

**ORLEANS SOUTHWEST
SUPERVISORY UNION**

**BOARD OF EDUCATION
GOVERNANCE
POLICIES**

Orleans Southwest Supervisory Union

Board Policies

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GOVERNANCE PROCESS POLICIES

Adopted by:

**THE ORLEANS SOUTHWEST SUPERVISORY
UNION BOARD EXECUTIVE COMMITTEE**

Adopted: January 8, 2009

Orleans Southwest Supervisory Union Board of Directors
Section One
Governance Process (GP)

GP 1 Global Governance Process Policy

The purpose of the OSSU Executive Committee, on behalf of the SU Board and the communities of Craftsbury, Hardwick, Greensboro, Stannard, Wolcott and Woodbury, is to ensure that all students achieve the desired ends at an appropriate cost (as specified in Board Ends policies) and (b) avoids unacceptable actions and situations (as prohibited in Board Executive Limitations policies).

Adopted on:

Last Review:

Type of Monitoring: Self Evaluation

Frequency of Monitoring: Annual

GP 2 Governing Style

The

Board will govern lawfully, observing the principles of the Policy Governance Model, with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Executive Committee and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

• 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 values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the staff organization, 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 scrupulously observe those currently in force.
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 serve as an excuse for not fulfilling group obligations.
6. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Management Delegation categories.

Adopted on: January 8, 2009

Last Review:

Type of Monitoring:

Frequency of Monitoring:

GP 3 Board Job Description

- Specific job outputs of the Executive Committee as an informed agent of the Supervisory Union Board and the ownership, are those that ensure appropriate organizational performance.
 - Accordingly, the Board has direct responsibility to create
 1. The linkage between the ownership and the operational organization
 2. Written governing policies that realistically 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 that 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-management delegation: how power is delegated and its proper use; the Superintendent's role, authority, and accountability
 3. Assurance of successful organizational performance on Ends and Executive Limitations.

Adopted on: January 8, 2009

Last Review:

Type of Monitoring:

Frequency of Monitoring:

GP 4 Code of Conduct for School Board Members

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 demonstrate loyalty to the ownership, unconflicted by loyalties to staff, other organizations, or any personal interests as consumers.
2. Members must avoid conflict of interest 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 or with vendors and any associations that might be reasonably seen as representing a conflict of interest.
 - B. When the Board is to decide on an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment not only from the vote but also from the deliberation.
 - C. Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. A Board member who applies for employment 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 authorized by the Board.
 - B. Members' interactions with the public, the 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 the Superintendent has achieved any reasonable interpretation of Board policy, members will not express individual judgments of performance of employees or the Superintendent.
- 4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
- 5. Members will be properly prepared for Board deliberation.
- 6. Members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's personal position on the issue.

Adopted on: January 8, 2009

Last Review:

Type of Monitoring:

Frequency of Monitoring:

GP 5 Role of the Chairperson

- The Chairperson as a specially empowered member of the Board, ensures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.
 - Accordingly:
 1. The assigned result of the Chair's job is to ensure that the Board behaves consistently with its own rules and those legitimately imposed on it from outside the organization.
 - A. Meeting discussion content will consist solely of issues that clearly belong to the Board to decide or to monitor according to Board policy.
 - B. Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
 - C. Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
 2. The authority of the Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a Superintendent and (b) areas where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 3. The Chair is empowered to lead Board meetings with all the commonly accepted powers of that position, such as ruling and recognizing. In the case of a dispute as to meeting procedures, the Board uses Robert's Rules of Order Newly Revised.
 4. The Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Superintendent.
 5. The Chair 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.
 6. The Chair may delegate this authority but remains accountable for its use.

Adopted on: January 8, 2009

Last Review:

Type of Monitoring:

Frequency of Monitoring:

GP 6 Agenda Planning

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda that (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 September 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 cycle will start with the Board's development of its agenda for the next year.
 - A. Consultations with selected groups in the ownership, or other methods of gaining ownership input, will be determined and arranged in the first quarter (July, August, September), to be held during the balance of the year.
 - B. Governance education and education related to ends determination (presentations by futurists, demographers, advocacy groups, staff, and so on) will be arranged in the first quarter, to be held during the balance of the year.
 - C. A Board member may recommend or request an item for Board discussion by submitting the item to the Chairperson no later than ten days before the Board meeting.
3. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
4. Superintendent monitoring will be included on the agenda if monitoring reports show policy violations, if policy criteria are to be debated, or if the Board, for any reason, chooses to debate amending its monitoring schedule.

Adopted on: January 8, 2009

Last Review:

Type of Monitoring:

Frequency of Monitoring:

GP 7 Committees of the Board

Committees of the Board are only for the purpose of assisting the Board in doing its job and shall never interfere with delegation from the Board to the Superintendent.

Accordingly,

1. Board committees are not for the purpose of helping or advising the staff and therefore have no authority over administration or staff.
2. Committees may not act or speak for the full Board unless formally given such authority.
3. Committees will normally be used with a specific purpose, authority, and time frame.
4. Committees will be used sparingly and ordinarily in an ad hoc capacity.
5. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Superintendent.

B. Authority: To incur costs of no more than \$1000 in direct charges and no more than fifty hours of staff time.

Adopted on: January 8, 2009

Last Review:

Type of Monitoring: Direct

Frequency of Monitoring:

GP8 Board Education

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 ensure governing with excellence.
 - A. Training and retraining will be used liberally 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, financial audits.
 - 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.
 - A. Up to \$1,500 in fiscal year 2010 for training, including attendance at conferences and workshops.
 - B. Up to \$2,500 in fiscal year 2010 for auditing and other third-party monitoring of organizational performance.
 - C. Up to \$1,500 in fiscal year 2010 for surveys, focus groups, opinion analyses, and meeting costs.
 3. The Board will establish its cost of governance budget for the next fiscal year during the month of October.

Adopted on: January 8, 2009

Last Review:

Type of Monitoring: Direct

Frequency of Monitoring: Annually in November

Board/Superintendent Relationship POLICIES

Adopted by:

**THE ORLEANS SOUTHWEST SUPERVISORY
UNION BOARD EXECUTIVE COMMITTEE**

**Orleans Southwest Supervisory Union
Section Two**

Board Superintendent Relationship

B/SR 1 Linkage Policy

The Board's only official connection to the operation of the school, its achievement, and conduct will be through the Superintendent.

Adopted On: January 8, 2009
Last Review Date:
Monitoring Type: Self Evaluation
Frequency of Monitoring: Annual

B/SR 2 Unity of Control

Only decisions of the Board acting as a body are binding on the Superintendent.

Accordingly,

1. Instructions of individual Board members or committees are not binding on the Superintendent unless specifically authorized by the Board.
2. In cases where Board members or committees request information or assistance without Board authorization, the Superintendent may refuse the request if it requires, in his/her opinion, a material amount of staff time, funds, or is disruptive to general administrative operations.

Adopted On: January 8, 2009
Last Review Date:
Monitoring Type:
Frequency of Monitoring:

B/SR 3 Accountability of the Superintendent

The Superintendent is the Board's only official connection to the operational achievement and conduct of the School, 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 the performance of the Superintendent as identical to the performance of the organization, so that accomplishment of Board stated ENDS and avoidance of Board proscribed means as Executive Limitations will be viewed as successful Superintendent performance.

Adopted On: January 8, 2009
Last Review Date:
Monitoring Type:
Frequency of Monitoring:

B/SR 4 Delegation to the Superintendent

The Board will instruct the Superintendent through written Policies that: prescribe the schools Ends to be achieved and describe the situations and actions to be avoided in Executive Limitations. The Board will allow the Superintendent to use any reasonable interpretation of these Policies to accomplish Ends.

Accordingly,

1. The Board will develop policies instructing the Superintendent to achieve specified results for students 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. All issues that are not ends issues as defined here are means issues.
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. The Board will never prescribe organizational means delegated to the Superintendent.
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 pursue 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.

Adopted On: January 8, 2009

Last Review Date:

Monitoring Type:

Frequency of Monitoring:

B/SR 5 Monitoring Performance of the Superintendent

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. Information that does not do this will not be considered to be monitoring information.
 2. The Board will acquire monitoring information by one or more of three methods: (a) by internal report, in which the Superintendent discloses interpretations and 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; or (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 Board will judge (a) the reasonableness of the Superintendent's interpretation and (b) whether data demonstrate accomplishment of the interpretation.
 4. In every case, the standard for compliance shall be any reasonable Superintendent interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness.

5. 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.

Policy	Method	Frequency	Month
Ends	Internal	Annually	July
Global Executive Constraint	Internal	Annually	March
Treatment of Students	Internal	Annually	April
Treatment of Staff	Internal	Annually	June
Financial Condition and Activities	Internal	Quarterly	Jan.,Apr.,July,Oct.
External Audit	External	Annually	March
Financial Planning and Budgeting	Internal	Quarterly	May, Oct., Nov.
Emergency Superintendent Succession	Internal	Annually	September
Asset Protection	Internal	Annually	July
Compensation and Benefits	Internal	Annually	September
Mandatory Policies OSSU	External	Biannually	Sept. of odd-numbered years
Communication and Support	Direct inspection	Annually	July

Adopted On: January 8, 2009
 Last Review Date:
 Monitoring Type:
 Frequency of Monitoring: Annually

EXECUTIVE LIMITATIONS POLICIES

Adopted by:

**THE ORLEANS SOUTHWEST SUPERVISORY
UNION BOARD EXECUTIVE COMMITTEE**

Orleans Southwest Supervisory Union

Executive Limitations (EL)

EL 1 Global Administrative Constraint

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

Adopted On: January 8, 2009

Last Review Date:

Monitoring:

Frequency:

EL 2 Treatment of Students

With respect to interactions with students or those applying to be students, the Superintendent shall not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.

- Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not
 1. Elicit information for which there is no clear necessity
 2. Use methods of collecting, reviewing, transmitting, or storing student information that fail to protect against improper access to the material elicited
 3. Fail to operate facilities with appropriate accessibility and privacy
 4. Fail to establish with students a clear understanding of what may be expected and what may not be expected from the service offered
 5. Fail to inform students of this policy or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy

Adopted On: January 8, 2009

Last Review Date:

Monitoring:

Frequency:

EL 3 Treatment of Staff

With regard to treatment of staff;

The Superintendent shall not cause or allow conditions that are unsafe, unfair, undignified, disorganized, or unclear.

Accordingly, the Superintendent may not:

1. Operate without written personnel guidelines that clarify rules for staff, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Fail to acquaint staff with their rights under this section.
4. Allow staff to be unprepared to deal with emergency situations.

Adopted On: January 8, 2009

Last Review Date:

Monitoring:

Frequency:

EL 4 Financial Planning and Budgeting

Financial planning for any fiscal year shall not fail to support the Board Ends; shall not place the school in fiscal jeopardy; and shall not fail to be derived from a multi-year plan.

Therefore, the Superintendent may not allow budgeting that:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operating items, cash flow, and disclosure of planning assumptions.
2. Plans for more expenditures during any fiscal year than was approved by voters.
3. Reduces the current assets at any time by an amount that will prevent payment of current liabilities.
4. Risks incurring situations or conditions described as unacceptable in the Board Policy – Financial Conditions or Activities.

Adopted On: January 8, 2009

Last Review Date:

Monitoring:

Frequency:

EL 5 Financial Conditions and Activities

With respect to actual, ongoing financial conditions and activities, the Superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities or the voter-approved budget.

Accordingly, the Superintendent shall not:

1. Expend more funds during the fiscal year than have been approved by voters.
2. Indebt the school in any amount greater than that approved by voters.
3. Use any long-term reserves.
4. Conduct inter-fund shifting in amounts greater than 50% of the lesser of the two line items being adjusted.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
7. Make a single purchase or commitment of greater than \$5,000.00
8. Acquire, encumber, or dispose of real property.
9. Use any financial practice that does not allow for a clear audit trail.

Adopted On: January 8, 2009

Last Review Date:

Monitoring: Written reports and audits

Frequency: Annual Audit of Accounts
Quarterly financial reports from the Treasurer

EL 6 Asset Protection

The Superintendent shall not allow the assets of the school district to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the Superintendent shall not:

1. Fail to ensure against theft and casualty losses
2. Allow non-bonded personnel access to material amounts of funds.
3. Subject buildings, grounds, and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the school, the Board, or staff to claims of liability.
5. Commit any school asset as collateral.
6. Fail to protect intellectual property, information, and files from loss, damage, theft, or unauthorized use.
7. Invest or hold operating capital in insecure or uninsured checking, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
8. Endanger the school's public image or credibility, particularly in ways that would hinder the accomplishment of the school's Ends.
9. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
10. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

Adopted On: January 8, 2009

Last Review Date:

Monitoring:

Frequency:

EL 7 Communication and Support of the Board

The Superintendent shall not cause or allow the Board to be uninformed or unsupported in its work.

- Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not
 1. Neglect to submit monitoring data required by the Board (see policy B/SR 5.5 on monitoring Superintendent performance) in a timely, accurate, and understandable fashion, directly addressing the provisions of Board policies being monitored
 2. Fail to report in a timely manner any actual or anticipated noncompliance with any policy of the Board
 3. Neglect to submit unbiased decision information required periodically by the Board or let the Board be unaware of relevant trends
 4. Let the Board be unaware of any significant incidental information it requires, including anticipated media coverage, threatened or pending lawsuits, and material internal and external changes
 5. Fail to advise the Board if, in the Superintendent's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Superintendent
 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. Fail to provide a workable mechanism for official Board, officer, or committee communications
 8. Fail, when addressing official business, to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board

9. Fail to supply for the Board's consent agenda, along with applicable monitoring information, all decisions delegated to the Superintendent yet required by law, regulation, or contract to be Board-approved

Adopted On: January 8, 2009

Last Review Date:

Monitoring:

Frequency:

EL 8 Emergency Succession of the Superintendent

In order to protect the Board from sudden and unexpected loss of the Superintendent's services, the Superintendent may have no fewer than two other administrators within the Supervisory Union familiar with Board issues and processes.

Adopted On: January 8, 2009

Last Review Date:

Monitoring:

Frequency:

EL 9 Compensation and Benefits

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 public image.

Accordingly, the Superintendent may not:

1. Change his or her compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish compensation and benefits that vary materially from negotiated contracts.

Adopted On: January 8, 2009

Last Review Date:

Monitoring:

Frequency:

EL 10 Focus of Grants and Contracts

The Superintendent may not enter into any grant or contract arrangements that fail to emphasize primarily the accomplishment of Ends and, secondarily, the avoidance of unacceptable means.

Accordingly, the Superintendent may not:

1. Fail to monitor grants and contracts to preclude grant funds from being used in imprudent, unlawful, or unethical ways.
2. Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.

Adopted On: January 8, 2009

Last Review Date:

Monitoring:

Frequency:

ENDS POLICIES

Adopted by:

**THE ORLEANS SOUTHWEST SUPERVISORY
UNION BOARD EXECUTIVE COMMITTEE**

Orleans Southwest Supervisory Union

Section Four

E1 Global Ends Statement- Mission

Orleans Southwest Supervisory Union exists so that all students are empowered with the knowledge and skills needed to achieve their full potential and become successful, responsible, and contributing members of society – both locally and globally.

MANDATORY STATE AND FEDERAL POLICIES

Adopted by:

**THE ORLEANS SOUTHWEST SUPERVISORY
UNION BOARD EXECUTIVE COMMITTEE**