's immediate family;
 - b. Accept a gift of substantial value or economic benefit which would tend to improperly influence a reasonable person, or which the Board member knows or should know is primarily for the purpose of a reward for official action;
 - c. Engage in a substantial financial transaction for private business purposes with a person whom the Board member directly supervises;
 - d. Perform an official act which directly confers an economic benefit on a business in which the Board member has a substantial financial interest or is engaged as a counsel, consultant, representative or agent.

Adopted:

Monitoring Method: Board self-assessment

Monitoring Frequency: Annually



Policy Type: Governance Culture

GC-9

Process for Addressing Board Member Violations

The Board, individually and collectively, is committed to full compliance with the provisions of its own policies. In the event of a director's willful and continuing violation of policy, the Board may seek remedy by the following process:

1. Conversation in a private setting between the director and the Board President or other individual member.
2. Discussion in a private session between the offending director and the Board (as permitted by law).
3. Consider public censure of the offending director of the Board.
4. Remove the offending director from any committee or other Board-designated responsibility, as appropriate.
5. In cases of nonattendance, declare the seat vacant in accordance with law.

Adopted:

Monitoring Method: Board self-assessment

Monitoring Frequency: Annually