

PARK CO. SCHOOL DISTRICT NO. 1

Governing Monitoring Guide

MONTH	Policies 1.0 - 1.9	Policies 2.1 - 2.10	3.1 Vision 3.2 Mission 3.3 Expectations	Linkage with Community
January				
February	Review of Policies 1.1 to 1.9			
March				Report to Stakeholders on Policies 3.1 to 3.3
April			-	
May				Receive Stakeholders Input on Policies 3.1-3.3
June				
July				
August			Review Policies with Leadership Team 3.1 to 3.3	
September				
October				
November		Review of Policies 2.1 to 2.5		
December		Review of Policies 2.6 to 2.10		

Park County School District #1

Board of Trustees

GOVERNANCE/POLICY MANUAL

Leadership Governance Model

Focusing on the POLICY

Not on the ISSUE

1.1 Commitment

The Board believes that its primary responsibility is to act in the best interests of every student in the district. The Board is committed to parents/guardians, all members of the community, employees, Wyoming state and Federal laws, rules, and regulations pertaining to public education, and established policies of the district. Board members are expected to govern responsibly and hold themselves to the highest standards of ethical conduct.

The Board will:

- govern with emphasis on organizational vision rather than on interpersonal issues of the Board;
- encourage diversity in viewpoints;
- focus on strategic leadership rather than administrative detail;
- observe clear distinction, through policy, between Board and Superintendent roles and responsibilities;
- make collective rather than individual decisions; and
- govern proactively rather than reactively.

Accordingly,

1. The Board will:

- cultivate a sense of group responsibility.
- work in partnership with the Superintendent, staff, students, parents, and the community.
- be responsible for excellence in governing.
- use the expertise of individual Board members to enhance the ability of the Board as a body.

2. The Board will hold itself accountable for governing with excellence. This self-discipline will apply to attendance, preparation for meetings, adherence to policymaking principles, respect of roles, and ensuring the continuity of governance capability.

3. The Board will direct, control, and inspire the district through the careful establishment of written policies reflecting the Board's values. The Board's major policy focus will be on the intended long-term benefits for students.

4. An orientation of new Board members and/or the Superintendent in the Board's governance process will be conducted by the existing Board members and Superintendent as soon as possible after the individuals are sworn into office or employed.

5. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling its commitments.

6. The Board will monitor its process and performance annually.

1.2 Board Chairman

1. The Chairman of the Board will ensure the integrity of the Board's processes.
2. The Chairman of the Board will represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations. The Chairman may delegate this authority to other Board members or the Superintendent but remains accountable for its use.
3. The Chairman of the Board will refrain from exercising any authority as an individual to supervise or direct the Superintendent.
4. The Chairman will be the liaison between the Superintendent and the Board, understanding that individual Board members may communicate with the Superintendent at any given time.
5. The Chairman will attend a leadership training session specifically for board chairmen as soon as possible after election as Chairman.
6. The Chairman will encourage all Board members to attend appropriate training relative to their Board roles.

1.3 Board Committees

Board committees, when used, will be used to support the work of the Board and shall not interfere with the delegation of authority from the Board to the Superintendent.

Accordingly,

1. Board committees may be utilized to make recommendations only to the Board.
2. Board committees may not speak or act for the Board except when formally given such authority. Purpose and authority will be carefully stated by the Board to assure that committee authority will not conflict with authority delegated to the Superintendent.
3. Board committees may not exercise authority over the Superintendent or staff. Any direction to the Superintendent related to a committee recommendation must come from the full Board.
4. This policy applies only to committees that are formed by Board action, whether or not the committees include Board members.
5. A committee is a Board committee only if its existence and charge comes from the Board and its work is intended to support the Board's work or is required by law.
6. Membership on Board committees will be appointed as needed by the Board Chair.

1.4 Board Member Code of Conduct

The Board commits itself and its members to ethical, businesslike, and lawful conduct. The Board acting in its legislative capacity shall have the authority and responsibility to interpret and enforce standards of conduct.

Accordingly,

1. Board members will represent the interests of the citizens of the entire school district. This accountability to the whole district supersedes any conflicting loyalty to other advocacy or interest groups. It supersedes the personal interest of any Board member who is a parent of a student in the district or a family member of an employee of the district.
2. Board members may not attempt to exercise individual authority over the organization.
 - a. Members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Board.
 - b. Members' interaction with the public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Members will not publicly express individual negative judgments about the Superintendent, board members or staff performance. Any such judgments of the Superintendent, board members or staff performance should only be made when the Board is meeting in executive session.
3. Board members shall maintain the confidentiality of issues discussed in executive session and other issues of a confidential or sensitive nature.
4. The modified Roberts' Rules of Order will be followed.

1.5 Board Member Covenants

Board members shall maintain a system of communication and interaction that builds upon mutual respect and trust.

Accordingly, members will:

1. exercise honesty in all communication.
2. demonstrate respect for others' opinions.
3. focus on issues rather than on personalities.
4. recognize the importance of and practice trust.
5. maintain focus on expectations.
6. communicate in a timely manner to avoid surprises.
7. prior to Board action, openly share personal concerns, issues, and agendas.
8. withhold judgment on issues until fully informed.
9. criticize privately, praise publicly.
10. use executive sessions judiciously, in accordance with state law.
11. keep confidential matters confidential.
12. follow the district's chain of command.
13. following Board action, openly support majority decisions of the Board.
14. assume a non-defensive posture, taking the initiative to communicate and ask questions for clarification.
15. share information and knowledge.
16. not give direction or make decisions or promises as an individual.
17. make every reasonable effort to protect the integrity and promote the positive image of the district and one another.
18. communicate a common vision.

1.6 Board Member Conflict of Interest

Public office is a trust created by the confidence the electorate places in the integrity of local government officials for the common good and for the benefit of the people. A conflict of interest arises when a public officer is unable to devote complete loyalty and singleness of purpose to the general public interest. To preserve this confidence, the Board and its individual members will operate in a manner that will avoid situations that are, or have the appearance of, a conflict of interest.

1. A Board member shall not have any direct financial interest in a potential contract with the school district, nor shall he or she furnish directly any labor or equipment to the district without disclosing his/her interest.

If a Board member has a financial interest, he/she shall remove him/herself from the room when the remainder of the Board considers the contract or purchase of materials, shall refrain from attempting to influence the Board in making its decision, and shall not vote on that issue.

2. A Board member shall not apply for a position as a paid employee of the district until he/she has duly resigned his/her position on the board.
3. Board members will adhere to the Wyoming Ethics and Disclosure Act (W.S. 9-13-101 to 9-13-109) and all other applicable conflict of interest laws.

1.7 Process for Addressing Board Member Violations

The Board and its members will comply with the provisions of the Board's policies. In the event of a member's violation of policy, the Board will seek remedy by the following process:

1. Supportive conversation in a private setting between the Board member and the Board Chairman and/or other Board member.
2. Discussion in executive session between the Board member and the full Board regarding the policy issues involved.
3. As a last resort, public censure of the Board member.

1.8 Development of Governance Policies

It is the Board's responsibility to develop governing policy. A systematic, predictable means of developing policy will promote community, staff member, parent, and student involvement in policy decisions of the Board and encourage careful and well informed decision-making by the Board. Accordingly, the Board will develop new policy and/or repeal or substantially revise existing policy as follows:

1. Informal Introduction

Any new governance policy concept may be introduced informally by any patron of Park County School District Number 1 during the public comment portion of the Board meeting. Patrons are encouraged to request such an opportunity through the Board Chair or Superintendent prior to the Board meeting. No formal action will be taken on informal policy proposals.

This policy, as presented, may be discussed by the Board at any time. The Board may also choose to schedule in-depth discussion at a Board workshop or refer items for potential revision to staff for further drafting.

2. Formal Introduction

Prior to consideration, all new or revised governance policies must be submitted to the Board in writing.

- a. A Board member may introduce a new or revised policy if the Board member has notified the Board Chairman in sufficient time so that the proposed policy can be placed on the agenda and each Board member can be provided with a copy of the policy.
- b. A community member, student, parent, staff, or teacher may seek introduction of a new or revised policy by discussing it with a Board member or giving it to a Board member in writing. The Board member may then at his or her discretion introduce it as provided above.

3. First Reading

Any policy that is formally introduced pursuant to paragraph 2 above shall be given a "first reading" by the Board at the scheduled time on the agenda.

If the policy fails to meet the approval of a majority of the Board, it will be eliminated from further discussion. The policy may be redrafted and resubmitted for another first reading.

If the policy, with or without amendments, meets with approval of a majority of the Board, it will be placed on the agenda for the next monthly business meeting under "action items."

4. Second Reading

A policy that is placed on the agenda as an action item pursuant to paragraph 3 above shall receive a second reading.

5. Adoption

After the second reading, upon motion and second, the policy may be adopted, with or without amendments, by approval of a majority of the Board. If extensive or controversial amendments are necessary as determined by the Board Chairman, the policy may be rescheduled as an action item, as amended, for the next monthly business meeting of the Board and will receive another reading pursuant to paragraph 4 above.

6. Form of Readings

Readings may be aloud or silent at the discretion of the Chairman. Copies of the proposal will be provided for those attending the meeting.

Any portion of this policy may be waived for good cause or in case of emergency by a majority vote of the Board.

1.9 Development of Administrative Regulations/Operational Procedures (AR/OP)

The Superintendent shall develop and maintain the Administrative Regulations/Operational Procedures (AR/OP) for the successful operations of the district.

The Superintendent shall provide recommendations for Board review for the development or revision of operational policies, administrative procedures, rules, and regulations at regular or special Board meetings.

Upon approval by the Board, the operational policies, administrative procedures, rules, and regulations become the operational procedure for the district. Any changes or additions to the AR/OPs will become effective immediately upon the approval of a majority of the Board.

The Superintendent may deviate from approved operational policies, administrative procedures, rules, or regulations in case of emergency. All deviations shall be reported to the Board no later than the next Board meeting.

2.1 GENERAL

BOARD

1. The Board's main connection to the operational organization of the district is the Superintendent, except as otherwise required by law.
2. The Board's requests and decisions, not individual requests, are binding on the Superintendent.
3. The Board will provide to the Superintendent written policies which prescribe the District-wide organizational and student achievement expectations to be achieved.
4. The Board will require administrative procedures, rules, and regulations from the Superintendent for the governance of the district.
5. The Board will ensure annual involvement of the community, parents/guardians, students, and staff in reviewing the Mission, Vision and Expectations for the district, as defined in sections 3.1 – 3.3, which shall be focused on learning and achievement and responsive to the needs of all students.
6. The Board will invest the Superintendent with those powers and duties that are in accord with Board policy and state and Federal laws.
7. The Board will provide community leadership on educational issues and will advocate on behalf of students and public education at the local, state, and Federal levels.
8. The Board will participate in professional development and commit the time and energy necessary to be informed and effective leaders.

SUPERINTENDENT

1. The Superintendent will implement Board policies and directives.
2. The Superintendent will annually present information on each school's plan for student achievement.
3. The Superintendent will coordinate the operation of the schools, supervision of the instructional programs, and management of district personnel.
4. The Superintendent will provide leadership to the Board, staff, students, and community.
5. The Superintendent will identify needs of the district and report them to the Board.

6. The Superintendent will keep the Board aware of local, statewide, and national educational developments and changes.
7. The Superintendent will take reasonable steps to avoid causing or allowing conditions, procedures, actions, or decisions that are or have the potential of being unlawful, unethical, unsafe, disrespectful, undignified, or in violation of Board policy.
8. The Superintendent will continually upgrade his/her professional knowledge and qualifications through membership and participation in professional associations, conferences, and workshops.

2.2 POLICY

BOARD

1. The Board will direct, control, and inspire the district through the careful approval and adoption of governance policies, roles and responsibilities policies, administrative regulations and operational procedures (AR/OP's) and district-wide student achievement expectations reflecting the Board's vision and mission. The Board's major policy focus will be on intended long-term benefits for students, not on the administrative or programmatic means of attaining those benefits.
2. The Board will clarify to the Superintendent the intent of the Board relative to the implementation of policy.
3. The Board will review and evaluate the Board's governance policies, roles and responsibilities policies, administrative regulations and operational procedures (AR/OP's), district vision and mission, and district-wide student achievement expectations annually according to the monitoring guide.

SUPERINTENDENT

1. The Superintendent will act as an advisor to the Board in areas needing policy development or revision.
2. The Superintendent will operate under adopted policies, and regulations that are consistent with law and that ensure reasonable progress toward achieving the Board's expectations.
3. The Superintendent will maintain an up-to-date manual of adopted board governance policies, roles and responsibilities policies, and administrative regulations and operational procedures (AR/OP's).
4. The Superintendent, when appropriate, will seek input from stakeholders when developing or revising policy.
5. The Superintendent will communicate to the Board circumstances which indicate the need to draft new or revise policies, administrative procedures, and/or rules and regulations.

2.3 MEETINGS

BOARD

1. The Board will perform all business at a public Board meeting.
2. The Board will hold all meetings, including executive sessions, in the presence of the Superintendent, or his/her designated administrator, except when his/her contract and salary are under consideration or when due process requires he/she absent himself/herself from the meeting.
3. The Board will refrain from misuse of the executive session provisions as defined in the Public Meetings Law.
4. The Board will establish and value the operational procedures for meetings.
5. The Board Chairman and/or Vice-Chairman, in consultation with the Superintendent, will develop the meeting agenda.
6. The Board will work cooperatively with the Superintendent to identify the information needed for responsible decision-making.
7. The Board will receive their agenda materials in adequate time for study before scheduled Board meetings.

SUPERINTENDENT

1. The Superintendent will serve as an advisor to the Board during official meetings.
2. The Superintendent will assure compliance with all legal requirements relative to the posting of notices and maintenance of meeting records.
3. The Superintendent will assist the Chairman in identifying business meeting agenda items.
4. The Superintendent will communicate information to the Board on a regular basis.
5. The Superintendent will implement Board decisions and instructions developed at Board meetings.
6. The Superintendent will assure that Board meetings, including executive sessions, meet the requirements of law.

2.4 BUDGET/FINANCE

BOARD

1. The Board, with counsel from the Superintendent or his/her designee(s), will annually establish priorities for the financial management of the district.
2. The Board will provide the Superintendent with the Board's priorities in the development of the budget at an April Board meeting.
3. The Board will adopt a fiscally responsible budget based on the district's vision, mission, and expectations.
4. The Board will annually review and monitor the financial condition of the district.
5. The Board will review the internal controls of the district through the annual auditor's report.

SUPERINTENDENT

1. The Superintendent will prepare a detailed budget based on the district's vision, mission, expectations and priorities.
2. The Superintendent, with his/her designee(s), will present a budget to the Board for consideration and approval in a summary format that is understandable to the Board.
3. The Superintendent will administer the budget assuring that the expenditures of district funds are within the legal requirements of the budget.
4. The Superintendent will not deviate from the Board's vision, will not risk financial jeopardy, ~~or~~ and will not fail to derive a multi-year plan in financial planning for any fiscal year.
5. The Superintendent shall not allow assets to be unprotected, inadequately maintained, inappropriately used, or unnecessarily risked.
6. The Superintendent will use a competitive bidding procedure, as provided by law.
7. The Superintendent or his/her designee will act as a resource to the Board within the framework of the district audits.

2.5 INSTRUCTION

BOARD

1. The Board will establish the vision, mission, and expectations for the instructional program of the district.
2. The Board will adopt new and/or changes to standards and instructional programs as necessary.
3. The Board will maintain accountability for student learning by at least annual monitoring of student progress.
4. The Board will require an annual report to the community on the status of education in the district.
5. The Board will adopt graduation requirements.
6. The Board will review the annual district calendar for the ensuing year at the first regular meeting in November and adopt the calendar at the first December meeting.

SUPERINTENDENT

1. The Superintendent will provide leadership to the Board and staff in the continuous development, implementation, and evaluation of the instructional program as necessary toward meeting district standards, expectations, and the general educational needs of each student in the district.
2. The Superintendent will regularly schedule presentations and reports by staff on various segments of assessments and instructional programs.
3. The Superintendent will inform the Board of changes in instructional programs.
4. The Superintendent will prepare and present to the Board a proposed district calendar for the following school year by the first regular board meeting in November that provides the required number of instructional and contract hours/days and including the dates for all staff in-service programs that best meet the instructional needs of the students. The calendar will be presented to the Board for final approval at the first regular board meeting in December.

2.6 PERSONNEL

BOARD

1. Except as otherwise provided by law, all authority over staff members of the District shall rest with the Superintendent, and all staff members of the District shall be accountable to the Superintendent. Accordingly, the Board will avoid giving instructions to persons who report directly or indirectly to the Superintendent, except as otherwise authorized or required by law.
2. The Board will conduct a self-evaluation and develop goals for themselves. The Board will conduct an evaluation and develop goals for the Superintendent. The evaluations will occur in June and will be reviewed in December.
3. The Board will not, except as required by law, participate in disciplining employees other than the Superintendent.
4. The Board will not participate in interviewing or evaluating employees other than the Superintendent.
5. The Board will employ and dismiss certified and support staff only after consideration of the recommendation of the Superintendent.
6. The Board will consider any other recommendations of the Superintendent on personnel issues.
7. The Board, in dealing with personnel complaints or concerns, will adhere to the District's chain of command.
8. The Board will promote strong public relations with schools and staff.

SUPERINTENDENT

1. The Superintendent will make recommendations to the Board regarding the employment or dismissal of all certified and support staff. A member of the Board may initiate discussion, in executive session, for the dismissal of certified and support staff.
2. The Superintendent may employ personnel on a temporary basis prior to Board action at the next regularly scheduled Board meeting.
3. The Superintendent will notify the Board of all certified employees on a plan of improvement and report the status of that plan to the Board.
4. The Superintendent will assign staff to instructional and extra-duty areas and inform the Board of any changes at the next regularly scheduled meeting.

5. The Superintendent will be responsible for the supervision of all employees of the District and will hold District personnel accountable for their duties.
6. The Superintendent will establish job descriptions for all staff positions.
7. The Superintendent will serve as the Board's liaison with staff.
8. The Superintendent will take reasonable steps to avoid causing or allowing conditions, procedures, actions, or decisions which are unlawful, unethical, unsafe, disrespectful, disruptive, undignified, or in violation of Board policy in the treatment of paid and volunteer staff.
9. The Superintendent will make reasonable background inquiries and checks prior to hiring any paid personnel. WILL REWORK VOLUNTEER AROP
10. The Superintendent will take reasonable steps to develop and implement an evaluation system that links employee performance with the District's vision, mission, and values, complies with state law, and measures employee performance in terms of achieving the Board's goals.
12. The Superintendent will evaluate administrators through an annual performance plan that has been reviewed and approved by the Board.
13. The Superintendent will provide open and honest communications with staff in all written and interpersonal interaction.
14. The Superintendent will delegate authority to staff members as appropriate.
15. The Superintendent will provide the Board of Trustees the number of his/her days of accrued vacation, sick leave and personal leave each May.

2.7 COMMUNITY RELATIONS

BOARD

1. The Board will hold itself accountable to the citizens of the District by endeavoring to take action that supports achieving the vision, mission, and goals of the District for student achievement.
2. The Board will represent and lead the District by determining and demanding appropriate and excellent performance by focusing on the mission of the District.
3. The Board will annually acquire input from students, staff, parents, and the public as a means to maintain an awareness of community values, concerns, and interests.
4. The Board will annually report to the community the progress toward achieving the District goals by the end of June.
5. The Board will channel all complaints and/or grievances through the chain of command at the lowest level of authority in an effort toward resolving them at the administrative level prior to the Superintendent's review and subsequent Board review.

SUPERINTENDENT

1. The Superintendent, with his/her designee(s), will inform and interpret school programs and activities to the community.
2. The Superintendent will establish and maintain a working relationship with the news media.
3. The Superintendent will make recommendations to the Board for resolution of complaints that cannot be resolved at the administrative level.
4. The Superintendent will serve as the Board's liaison with appointed standing and advisory committees as needed.
5. The Superintendent will ensure that an annual report to the community of the progress toward achieving the District goals is published by the end of June.
6. The Superintendent will take reasonable steps to avoid causing or allowing conditions, procedures, actions, or decisions that are or have the potential of being unlawful, unethical, unsafe, disrespectful, disruptive, and/or undignified in the treatment of students, parents, and community.

2.8 LABOR RELATIONS

BOARD

1. The Board will participate in the Meet and Confer process.
2. The Board will adopt salary schedules and/or set salaries of all employees.
3. The Board will solely administer the Superintendent's contract, benefits, and salary.

SUPERINTENDENT

1. The Superintendent will develop and recommend to the Board compensation and benefit plans for teachers and support personnel consistent with the applicable marketplace, with organizations of comparable size and type, and within available resources.
2. The Superintendent will develop and recommend to the Board compensation and benefit plan for administrators. Salaries shall be consistent with the applicable marketplace, with organizations of comparable size and type, and within available resources.
3. The Superintendent will administer contracts and/or agreements as appropriate.

2.9 STUDENT SERVICES

BOARD

1. The Board will keep the District focused on the mission, vision, and goals to ensure learning and achievement for all students.
2. The Board requires that the Superintendent develop and implement operational policies, administrative procedures, and/or rules and regulations for maintaining student services including admission, attendance, activities, rights and responsibilities, discipline, and welfare.
3. The Board requires the Superintendent to develop and implement operational policies, administrative procedures, and/or rules and regulations to ensure that a safe and appropriate educational environment is provided to all students as outlined within the District mission statement.

SUPERINTENDENT

1. The Superintendent will take reasonable steps to create a school environment that is safe, conducive to the learning process, and free from unnecessary disruption.
2. The Superintendent will develop and implement operational policies, administrative procedures, and/or rules and regulations to maintain adequate student services and control of students and to deal with health and safety emergencies.
3. The Superintendent and/or his/her designee(s) will provide for the direction and supervision of student activities.
4. The Superintendent will promote the successes of all students and strive for the achievement of the District goals.

2.10 FACILITIES, TRANSPORTATION, FOOD SERVICES

BOARD

1. The Board requires the Superintendent to develop and maintain operational policies, administrative procedures, and/or rules and regulations as necessary for governing the use of public buildings, grounds, and equipment.
2. The Board will prioritize construction and building renovation needs of the District and be involved in the selection of school sites.
3. The Board will require operational policies, administrative policies, and/or rules and regulations as necessary for governing transportation and food services.

SUPERINTENDENT

1. The Superintendent will supervise the upkeep of facilities and the maintenance of grounds and equipment.
2. The Superintendent will supervise the prioritization of long-range plans for preventive maintenance of buildings, grounds, and equipment.
3. The Superintendent will develop and implement operational policies, administrative procedures, and/or rules and regulations in the supervision of public use of buildings, grounds, facilities, and equipment.
4. The Superintendent will develop and implement operational policies, administrative procedures, and/or rules and regulations in the supervision of the District's transportation services and food services program and assign staff as appropriate.

3.1 DISTRICT MISSION

Partnering with our community in a dynamic, global society, our mission is to empower our students to be lifelong learners by providing a safe, progressive, student-centered learning experience.

3.2 DISTRICT VISION

Driven by excellence, we will be the recognized leader in preparing students for life.

3.3 GOALS

Goal 1: Increase Student Achievement

- Ensure that all students will be prepared for Algebra I by the end of 8th grade.
- Ensure that, at the end of 3rd grade and all subsequent years thereafter, students will be reading on grade level.
- Attain 100% graduation.

Goal 2: Ensure Effective and Efficient Operations

- Develop a systematic approach to identify and evaluate the operational processes of the District.

Goal 3: Strategic Communications with Stakeholders

- Implement a District-wide communication plan.