

## **School Board/Superintendent Operating Protocols**

### **Procedure 1220P**

Successful organizations are the result of effective, dynamic leadership and teamwork. To assure a quality operation and to enhance teamwork among members of the board and between the board and the administration, we, the members of the Kelso School Board and Superintendent, do hereby publicly commit ourselves collectively and individually to the following Operating Protocol.

- The board will lead by example. The manner in which the Board and Superintendent conduct their business will be a model throughout the District for students, teachers, parents, and staff on how problems are solved.
- The board will be open, honest, and tactful. The board works to minimize misunderstanding and reduce conflict. While the board encourages dialogue and differing points of view, the board will do it with care and respect;
- Surprises to the board or the superintendent will be the exception, not the rule;
- The board encourages communication from community, parents, staff, and students. Requests that will require extensive study or may have political implications are to be directed to the superintendent;
- When a board member receives a personnel complaint and/or criticism, the complainant will be encouraged to communicate the concern to the appropriate supervisor. The superintendent will be informed of a personnel complaint/criticism by the receiving board member;
- The board will encourage others to present their issues, problems, or proposals to the person who can properly and expeditiously address the issue(s);
- The board will speak to the issues on the agenda. Facts and information needed from the administration will be referred to the superintendent;
- The board understand that board members individually do not have authority. Only the board as a whole has authority. Board members agree that individual board members will not take unilateral action;
- The board president or designee will be the official spokesperson for the board. The superintendent will be the official spokesperson for areas of district operation;
- The board and superintendent will work to minimize misunderstandings and reduce conflict by supporting each other constructively and courteously, maintaining confidentiality, focusing discussions on issues, not personalities, encourage constructive disagreement;
- The board will give direction to the superintendent as a total board through adopted policies or action taken at a board meeting.

**Procedure 1220P**  
**Section: 1000 – Board of Directors**

- If a board member is acting outside his/her defined role, the board president or other board member(s) will talk with the individual board member regarding the problem.
- The superintendent will let the board know as soon as possible of any major issue that may arise which could be problematic for the district.
- In order to formulate and execute sound decisions, the board agrees to resolve problems at the lowest level, provide for input from all concerned when possible, reevaluate the effectiveness of the decision when appropriate and clearly communicate decisions that are made.
- When a board member or the superintendent is contacted by a community member or a staff member who has a complaint, he/she will inquire if the individual has discussed the issue with the person immediately responsible, explain the district process for resolving concerns and conflicts.
- The board will contact the superintendent (if superintendent unavailable, contact the Chief Financial and Operations Officer) directly when they hear concerns in the community regarding issues relating to district administration, programs or personnel.
- The board and staff will not debate or argue with public during board meetings.
- The board president and the superintendent will review the agenda in detail prior to the board meeting. The board will review all material provided and seek clarification or additional information as needed prior to the board meeting.
- Once a final decision has been made on a proposal, board members and superintendent will individually and collectively publicly support successful implementation.
- Board members and superintendent will support each other constructively and courteously, maintain confidentiality, and focus discussions on issues, not personalities.

Adopted: 3.21.2009

Revised: 8.16.10 | 8.2011 | 6.15.20