BOARD OPERATING PROCEDURES

SMITHTOWN CENTRAL SCHOOL DISTRICT BOARD OF EDUCATION



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INTRODUCTION

• This handbook has been developed to help ensure that the Board of Education acts effectively as a corporate body and to communicate to the public and the staff the procedures the Board observes as it conducts business. Its goal is also to provide guidance for new board members and board leadership by outlining basic responsibilities and rules of operation of the Board (This document is an adaptation of the 2010 edition of the NYSSBA Board and Operations Manual, revised to meet the needs of the Smithtown Central School District and updated in accordance with NYSSBA recommended policy updates.)

Areas addressed include Board Communications, Information Access, Team Self-Assessment & Professional Development Needs, Board Committees, School Board Access to Information and Reports, Orientation of New Board Members, Preparing the Board Meeting Agenda, Requesting Information About Meeting Agenda Items, Preparing for Board Meetings, Participating in Discussion, Debate and Voting, Responding to Inquiries Regarding Executive Session, Communicating with Team Members Between Meetings, Expressing Concern about Another Member's Performance, Requesting Information Not Related to Agenda Items, Visiting Campuses as a Board Member, Responding to Community Complaints, Conducting Travel for Professional Development of Board Members, Preparing the Annual School Board Activity Calendar, Evaluating the Superintendent, Expressing Concerns about Superintendent Performance, and Hiring Personnel Other than the Superintendent.

Responsibilities of a Board of Education:

- Determine the Organization's Mission and Purpose
 - o A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the board of education's responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.
- Support development of academic standards based on high expectations.
- Select the Superintendent
 - o Boards must reach consensus on the superintendent's job description and undertake a careful search process to find the most qualified individual for the position.
- Support the Superintendent and Review His or Her Performance
 - o The board should ensure that the superintendent has the professional support he or she needs to further the goals of the district. The superintendent, in partnership with the entire board, should decide upon a

periodic evaluation of the superintendent's performance as outlined in the Superintendent's contract.

- Ensure Effective Organizational Planning
 - o Establish policies for the operation of the district.
- Ensure Adequate Resources
 - o One of the board's foremost responsibilities is to provide adequate resources for the district to fulfill its mission in partnership with the superintendent.
 - o Promote the conditions to attract and retain highly qualified staff members.
- Manage Resources Effectively
 - The board, in order to remain accountable to the public, must assist in developing the annual budget and ensuring that proper financial controls are in place.
- Determine and Monitor the District's Programs and Services
 - o The board's role in this area is to determine which programs are the most consistent with the district's mission, and to monitor their effectiveness.
- Enhance the District's Public Image
 - o A district's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulating the district's mission, accomplishments, and goals to the public, as well as garnering support from members of the community, are important elements of a comprehensive public relations strategy.
- Assess Its Own Performance
 - By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievements and reach consensus on which areas need to be improved.

Team Reflection and Professional Development

- 1) The term "team" means the governance team, consisting of the Board and Superintendent.
- 2) Annually, the team will conduct an evaluation of its own performance in governing, overseeing district management, and conducting its business.

- 3) The Board Officers will arrange an annual retreat and other professional development opportunities that allow the team to learn, reflect and modify existing practices.
- 4) The team will assess its current professional development needs and decide the following, in the context of budget constraints:
 - a) What kind of professional development activity or subjects would be of most benefit to the team? Additional professional development hours can be scheduled either as team activities or activities for individual members. Board members are encouraged to consider continuing education opportunities.
 - b) When should the additional professional development activities and workshops be scheduled?
 - c) What is the best source or location for the training? Who will be responsible for scheduling the professional development activities and workshops or making travel arrangements if the workshops are not local?
- 5) The Superintendent will advise the Board of opportunities and the availability of funds for board training and will provide supporting information the Board needs to decide whether to schedule and/or attend, as the year progresses.
- 6) The Board may choose to schedule an informal review of progress mid-year, as part of a regularly scheduled meeting or workshop. The dates for the reviews will be entered in the Board activity calendar.
- 7) The Board will ensure that resources to support board development are discussed during the budget development process and included in the annual budget.

Orientation of New Board Members

- 1) Orientation will be scheduled to take place within 30 days of the date a new Board member is elected, ideally before the reorganization meeting.
- 2) The Superintendent and District Clerk will participate in the orientation. Additional administrative staff members may also be included to present specific information about the District.
- 3) The District Clerk will notify new Board members of the opportunity to fulfill any mandated training, including fiscal oversight training, within the first year of holding office. The District Clerk will also make available information about other appropriate training opportunities. The District Clerk will inform the Board Officers of the training status of any new Board member.

- 4) Orientation will include but is not limited to:
 - a) General District information such as:
 - Geographic area included and number of square miles
 - Number of students, teachers, and other employees
 - Student demographics
 - Administrative structure and directory of key personnel
 - Ongoing issues of interest to residents
 - Organization chart
 - b) Overview of District programs and operations such as:
 - District vision, mission, goals, and plans including
 - (a) District planning and evaluation process and Board activity calendar
 - (b) District Strategic Plan
 - District budget overview including:
 - (a) Current adopted budget summary
 - (b) Recent trends in revenue, appropriations, tax rates, property values
 - (c) Annual financial audit
 - (d) Development process and calendar
 - Overview of District curriculum objectives, standards, and instructional programs
 - Location of <u>Policy Manual</u>
 - Superintendent performance goals, current Superintendent evaluation instrument, process, and calendar
 - Overview of District and Board web sites
 - c) Team operations, including:
 - Overview of roles and responsibilities of the Board and Superintendent
 - Calendar of training opportunities
 - Calendar of District events
 - Current team operating procedures
 - Contact information for fellow Board members
 - Use of District e-mail
 - d) A list of supporting organizations, including at a minimum:
 - New York State School Boards Association
 - Nassau-Suffolk School Boards Association
 - SCOPE
 - Syntax (the district's public relations firm)

Preparing the Board Meeting Agenda

- 1) As outlined in Policy #2400, any Board member may request an item be placed on the agenda for Board consideration by contacting the Board President or Superintendent at least seven business days prior to the meeting. Items of business may not be suggested from the floor for discussion and/or action at that same meeting except at the discretion of the chairperson of the meeting, or a majority of the Board. The agenda, however, shall always allow for recognition and comments by members of the public. Items of business introduced from the floor will not be acted upon at the same meeting.
- 2) Items submitted for inclusion after the deadline or those requiring significant preparation time might, at the discretion of the Board officers in consultation with the Superintendent, be deferred to a later meeting. This decision is based on the time needed to prepare supporting information.
- 3) A draft agenda will be developed by the Superintendent and presented to the Board President and Vice President at least three business days prior to the meeting for which the agenda is being prepared.
- 4) Use of a consent agenda to present routine items for a single vote without discussion will conform to the following guidelines:
 - a) Placement of items on the consent agenda will be at the discretion of the Board officers and Superintendent.
 - b) Any individual Board member may ask questions or discuss an item on the consent agenda by asking the President to remove it from the consent agenda. Once removed that item can be discussed and voted upon separately.
- 5) Administration will ensure that appropriate supporting information required for informed decision-making is supplied to each member via Board Docs.

Requesting Information About Meeting Agenda Items

- 1) Members are encouraged to ask for information related to meeting agenda items at least 24 hours prior to the scheduled meeting.
- 2) Any questions about agenda items or requests for additional information about them will be directed to the Superintendent, with a copy to the Board President.
- 3) Requests for information or questions about any agenda item should be made as early as possible, at least two business days prior to the scheduled meeting. Acknowledgment of

the request will be by e-mail sent as soon as reasonably possible, with a copy to the full Board. Answers will be sent by e-mail, copy to the full Board, unless the issue is appropriate for executive session. Board members are to refrain from any discussion/debate via e-mail thread relating to the topic.

Preparing for Board Meetings

- 1) All participants will be prepared to address items on the agenda.
- 2) Board members will read agenda packet materials before each Board meeting.
- 3) Board members are not precluded from asking relevant questions about agenda items during Board meetings. However, the right to ask questions should not serve as an excuse for lack of meeting preparation.
- 4) The Superintendent and other members of the District office team will make every reasonable effort to provide sufficient information prior to the meeting so that Board members can make informed decisions.

Participating in Discussion, Debate, and Voting

- 1) A member must be recognized by the President prior to speaking.
- Board members will ask agenda-item-related questions of the Superintendent and adhere to the "No Surprises Rule," and ensure that all district-related communications are shared with the board and superintendent.
- Board members shall direct comments to the Board President and confine them to the business currently under deliberation. Board member comments will be brief and to the point.
- 4) The Board President shall:
 - Allow each Board member who wishes to do so to speak on each issue being considered.
 - b) Allow opposing viewpoints to be heard in turn.
 - Ensure that before a member is allowed to speak to an issue for a second time, each member who has not spoken is provided an opportunity.
 - d) Ensure that discussion pertains to the current agenda item being addressed and shall halt discussion that does not apply to the business of the Board.

- e) Halt discussion on issues raised that are not on the agenda. The President will ask if the issue should be placed on a future agenda for discussion, and note if a Board member and/or the Board desire that the item be included in a later discussion.
- f) Have the same right as any Board member to make motions and vote. The President will first provide an opportunity for other Board members to make a motion before offering his or her own motion.
- g) Board members indicate a desire to speak by raising a hand. If multiple Board members indicate simultaneously a desire to speak, the President will acknowledge the request and indicate the order in which members will speak.
- 5) Voting will be by show of hands.
- 6) Each Board member will exercise his or her right and obligation as an elected official to participate in deliberations and vote on each item before the Board unless a conflict of interest exists.
- 7) Reasonable effort will be made to balance the need to express opinions with the goal of conducting an efficient and effective public meeting.

Responding to Inquiries Regarding Executive Session

- Board members will not disclose confidential information including, but not limited to, information provided in confidential memoranda or discussed in executive session.
- Members may confirm that the Board discussed a particular topic during executive session if that topic was listed on the agenda and the presiding officer announced the Board would discuss it in executive session as allowed by law.
- 2) Members may state that the Board is restricted both by law and its Code of Ethics from disclosing any such information, including information about medical situations, student records, personal identification data, evaluations, investigations, and performance plans or sanctions.

Communicating With Team Members Between Meetings

- The Superintendent will communicate with the Board by weekly updates that may include information such as:
 - a) District events
 - b) Progress reports on Board goals, policy initiatives and strategic directives
 - c) Follow-up reports in answer to Board member questions
 - d) Updates on significant administrative matters
- 2) The Superintendent will meet with the Board officers as needed, or communicate by telephone, and/or e-mail to inform them of District issues that may need to come before the Board for information or action. Board officers will ensure that information is shared appropriately with other members.
- 3) The Board President may direct the Superintendent to distribute copies of documents to each member of the Board for information. The weekly Board information packet is the preferred method of distribution unless unusual circumstances dictate a faster delivery.
- 4) The Superintendent will communicate requested information to all Board members in as timely a manner as possible.
- 5) Board members may communicate with other individual members for purposes of asking questions, clarifying information, or socializing under circumstances that do not conflict with or circumvent the Open Meetings Law. Board members are encouraged to first address questions or concerns to the Board President.
- 6) Board members may not communicate with other individual members for purposes of securing votes in support of or opposition to items of business that may come before the Board via meeting, phone, e-mail, third-party intermediaries or any other communication method.
- 7) Board members who wish to share information relevant to District business may relay the information to the Board President or to the Superintendent. Board members are not precluded from sending relevant information directly to other Board members, including the Superintendent. Board members may communicate with other members for purposes of asking questions, clarifying information, or socializing under circumstances that do not conflict with or circumvent the Open Meetings Law.

Expressing Concern about Another Member's Performance

Individual Board members are encouraged to express their concerns about another member's performance directly to that member.

If addressing the issue directly with the member does not resolve the concern, discussion with the Board President is appropriate.

The Board President shall discuss the concern with the individual in question on behalf of the reporting Board member or shall moderate a discussion between the members. If a quorum of the Board is involved, the meeting must be posted and conducted in accordance with the Open Meetings Law.

The President shall remind the Board member whose behavior is in question about the adopted code of ethics and discuss how the questionable behavior does not comply with the code. The discussion also will identify more appropriate alternatives to the questionable behavior or refer the Board member to policies or procedures that outline approved ways to deal with the issue that prompted the questionable behavior.

If the Board member in question does not believe his or her behavior is in conflict with the Board's code of ethics, an agenda item specifying "evaluation of individual Board members' performance" may be listed on the agenda for an upcoming Board meeting.

The matter will be discussed by the full Board in executive session in an attempt to clearly identify behavior that may be inappropriate and discuss possible solutions or alternative approaches that may have a more positive impact on team cohesion and effectiveness.

If the concern involves the Board President, a member may discuss his or her concerns with the Board Vice-President.

Members will not take concerns about fellow Board members to the Superintendent.

Members will not speak about concerns regarding individual members with individuals outside of the Board.

Members will not speak negatively about another member, Superintendent, or staff in the community.

Requesting Information Not Related to Agenda Items

- 1) Members should request information not related to a meeting agenda item directly from the Superintendent. Answers will be sent by e-mail, copy to the full Board, unless the issue is appropriate for executive session.
- 2) The Superintendent will determine if the information requested is:
 - a) available from existing sources or records and not restricted by policy or law or,
 - b) if it requires that a special, one-time-only report be developed.
- 3) If the requested information can be provided from readily available data with no diversion of staff time, and access is not restricted by law or policy, it will be provided as soon as reasonable.
- 4) If access is restricted by policy or law, the Superintendent or Board President will advise the requesting member of the restrictions and possible courses of action to obtain access.
- 5) If the request requires a special report that will divert staff time from established priorities, the Superintendent will notify the requestor and the Board of this fact.
- 6) The Board President will offer to place the request for information on the next meeting agenda to determine if a majority of the Board agrees the requested information is important for its future decision-making.
- 7) If the Board does agree that the information is important for future decision-making, the Superintendent will direct that a report be developed and provided as requested by the Board.
- 8) All team members will receive a copy of any report generated in response to a Board member's request in accordance with this procedure.
- 9) If the requested information is not appropriate to share with a board member, the Superintendent will indicate such to both the requesting member and the Board officers.

Visiting Campuses as a Board Member

1) Board members are encouraged to attend as many school events as their time permits. When attending scheduled events within a building, Board members should announce

their presence to the Principal or other supervising administrator. The Principal may take the opportunity to introduce the Board member to those in attendance, if appropriate.

- 2) Board members are required to follow the building procedures for visitors.
- 3) Board members desiring to visit the school, in their role as a Board member, will make arrangements through the Superintendent to be accompanied by the Building Principal. Board members do not evaluate teachers or any other member of the district faculty/staff.
- 4) Board members may not give any directive to any faculty, staff or students.
- 5) When visiting with teachers of their own children, Board members will make it clear that they are acting as parents rather than as Board members.
- 6) Board members will not request or accept special treatment or favors from any District employee.

Responding to Community Concerns

- 1) School board meetings are meetings of the Board of Education that are required to take place in public; however, they are not actually meetings of the public. Rather, they are business meetings held to conduct board business. That said, opportunities are provided for the public to comment on agenda and non-agenda items, but they are not meant to initiate a back and forth between the community member and the Board or administration. At every meeting, the attendees should be reminded that public comment is limited to three (3) minutes and they should remain mindful of the clock present that displays the time allotted for their comments.
- 2) Listen respectfully. Remind the community member of the Board's responsibility to remain impartial and noncommittal because concerns may ultimately be brought to the Board on appeal. Citizens should also be reminded that Board action must be taken by the Board as whole.
- 3) Determine if the community member desires for a specific action to be taken to resolve the issue.

- 4) Community members who desire a particular action be taken should be directed or referred to the appropriate Board policy and informed of the steps listed in policy necessary to protect everyone's rights while following an orderly process.
- 5) Ask if the community member has followed the "Chain of Command" as outlined in the "Whom Do I Call?" document accessible via the website. For example: contacting the teacher > then principal > then Assistant Superintendent > then Superintendent.
- 6) If the community member does not know the District's "Chain of Command," provide the following information:
 - a) The community member should first discuss the problem with the person in authority closest to the problem.
 - b) If not satisfied with the resolution of the problem, the community member should go to the administrative supervisor of the person noted in "a."
 - c) The administrative supervisor will help the community member initiate any correspondence or forms required in policy and attempt to resolve the complaint.
 - d) If still not satisfied, the community member may appeal to the Superintendent or designee for resolution.
 - e) If the Superintendent is unable to resolve the issue or the community member is still not satisfied, the formal concern may be brought to the Board.
- 7) Board members may inform the Superintendent of all concerns from the community, but will not direct the Superintendent to take specific actions. Board members may ask the Superintendent for clarification of existing policies relevant to the concern to determine if the policies are adequate and appropriate.
- 8) The Superintendent shall inform the Board of the resolution of concerns referred by Board members if the community member requires Superintendent intervention.

Conducting Travel for Professional Development of Board Members

- 1) Annually during District budget development, the administration will develop an estimate of required expenses for Board member travel, training and related expense reimbursement and include the necessary funds in the proposed budget.
- 2) Funds to support continuing education needs for all Board members are considered a priority and will be included in the final budget.

- 3) Members are encouraged to attend training opportunities provided by the New York State School Boards Association and other entities. Training events located outside the state may be considered and must be approved in advance by Board vote.
- 4) Members desiring to attend continuing education events should contact the Board President to make arrangements. Expenditures for those training sessions that fall within the approved budget will be authorized by the Board via the consent agenda.
- 5) Board members will be reimbursed for travel, training and conference expenses under the same rules that apply to District employees, unless an expressly stated Board policy establishes a different standard for Board members. The District will pay reasonable expenses, in accordance with Policy 6830 for mileage, commercial transportation, parking, lodging, meals, tuition, and other incidental expenses. The District Clerk will assist members with reservations, registration, expense reimbursement and other matters related to member training, conference and travel.
- 6) Members will follow these procedures when seeking to attend continuing education events requiring funding in excess of the amount reflected in the budget for Board travel and training.
 - a) Members desiring to attend training which will result in expenditures in excess of the amount approved as part of the budget will need prior approval of the Board before registering for the event.
 - b) The Superintendent will prepare an estimate of funds required to support the action item, and the Board will discuss and then vote whether to provide additional funds to support the request.
 - c) If the funds are approved, the individual making the request will contact the District Clerk to make arrangements.
- 7) Expense reports with supporting receipts shall be submitted to the District Clerk in a timely manner in accordance with Policy 6830.
- 8) Except in family emergency cases, or factors beyond the reasonable control of the individual (such as weather emergency), expenses incurred due to a member's failure to attend a planned event are the responsibility of the Board member.
- 9) The Board is the final authority for resolving any dispute regarding expenses related to Board member training or travel.

Preparing the Annual School Board Activity Calendar

Annually, in the month immediately following Board reorganization, the Board officers will meet with the Superintendent and establish a tentative Board activity calendar. The Board will maintain a list of District issues with which the Board is dealing or has acted upon. The Board will review the list each summer as it establishes objectives for the year, and periodically thereafter throughout the year.

The purpose of the Board activity calendar is to identify in one document all important Board tasks and schedule them at appropriate times during the year.

The annual activity calendar will be developed by the Board Officers in consultation with the Superintendent.

Tasks included on the activity calendar may include but are not limited to the following Board activities and actions:

- a) Activities and actions required by law or policy
 - Approval of the District goals
 - Superintendent evaluation
 - Renewal of collectively bargained contracts
 - Budget workshops, budget hearing and setting of the tax rate
 - Review of annual District audit
 - New Board member orientation
 - Review of policies that require annual examination, including the Code of Conduct, Investment and Purchasing policies
 - Review of required plans, such as the Professional Development Plan and the Professional Performance Review Plan
- b) Additional activities desired for effective governance and oversight, which may include:
 - Board or team self-assessment workshop

The Board Officers will present the annual Board activity calendar to the Board for review as an information item. Board members will be notified of additions, deletions and date changes during the year, as appropriate.

Evaluating the Superintendent

In accordance with Board <u>Policy 0320</u>, the Board will negotiate an evaluation form and process with the Superintendent for inclusion in the Superintendent's contract.

- Each year, prior to the start of the school year, the Board will meet with the Superintendent to establish Board goals. Goals may extend beyond a single year. If so, these multi-year goals will be reviewed annually before the start of School and revised as appropriate.
- 2) The Superintendent will report progress on these goals to the Board annually.
- 3) The Board will complete its formal evaluation of the Superintendent prior to the annual reorganization of the Board.
- 4) In cases of replacement Board members being appointed after the start of the school year, the new Board member should have served a minimum of six months in order to evaluate the Superintendent. Only Board members whose terms are active during the time period for which the board is conducting the evaluation may participate in it.

Expressing Concerns about Superintendent Performance

The Board-Superintendent team will follow Policy 0320 - EVALUATION OF SUPERINTENDENT concerning the evaluation of the Superintendent.

- 1) Direction to the Superintendent regarding professional performance will come from the Board as a body corporate in an official meeting of the Board. Individual Board members have no authority to direct the Superintendent.
- 2) Board members who have individual concerns about the Superintendent's professional performance should first express those concerns to the BOE President prior to sharing with the Superintendent in a private setting.
- 3) If individual concerns continue to be an issue after private discussions, the Board member will address concerns to the Board President and request the issue of "Superintendent performance" or "interim evaluation" be placed on the Executive Session agenda.
- 4) Discussion by the Board regarding the Superintendent's performance will be in a properly posted meeting. The meeting will be in executive session unless the Superintendent requests that the meeting remain open.

5) Direction from the Board to the Superintendent regarding professional performance will be as specific as possible, stating the concern, its adverse impact on the District or community, and the corrective actions the Board desires.

Hiring Personnel Other Than the Superintendent

- 1) The Superintendent and Board will observe the requirements of <u>Policy 9240</u> in the recruiting and hiring process.
- 2) Board members will not interview candidates for any position (other than Superintendent), or select a finalist from a list. The Board's role is to set forth hiring criteria and hold the superintendent accountable for the performance of the staff. Principals, Directors and Cabinet level positions will, at the Board's discretion, be expected to meet with the Board prior to Board action on the Superintendent's recommendation to appoint them.
- 3) Prior to commencing a search for an administrative candidate, the Superintendent will notify the Board of the selection process to be followed.
- 4) Prior to recommending an administrative candidate for a position, the Superintendent will provide the Board with the following background information:
 - a) candidate's resume and short description of qualifications, and
 - b) brief statement of why the Superintendent feels the candidate is well-suited for the position, and

Framework for the Board's Role in Advocacy

On occasion, items of public interest will be brought forward to the Board of Education by an individual member of the Board or by a member of the community. If the Board is to consider taking a form of action in response (ie: letter writing, meeting with elected officials, lobbying, etc.) the Board should consider the following guidelines when discussing the issue or if it is best suited for another forum.

- 1) Board Members should refrain from bringing forward items that present a personal conflict of interest that are not viewed as under the purview of the Board (as determined by the full Board).
- 2) If the Board is to consider a topic, the following items should be considered:

a) Will advocating for the proposed topic help the district to achieve its mission?

<u>District Mission Statement</u>: The Smithtown Central School District provides a safe, supportive, and stimulating environment for students to learn, where all are valued. We are committed to educating well-rounded, lifelong learners who are compassionate, responsible, ethical members of society.

- b) Will advocating for the proposed topic help the district to achieve the goals established/adopted for the current school year?
- c) Does the issue brought forward directly impact students attending the Smithtown Central School District?
- d) Is the Board being asked to take a position that appropriately reflects the perspectives and priorities of the community and how can the Board ascertain this?
- e) Who is the decision making body the Board is being asked to direct their advocacy efforts (ex- NYSED, elected officials, Dept. of Health, etc.)?
- f) The Board should refrain from entertaining requests for items brought forward by members of the community seeking personal/financial gain.
- g) Any topics brought forward should not cause the Board to be in violation of other Board policies.
- h) Will the issue have a financial impact on the district?

It may be appropriate for the Board to direct community members to a standing committee to more closely examine an issue raised. Most importantly, the Board of Education should not permit topics brought forward by individual Board or community members to distract from district business taking place as indicated on a publicly posted agenda. It is the role of the President to make certain that Robert's Rules of Order are followed in all matters of public input and Board discussion. It is essential that all discussions remain respectful, courteous and serve as models of civility for students and residents.

Adopted: October 14, 2025