

**Riverside Unified School District  
2014 – 2015**



*Board and  
Superintendent*

*Protocols and  
Operating Procedures*



## **BOARD AND SUPERINTENDENT OPERATING PROCEDURES\***

### **Purpose:**

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

### **The Board and Superintendent will:**

1. Keep learning and achievement for each and every student 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. Keep confidential matters confidential. Uphold the legal requirement for confidentiality on all matters arising from Board Meeting Closed Sessions; will keep all conversations taking place in Closed Session absolutely confidential.
6. Discuss public matters in publicly noticed Board meetings.
7. Focus on policy-making, planning, and evaluation for student success, while setting the vision and outcome for RUSD.
8. Ensure opportunities for the diverse range of views in the community to inform Board deliberations, and evaluate the District's performance.
9. Continually set the vision and define the culture for Riverside Unified into the future.
10. As Trustees, we will govern and advocate in the interests of all students, and not serve solely as advocates for individual trustee areas.
11. Establish a common legislative platform and budget priorities annually, and identify an advocacy strategy.

## **BOARD AND SUPERINTENDENT OPERATING PROCEDURES\***



### **BOARD MEMBER PROTOCOLS**

#### **Board Members will:**

1. Work with all members of the Board and the Superintendent to become a team devoted to students; be dedicated to make all members of the team successful.
2. Act with professionalism and dignity, with the full understanding of the implications of one's demeanor and behavior.
3. Recognize and respect differences of perspective and style on the Board among staff, students, parents, and the community.
4. Govern within Board-adopted policies.
5. Communicate a common vision and annual, measurable goals.
6. Understand authority rests with the Board as a whole and not with individuals. Recognize decisions are made only at properly scheduled Board meetings.
7. As an individual Board member, do not make or appear to make a decision that appropriately should be made by the entire Board.
8. Honor decisions of the majority after individual members express opposing viewpoints and vote their convictions.
9. Attend regularly scheduled Board meetings unless a situation occurs that makes attendance impossible; cooperate in scheduling special Board meetings and/or work sessions for planning and training purposes.
10. Understand the distinctions between Board and staff roles, and refrain from performing management functions that are the responsibility of the Superintendent and staff.
11. Acknowledge individual requests for reports and projects will be directed only to the Superintendent.
12. Understand the Superintendent's role to make personnel decisions subject to approval by the Board.
13. Set and monitor measureable outcomes for annual goals.

14. Participate in establishing annual expectations and goals for the Superintendent.
15. Objectively evaluate the Superintendent's performance and provide appropriate feedback.
16. Evaluate the Board's own effectiveness annually in conjunction with the Superintendent's evaluation; review the Board's protocols annually with the first review in January 2016.
17. Take collective responsibility for the Board's performance, decisions, and demeanor.
18. Communicate directly with the Superintendent whenever a staff member, student, parent, or community member raises a question or concern.
19. Contact the Superintendent whenever contacted by the media regarding an incident, event, or agenda item.
20. 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.
21. Communicate one-on-one with the Superintendent whenever an individual concern arises; do not allow a matter to fester.
22. Cast a vote on all matters except when a conflict of interest arises.
23. 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.
24. As time permits, visit school sites and attend school functions, notifying the Superintendent and avoiding interrupting instruction or interrupting employees at work.
25. Represent the District, when possible, by attending community functions.
26. Participate in professional development and commit the time and energy necessary to be an informed and effective leader.
27. Avoid the use of electronic messaging while in a Board meeting.

## **SUPERINTENDENT PROTOCOLS**

### **Superintendent will:**

1. Work with the Board toward creating a cohesive team 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. Broadly communicate the common vision and annual goals within the District and in the community at large.
5. Foster support by the District's management team of the Board/Superintendent governance relationship.
6. Understand the distinction between Board and staff roles, and respect the role of the Board as representatives of the community.
7. Accept leadership responsibility and be accountable for implementing the vision, goals, and policies of the District.
8. Review goals semi-annually with the Board.
9. Provide data (i.e. success indicators, benchmarks, milestones) to Board members to inform decisions and assess progress on annual goals.
10. Distribute information on student performance to the Board regularly.
11. Make personnel recommendations and changes in consultation with the Board.
12. Communicate with Board members promptly, effectively, and equitably.
13. 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 upon to answer or explain any issue, incident, or problem.
14. Distribute the Board agenda in a timely fashion and with enough time for Board study, and clarify information prior to scheduled meetings.

15. Never bring a matter to a public meeting that is a surprise to a Board member or Cabinet member.
16. Respond to requests for additional information through a Board Update, Special Report, Board Agenda Item(s), or as a Board Workshop or Study Session, as needed.
17. Present major decisions initially as a Discussion Item, then place them on the next Board agenda for Action, unless an emergency warrants otherwise.
18. Treat all Board members in a professional manner.
19. Communicate with individual Board members to determine if concerns exist prior to a possible problem developing, and respect the right to disagree with each other.
20. Provide a written self-assessment prior to the Board's evaluation of the Superintendent's job performance.
21. Provide timely feedback to the Board on their effectiveness.
22. Keep the Board informed regarding issues and/or situations that concern parents, students, staff, or the community.

**\* Some Content excerpted from CSBA Board Workshop Material**