

**Portage Public Schools  
Board of Education**

**Policy Manual**

**Adopted: September 22, 2008**

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Adopted: 9/22/08

Revised: 5/18/09, 8/24/09

**POLICY TYPE: ENDS****1.0 POLICY TITLE: GLOBAL ENDS**

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All enrolled students will have an empowering set of knowledge bases that will enable them to succeed at the next stage of their lives in an increasingly complex and global world and at a level such that the results justify the costs.

***PRIORITIES***

Of the different student needs served, there is a priority of focus in the order in which they appear below.

1. Curricular academics.
2. Activities that are held outside of the school day and are a part of the curriculum (co-curricular).
3. Activities held outside the school day and are not a part of the curriculum (extra-curricular).

***ACADEMIC***

Students will have a strong academic base, which is our first priority.

- They will have skills and knowledge in numeracy, literacy, science and technology to their utmost potential.
- They will have a well rounded introduction to multiple disciplines including but not limited to the arts, humanities, and world languages.
- They will be skilled learners, able to identify what they need to know and how to learn it.
- They will be complex, analytical, creative thinkers able to make reasonable decisions.

***SELF AWARE***

Students will be self aware and have a positive self image.

- They will feel confident in their ability to succeed.
- They will understand their strengths, their learning styles and their creative potential.
- They will recognize areas of study that match their unique set of abilities, talents and interests.

***LIFE SKILLS***

Students will practice positive life and social skills.

- They will be good communicators.
- They will be able to participate in and add to a group.
- They will be physically active appropriate to their ability.
- They will be able to make positive choices for a healthy life style.

***CITIZENRY***

Students will be good citizens of the community and the world.

- They will be good citizens in the community in which they live.
- They will make positive contributions to their community.
- They will be good stewards of the environment.
- They will practice honesty, integrity and ethical behavior.
- They will understand, appreciate and demonstrate respect for diverse cultures.
- They will be able to communicate with people in other parts of the world.

Adopted: 9/22/08

Revised: 2/9/09

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.0 POLICY TITLE: *GLOBAL EXECUTIVE CONSTRAINT***

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The Superintendent shall not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted business, educational and professional ethics and practices.

Adopted: 9/22/08

Revised:

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.1 POLICY TITLE: *TREATMENT OF CONSUMERS***

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With respect to interactions with consumers (defined as students, parents and/or legal guardians) or those applying to be consumers, the Superintendent shall not cause or allow conditions, procedures, or decisions which are inequitable, unsafe, undignified, unclear or unnecessarily intrusive.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Use application forms that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material elicited.
3. Provide facilities that are inaccessible to all or do not provide for appropriate privacy.
4. Cause consumers to be confused about what may be expected of them by the organization.
5. Cause consumers to be confused about what may or may not be expected from any service offered by the organization.
6. Allow consumers to be uninformed of their protections under this policy or discourage persons who believe they have not been accorded a reasonable interpretation of their protections under this policy from airing a complaint and being heard.
7. Allow or condone discrimination by the District or its staff against students or their families for voicing their opinion in a non-disruptive manner.

Adopted: 9/22/08

Revised:

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.2 POLICY TITLE: *TREATMENT OF STAFF***

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With respect to the treatment of paid and volunteer staff, the Superintendent may not cause or allow conditions which are inequitable, unsafe, undignified, disorganized, or unclear.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Operate without written personnel rules which: (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for non-disruptive expression of dissent.
3. Prevent staff from addressing the board when (a) internal grievance procedures have been exhausted, and (b) the employee alleges that board policy has been violated to his or her detriment.
4. Allow staff to be uninformed or unaware of their protections under this policy as interpreted by the Superintendent.

Adopted: 9/22/08

Revised:

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.3 POLICY TITLE: *COMPENSATION AND BENEFITS***

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With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Superintendent shall not cause or allow jeopardy to fiscal integrity or to public image.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Change his or her own compensation and benefits, except as directed by the board.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits which deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - A. Incur unfunded liabilities.
  - B. Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity are not prohibited.
  - C. Allow any employee to lose benefits already accrued from any foregoing plan.

Adopted: 9/22/08

Revised:

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.4 POLICY TITLE: *FINANCIAL PLANNING/BUDGETING***

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Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not:

1. Risk the organization incurring those situations or conditions described as unacceptable in the Board's policy Financial Condition and Activities.
2. Develop a budget without conducting a formal process for planning for the future of the organization.
3. Plan the expenditure in any fiscal year that causes annual undesignated fund balances to fall below 7%.
4. Develop a budget without employing credible projections of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
  - A. Develop a budget which does not include "full costing" to include all sources of revenue and expense whether or not they are revenues, gifts, or grants.
5. Provide less for board prerogatives during the year than is set forth in the Cost of Governance policy.

Adopted: 9/22/08

Revised:

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.5 POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES***

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With respect to the actual, ongoing financial condition and activities, the Superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues.
3. Allow annual undesignated fund balances to fall below 7%.
4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances.
5. Allow payroll obligations to be unsettled or untimely.
6. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
7. Make a single purchase or a commitment to purchase a physical asset of greater than \$100,000 beyond the approved budget. Splitting orders to avoid this limit is not acceptable.
8. Acquire, encumber or dispose of real property.
9. Allow receivables to go uncollected beyond a reasonable period of time without aggressively pursuing their collection.
10. Commit expenditures from a flexible fund to cover expenses in a more restricted fund.

Adopted: 9/22/08

Revised: 10/23/08, 5/18/09

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.6 POLICY TITLE: ASSET PROTECTION**

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The Superintendent shall not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Assume property or casualty risk unnecessarily, including risk against liability losses to board members, staff and the organization.
2. Allow unbonded personnel access to material amounts of funds.
3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its board or staff to claims of liability.
5. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; and (b) where the amount exceeds 5 times the number of dollars over which the State of Michigan requires the letting of bids without following a stringent method of assuring the balance of long term quality and cost. Orders shall not be split to avoid these criteria.
6. Allow intellectual property, information and files to be inadequately protected from piracy, loss, theft, or from suffering significant damage.
7. Receive, process or disburse funds under controls which are insufficient to meet the board-appointed auditor's standards.
8. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions, within reason.
9. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of Ends.
10. Change the organization's name or substantially alter its identity in the community.

Adopted: 9/22/08  
Revised: 10/23/08

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.7 POLICY TITLE: *ENDS FOCUS OF CONTRACTS***

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The Superintendent may not enter into any contract, unless it emphasizes the production of ends and the avoidance of unacceptable means.

Adopted: 9/22/08  
Revised:

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.8 POLICY TITLE: *CONFLICT OF INTEREST***

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The Superintendent shall not engage in or allow any practices which result in a conflict of interest detrimental to the interests of the organization.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Conduct Portage Public Schools business with any organization or individual in which she or he has a direct business interest.
2. Conduct Portage Public Schools business with any organization with which or individual with whom she or he has a substantial and direct affiliation, except for those affiliations which arise as a representative of Portage Public Schools.
3. Conduct Portage Public Schools business, with or without a formal contract, in which he or she stands to receive more than a nominal direct personal benefit in the manner of a gift, promotional award, or similar offering.
4. Conduct Portage Public Schools business, with or without a formal contract, in which he or she stands to receive a personal payment of any amount.

Adopted: 9/22/08

Revised:

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.9 POLICY TITLE: *EMERGENCY SUPERINTENDENT SUCCESSION***

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In order to protect the board from sudden loss of Superintendent services, the Superintendent may have no fewer than two other executives familiar with board and Superintendent issues and processes.

Adopted: 9/22/08

Revised:

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **2.10 POLICY TITLE: *COMMUNICATION AND SUPPORT TO THE BOARD***

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The Superintendent shall not permit the board to be uninformed or unsupported in its work.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Neglect to submit monitoring data required by the board (see policy 4.4 on Monitoring Superintendent Performance) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
2. Let the Board be unaware of an actual or anticipated noncompliance with any policy of the Board as soon as possible; in the case of noncompliance that could significantly impact the ability to meet organizational Ends, as soon as it is discovered.
3. Let the Board be unaware of potential non-compliance with its own policies on Governance Process and Board-Superintendent Linkage, particularly in the case of board behavior which is detrimental to the work relationship between the Board and the Superintendent.
4. Let the Board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
5. Deny the Board access to, or be uninformed by, a range of relevant perspectives, including staff and external viewpoints, as needed for fully informed board choices.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Cause the Board to operate without appropriate mechanisms and support for official board, officer or committee communications.
8. Communicate substantive governance information to an individual or segment of the board except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
9. Allow the Board to be non-compliant with legal or contractual requirements for board approval on delegated activities of the organization or offer such items on the consent agenda without providing the relevant monitoring assurance pertaining thereto.
10. Deny the Board access to requested incidental information which, while not part of the Board's work, will allow it to understand the context of that work. That information will include:
  - a. A monthly summary of financial performance presented at the monthly board meeting.

Adopted: 9/22/08

Revised:

**POLICY TYPE: EXECUTIVE LIMITATIONS****2.11 POLICY TITLE: *LONG TERM ASSET PLANNING***

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Long Term Asset decisions in terms of grounds, facilities, and infrastructure shall not deviate materially from the Board's Ends priorities or the long term wishes and needs of the community, risk long term fiscal jeopardy, unduly limit the flexibility of future decisions, be made independent of other long term asset decisions, or be made without appropriate levels of planning.

Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not:

1. Make such decisions without ensuring that the key stakeholders' long term wishes and needs are known.
2. Make such decisions without assessing how they fit within a larger plan for all long term asset decisions.
3. Make such decisions without assessing their long term impact on academics and curriculum.
4. Make such decisions without considering the impact of future demographic trends in the District and how they will impact future needs.
5. Allow or cause material deviations from the original plan as portrayed to the community.
6. Authorize schedules and change orders which significantly change costs, reduce quality, or result in significant shifts in scope or focus.

Adopted: 5/18/09  
Revised:

**POLICY TYPE: GOVERNANCE PROCESS****3.0 POLICY TITLE: *GLOBAL GOVERNANCE COMMITMENT***

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The purpose of the Board, on behalf of the residents and taxpayers of the District, is to see to it that Portage Public Schools (a) achieves appropriate results for appropriate persons at an appropriate cost (as defined in the Ends Policies), and (b) avoids unacceptable actions and situations (as defined in the Executive Limitations Policies).

Adopted: 9/22/08  
Revised:

## **POLICY TYPE: GOVERNANCE PROCESS**

### **3.1 POLICY TITLE: *GOVERNING STYLE***

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The Board of Education (the Board) will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement and exploration of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, (g) ethical and businesslike behavior, and (h) proactivity rather than reactivity.

On any issue, the Board must ensure that all divergent views are carefully considered in making decisions, yet must resolve into a single organizational position.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
2. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's/Owner's values and perspectives. The Board's major policy focus will be on the intended long-term impacts on student outcomes, not on the administrative or programmatic means of attaining those effects.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe them scrupulously while in force.
  - A. In accordance with this discipline, the Board will only allow itself to address a topic after it has answered these questions:
    1. What is the real nature of this issue?
    2. What is the underlying value position concerning this issue?
    3. Is this a shared issue?
    4. Whose issue is this? *Owner or customer?* Is it the Board's or the Superintendent's?
    5. Has the Board dealt with this subject in policy? If so, what has the Board said on this subject and how is this issue related? If the Board has already addressed the matter, does the Board wish to change what it has already said?
    6. If the matter is several levels below board level, does the Board agree that the matter affects the Ends in a significant fashion? If so, then the Board will determine what the broadest possible way of addressing this issue is so that it is still under existing board policy.

**POLICY TYPE: GOVERNANCE PROCESS****3.1 POLICY TITLE: *GOVERNING STYLE (Continued)***

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- B. It is out of order for board members to talk about content until these questions of appropriateness are settled.
4. Continual board development will include orientation of new board members in the Board's governance process and periodic board discussion of process improvement.
  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 and discuss the board's process and performance. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Superintendent Linkage categories, following the monitoring schedule in Appendix A.

**POLICY TYPE: GOVERNANCE PROCESS****3.2 POLICY TITLE: *BOARD JOB DESCRIPTION***

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Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to create:

1. The link between the ownership and the operational organization.
2. Written governing policies which address the broadest levels of all organizational decisions and situations.
  - A. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - B. Executive Limitations: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - C. Governance Process: Specification of how the board conceives, carries out and monitors its own task.
  - D. Board-Superintendent Linkage: How power is delegated and its proper use monitored; the Superintendent role, authority and accountability.
3. Assurance of successful Superintendent performance.

Adopted: 9/22/08

Revised:

**POLICY TYPE: GOVERNANCE PROCESS****3.3 POLICY TITLE: *BOARD MEMBERS' CODE OF CONDUCT***

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The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

1. Members must have loyalty to the ownership unconflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Members must avoid conflict of interest, or the appearance thereof, with respect to their fiduciary responsibility.
  - A. There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations which might be or might reasonably be seen as being a conflict.
  - B. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest with potential personal gain for themselves, family members, or close associates, that member shall abstain without comment from not only the vote, but also from the deliberation.
  - C. When the Board is to decide upon an issue in which a member has a relationship with one or more involved parties where there is no likely personal gain, the relationships will be declared prior to deliberation.
  - D. Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates. Should a board member apply for employment, he or she must first resign from the board.
3. 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 board authorized.
  - B. Members' interaction with 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. Except for participation in board deliberation about whether reasonable interpretation of board policy has been achieved by the Superintendent, members will not express individual judgments of performance of employees of the Superintendent.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

**POLICY TYPE: GOVERNANCE PROCESS****3.3 POLICY TITLE: *BOARD MEMBERS' CODE OF CONDUCT (Continued)***

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5. Members will be properly prepared for board deliberation.
6. Members will communicate in a clear, consistent, respectful and factual manner and in a way so as to avoid intentional surprises.

Adopted: 9/22/08  
Revised:

**POLICY TYPE: GOVERNANCE PROCESS****3.4 POLICY TITLE: AGENDA PLANNING**

To accomplish its job products with a governance style consistent with board policies, the Board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves board performance through board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of April so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.
2. The Board will reflect on and assess the previous year's monitoring reports in the month of May.
3. The cycle will start in June with the Board's development of its tentative agenda for the next year, which will be finalized in July.
  - A. Consultations with selected groups in the ownership, or other methods of gaining ownership input, will be determined and arranged in the first quarter (ending in September), to be held during the balance of the year.
  - B. Governance education, and education related to Ends determination (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.), will be arranged in the first quarter (ending in September), to be held during the balance of the year.
4. New board members will be oriented during the months of June and/or July.
5. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
6. Superintendent monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
7. Superintendent remuneration will be decided in the month of June after a review of monitoring reports received in the previous year.

**POLICY TYPE: GOVERNANCE PROCESS**

**3.5 POLICY TITLE: *PRESIDENT'S ROLE***

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The Board President (as the Chief Governance Officer or “CGO”), a specially empowered member of the board, assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

1. The assigned result of the CGO’s job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - A. Meeting discussion content will be on those issues which, according to board policy, clearly belong to the Board to decide or to monitor.
  - B. Information at the board meeting that is for neither monitoring performance nor board decisions will be avoided or minimized.
  - C. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
  
2. The authority of the CGO consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Superintendent Linkage, with the exception of (a) employment or termination of a Superintendent and (b) where the board specifically delegates portions of this authority to others. The CGO is authorized to use any reasonable interpretation of the provisions in these policies.
  - A. The CGO is empowered to chair board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
  - B. The CGO has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the CGO has no authority to supervise or direct the Superintendent.
  - C. The CGO may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
  - D. The CGO may delegate this authority, but remains accountable for its use.

Adopted: 9/22/08  
Revised: 8/24/09

**POLICY TYPE: GOVERNANCE PROCESS****3.6 POLICY TITLE: *VICE PRESIDENT'S ROLE***

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The work of the Vice President is to perform all of the duties as President in the President's absence. The position carries with it no authority above or beyond any other board member or over the CEO except as that authority is granted to the President and for such time as the Vice President is serving in the role of President.

Adopted: 9/22/08

Revised:

**POLICY TYPE: GOVERNANCE PROCESS**

**3.7 POLICY TITLE: *BOARD SECRETARY'S ROLE***

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The Board Secretary serves primarily to assist the board in maintaining its records and documents and secondarily to make the public announcement at board meetings.

Accordingly:

1. The primary assigned result of the Board Secretary's job is to ensure that all documents and records of the Board are accurately kept and up to date.
  - A. Provide a cursory review of meeting minutes for accuracy.
  - B. Ensure that each board member has an up-to-date and accurate copy of the Policy Manual.
  - C. Provide the official board signing of all documents as required by law and authorized by the Board either formally by passed motion or by passed motion of consent agenda items.
2. The secondary result of the Board Secretary's job is to inform the public audience as to procedures for addressing the board and the keeping of time for public comment to ensure they are within the defined length.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **3.8 POLICY TITLE: *BOARD COMMITTEE PRINCIPLES***

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Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from board to Superintendent.

Accordingly:

1. Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for board deliberation. In keeping with the Board's broader focus, board committees will normally not have direct dealings with current staff operations.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Superintendent.
3. Board committees cannot exercise authority over staff. Because the Superintendent works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the Superintendent.
7. The Board will clearly specify the charge of any committee formed. The Board charge may include required timelines and regular reporting. When the charge of the committee is unclear or the achievement of that charge is in jeopardy, committee members will inform the board.

Adopted: 9/22/08

Revised:

## **POLICY TYPE: GOVERNANCE PROCESS**

### **3.9 POLICY TITLE: *BOARD COMMITTEE STRUCTURE***

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A committee is a board committee only if its existence and charge come from the Board, regardless whether board members sit on the committee. The only standing board committees are those that are set forth in this policy and their membership shall include one board member who shall serve as the committee Chairperson and at least one other board member. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

#### **1. Governance Education Committee**

##### **A. Product:**

1. Design and schedule new board member orientation and full board education.

**B. Authority:** An appropriate budget for dollars and staff time will be submitted to the board prior to its development of its cost of governance budget.

**C. Membership:** as appointed by the President

#### **2. CEO Evaluation**

**A. Product:** To compile and assess data for the annual CEO evaluation process including the results of the previous year's monitoring reports and any pertinent market data with information. To provide the Superintendent with the upcoming year's expectations, which will be based upon the Ends.

**B. Authority:** An appropriate budget for dollars and staff time will be submitted to the board prior to its development of its cost of governance budget.

**C. Membership:** as appointed by the President

#### **3. Audit and Policy Committee**

##### **A. Product:**

1. To provide a means for direct inspection of any aspect of a monitoring report which the Board of Education determines is needed or desired;
2. To specify any changes in the scope of the annual audit to the external auditor—no later than May of each year—based upon Board of Education direction which resulted from a monitoring report review.

**B. Authority:** An appropriate budget for dollars and staff time will be submitted to the board prior to its development of its cost of governance budget.

**C. Membership:** as appointed by the President

**POLICY TYPE: GOVERNANCE PROCESS**

**3.9 POLICY TITLE: *BOARD COMMITTEE STRUCTURE (Continued)***

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4. Owner's Linkage Committee

- A. Product: Develop and maintain a process to generate owner input that allows the Board to determine the educational goals and priorities of our owners (the community at large), ensuring that Portage Public Schools achieves owner-accountable organizational performance.
  
- B. Authority: An appropriate budget for dollars and staff time will be submitted by the superintendent to the board prior to the development of the board's cost of governance budget.
  
- C. Membership: As appointed by the President

Adopted: 9/22/08  
Revised: 5/18/09, 8/24/09

**POLICY TYPE: GOVERNANCE PROCESS**

**3.9 POLICY TITLE: *BOARD COMMITTEE STRUCTURE*  
ADDENDUM: *SECTION 2 – CEO EVALUATION***

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**SUPERINTENDENT EVALUATION PROCESS**

JULY 17, 2009

**PREAMBLE**

The Portage Board of Education will set goals and indicators of success no later than April 30 of the current school year. These goals and indicators will be utilized by the Board in evaluating their Superintendent for the following school year.

**PROCESS**

Each year the Superintendent will receive at least an informal evaluation prior to the formal evaluation that will be held no later than March 15.

The formal evaluation will consist of the Superintendent sharing accomplishments of the formal goals and indicators of success adopted by the Board. Board members will then discuss each goal and present feedback to the Superintendent on accomplishments. Board members will determine the format of the formal evaluation at the time of goal setting.

The final evaluation will be in writing and formally approved by the Board of Education. The document will be placed in the Superintendent's Personnel File. It will also be included as an attachment with the minutes of the Board meeting when the formal action was taken.

Following the formal evaluation of the Superintendent, the Board shall discuss and approve goals and indicators of success for the Superintendent for the following school year.

Adopted: 09/14/09  
Revised:

## **POLICY TYPE: GOVERNANCE PROCESS**

### **3.10 POLICY TITLE: *COST OF GOVERNANCE***

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Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

Accordingly:

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
  - A. Training and retraining will be used to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
  - B. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
  - C. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

The Board will develop its budget by June 15 each year to assure its inclusion in the overall budget and will include allowances for:

- A. Training, including attendance at conferences and workshops.
- B. Audit and other third-party monitoring of organizational performance.
- C. Surveys, focus groups, opinion analyses, and meeting costs.
- D. Board meetings.
- E. Committee budgets.

## POLICY TYPE: GOVERNANCE PROCESS

### 3.11 POLICY TITLE: *COMMUNICATIONS*

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Open, honest communication within the Board, between the Board and the Superintendent, and between the Board and community members is a crucial component of effective government. Therefore the Board will communicate in ways that are ethical, transparent, and respectful.

Accordingly:

#### Communication Within the Board

1. In order to avoid violating the Open Meetings Act, extreme caution should be taken not to discuss any Board level topic(s) via e-mail that would lead to a Board decision.
2. E-mail communication between Board members should be respectful.
3. Under no circumstance is the Board to discuss issues via email leading to Board decisions or closed session topics, such as labor negotiations.

#### Communication Between the Board and the Superintendent

1. In the interest of no surprises to other Board members and the Superintendent, Board members should inform the full Board and the Superintendent if they have been contacted by the media, make any statement(s), or intend to make any statement(s) to the media on any issue(s) pertaining to the Board/district.
2. In the interest of no surprises to other Board members and the Superintendent, Board members should inform the full Board and the Superintendent if they intend to make any statements that might be considered controversial, may reflect negatively on the district, district personnel, or other trustees during a board meeting.
3. Whenever possible, questions should be asked before a board meeting in order to avoid surprises, and to allow district personnel adequate time to answer the question thoroughly and accurately.
4. Any Board member who is made aware of a situation in the district that is a concern (even rumors) should communicate that concern to the Superintendent (or an appropriate designee) and Board President.

#### Communications Between the Board and the Community

1. The Board will designate a spokesperson for the Board/District for any questions dealing with Board/District actions or decisions. Questions from the media and other organizations about Board/District decisions should be directed to the designated spokesperson(s). Individual Board members may share their *individual* opinions with anyone regarding any topic(s), but will indicate that their opinions may not reflect the consensus of the full Board.
2. If a community member with a complaint or problem contacts an individual Board member, the Board member will not attempt to “fix” the issue, but will explain the process in place for the problem to be addressed.
  - a. For administrative issues, Board members will direct community members to the appropriate district staff person.

**POLICY TYPE: GOVERNANCE PROCESS**

**3.11 POLICY TITLE: *COMMUNICATIONS (Continued)***

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- b. If the community member is not satisfied with the results at the first level of contact, trustees will ensure that the community member is provided contact information for the next level in the chain of command.
  - c. Trustees may, if they wish, ask the individual to communicate back about the outcome of their contacts with district personnel.
3. If a community member contacts a Board member with a concern about a Board policy (or a lack of policy), the Board member will bring that concern to the attention of the full Board.
4. Under no circumstances are Board members to discuss issues with community members that are closed session topics.

**POLICY TYPE: BOARD/SUPERINTENDENT CONNECTION**

**4.0 POLICY TITLE: *GLOBAL GOVERNANCE-MANAGEMENT CONNECTION***

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The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Superintendent.

Revised:

**POLICY TYPE: BOARD/SUPERINTENDENT CONNECTION**

**4.1 POLICY TITLE: *UNITY OF CONTROL***

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Only officially passed motions of the Board are binding on the Superintendent.

Accordingly:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Superintendent except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of board members or committees requesting information or assistance without board authorization, the Superintendent can refuse such requests that require, in the Superintendent's opinion, a material amount of staff time or funds or is disruptive.

**POLICY TYPE: BOARD/SUPERINTENDENT CONNECTION**

**4.2 POLICY TITLE: *ACCOUNTABILITY OF THE SUPERINTENDENT***

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The Superintendent is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Superintendent.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Superintendent.
2. The Board will not evaluate, either formally or informally, any staff other than the Superintendent.
3. The Board will view Superintendent performance as identical to organizational performance, so that organizational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful Superintendent performance.

## **POLICY TYPE: BOARD/SUPERINTENDENT CONNECTION**

### **4.3 POLICY TITLE: *DELEGATION TO THE SUPERINTENDENT***

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The Board will instruct the Superintendent through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Superintendent to achieve specified results, for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The Board will develop policies that limit the latitude the Superintendent may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the Superintendent uses *any reasonable interpretation* of the Board's Ends and Executive Limitations policies, the Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Superintendent shall have full force and authority as if decided by the Board.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Superintendent domains. By doing so, the Board changes the latitude of choice given to the Superintendent. But as long as any particular delegation is in place, the Board will respect and support the Superintendent's choices.

Revised:

## **POLICY TYPE: BOARD/SUPERINTENDENT CONNECTION**

### **4.4 POLICY TITLE: *MONITORING SUPERINTENDENT PERFORMANCE***

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Systematic and rigorous monitoring of Superintendent job performance will be solely against the only expected Superintendent job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which board policies are being met. Data which do not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Superintendent discloses compliance information to the Board; (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with board policies; and (c) by direct board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be *any reasonable Superintendent interpretation* of the board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than with interpretations favored by board members or by the Board as a whole.
4. All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule, which is found on the next page and included in this policy by reference.

## Monitoring Schedule

		<b>Method</b>	<b>Frequency</b>	<b>Date</b>
<b>Section 1</b>	<b>Ends</b>			
1.0	Global Ends Policy	Internal	Annual	Spring
<b>Section 2</b>	<b>Executive Limitations</b>			
2.0	Global Executive Limitation	Internal	Annual	Summer
2.1	Treatment of Consumers	Internal	Annual	Winter
2.2	Treatment of Staff	Internal	Annual	Winter
2.3	Compensation and Benefits	Internal	Annual	Summer
2.4	Financial Planning and Budgeting	Internal	Quarterly?	All
2.5	Financial Condition and Activities	External	Annual	Fall
2.5	Financial Condition and Activities	Internal	Quarterly?	All
2.6	Asset Protection	Internal	Annual	Fall
2.7	Ends Focus of Contracts	Internal	Annual	Summer
2.8	Conflict of Interest	Internal	Annual	Fall
2.9	Emergency Superintendent Succession	Internal	Annual	Spring
2.10	Communication and Support to the Board	Direct Inspection	Annual	Spring
<b>Section 3</b>	<b>Governance Process/Ownership Linkage</b>			
3.0	Global Governance Process/Ownership Linkage Commitment	Direct Inspection	Annual	Spring
3.1	Governing Style	Direct Inspection	Annual	Spring
3.2	Board Job Description	Direct Inspection	Annual	Spring
3.3	Board Member's Code of Conduct	Direct Inspection	Annual	Summer
3.4	Agenda Planning	Direct Inspection	Annual	Winter
3.5	President of the Board's Role	Direct Inspection	Annual	Winter
3.6	Vice President's Role	Direct Inspection	Annual	Spring
3.7	Board Secretary's Role	Direct Inspection	Annual	Summer
3.8	Board Committee Principles	Direct Inspection	Annual	Winter
3.9	Board Committee Structure	Direct Inspection	Annual	Winter
3.10	Cost of Governance	Direct Inspection	Annual	Winter
<b>Section 4</b>	<b>Board-Superintendent Linkage</b>			
4.0	Global Governance-Superintendent Linkage	Direct Inspection	Annual	Fall
4.1	Unity of Control	Direct Inspection	Annual	Summer
4.2	Accountability of the Superintendent	Direct Inspection	Annual	Summer
4.3	Delegation to the Superintendent	Direct Inspection	Annual	Fall
4.4	Monitoring Superintendent Performance	Direct Inspection	Annual	Fall
4.5	Superintendent Compensation	Direct Inspection	Annual	Summer

Adopted: 9/22/08

Revised:

**POLICY TYPE: BOARD/SUPERINTENDENT CONNECTION**

**4.5 POLICY TITLE: *SUPERINTENDENT COMPENSATION***

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The Board shall negotiate a contract with the Superintendent that will stipulate compensation and benefits for the Superintendent.

Furthermore:

1. Superintendent remuneration will be decided during June after a review of monitoring reports received in the previous year.

**Appendix B**

Evaluator: \_\_\_\_\_

Send to Board President by: \_\_\_\_\_

**Policy Governance Executive Limitations Evaluation Form**

*A tool to be used by individual board members as they evaluate the internal monitoring reports designated in Board-Superintendent Linkage*

Policy being monitored:  
(Insert actual policy)

- 1. Was this report submitted when due?  Yes  No
- 2. Did the report lay out the Superintendent's interpretation or an operational definition of the policy?  Yes  No

If not, what do you feel was missing?

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- 3. Is the interpretation justified or is proof provided to explain why the interpretation is reasonable?  Yes  No

If not, what further proof do you feel was missing?

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- 4. Was I convinced that the interpretation is justified and reasonable?  Yes  No

If not, why do you feel the interpretation was not justified?

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**Appendix B Continued**

5. Did the interpretation address all aspects of the policy?  Yes  No

If not, which aspects do you feel were missing?

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6. Do the data show compliance with the Superintendent's interpretation of our policy?  Yes  No

If not, in what way, specifically, do you feel the data do not show compliance?

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Comments regarding further policy development:

1. Is there any area regarding this policy that you worry about that is not clearly addressed in existing policy? What is the value that drives your worry?

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2. What policy language would you like to see incorporated to address your worry?

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Appendix C

## Board Compliance Monitoring Tool

Complete evaluation form and return to the Board President by \_\_\_\_\_.

Board Means Policy being monitored: *(insert policy)*

Review all sections of the policy listed and evaluate our compliance with policy.

1. Indicate item by item if you believe Yes No Are we are in strict compliance with the policy as stated?

2. If you indicated that the Board is not in strict compliance with the policy as stated, please indicate what you notice that gives evidence that we are *not* in compliance?

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3. How do you think we could improve our process to be in full compliance?

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4. What do we need to learn or discuss in order to live by our policies more completely?

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5. Does this policy remain in compliance with the Policy Governance model in terms of content and format?

Yes No

Adopted: 9/22/08

Revised:

## Appendix D

### History of Policy Changes

<b>Date</b>	<b>Policy #</b>	<b>Action Taken</b>
10/23/08	2.5	Approved updates to Financial Conditions & Activities
10/23/08	2.6	Approved updates to Asset Protection
2/9/09	1.0	Global Ends expanded
5/18/09	2.5	Approved updates to Financial Conditions & Activities
5/18/09	2.11	Adopted Long Term Asset Planning Policy
5/18/09	3.9	Approved addition of Owner's Linkage Committee
5/25/09	Appendix B	Revised
8/24/09	TOC	Updated the Table of Contents
8/24/09	3.1	Approved updates to Governing Style
8/24/09	3.5	Approved updates to President's Role
8/24/09	3.9	Approved updates to Board Committee Structure
8/24/09	3.11	Adopted Communications Policy

Adopted: 9/22/08

Revised: 5/25/09, 8/24/09

**Example**

**Sample Layout for Internal Reports – Executive Limitations**

Policy to be Monitored: *Insert Policy # and title*

<b>Policy Provision</b> ( <i>insert each section of policy individually below</i> )	<b>Superintendent Interpretation</b> ( <b>Operational Definition</b> )	<b>Justification of why the Interpretation is reasonable</b>	<b>Evidence to show compliance</b>	<b>Declaration of Compliance/Non-compliance</b> (if non-compliant, what is the plan & timeframe to get into compliance?)

Adopted: 9/22/08  
Revised: