



# **GOVERNING BOARD SUPERINTENDENT**

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## **PROTOCOLS**

**Shelly Viramontez, Ed.D.  
Superintendent**

**Governing Board**  
**Pablo A. Beltran Danielle M.S. Cohen Thomas Gemetti Richard H. Nguyen Michael L. Snyder**

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## **PURPOSE**

The Board of Trustees is the educational policy-making body for the District. To effectively lead the District, the Board and Superintendent must function together as a governance team. To further the success of the team, effective operating procedures, or protocols, must be in place. There are general protocols and those that are specific for the Board and for the Superintendent.

## **THE GOVERNANCE TEAM**

### **Roles and Responsibilities**

- Be a team devoted to students
- Establish a clear vision with supporting goals and policies for the District, and communicate the common vision.
- Make fiscal and financial decisions in the best interests of students and the community.
- Represent the school District by being visible in the community.

### **Protocols**

#### **Behaviors**

- Keep learning and achievement for all students as the primary focus.
  - Value, support, and advocate for public education.
- Govern in a dignified and professional manner
  - Treat everyone with civility, dignity and respect
  - Understand the implications of demeanor and public behavior
  - Honor the right to disagree with each other
- Uphold the legal requirement for confidentiality.
- Financial decisions should be made considering that all money is public money, and should take into account the relative impact of any given expenditure on student achievement (data-based ROI).

## **THE BOARD**

### **Roles and Responsibilities**

- Focus on policymaking, planning and evaluation for student success.
- Govern within Board-adopted policies and procedures.
- Objectively evaluate the Superintendent's performance and provide appropriate and timely feedback.
- Ensure opportunities for the diverse range of views to inform Board deliberations.

### **Protocols**

#### **Behaviors**

- Recognize and respect differences of perspective and style on the Board while striving for consensus.
  - Understand authority rests with the Board as a whole, not with individuals
  - Honor the right of members to express opposing viewpoints and vote their convictions, while taking collective responsibility for the Board's performance and decisions
- Recognize that the Board as a collective body must give clear direction for the district to the Superintendent. Understand the distinctions between Board and staff roles, and refrain from undertaking management functions that are the responsibility of the Superintendent.
  - Communicate directly with the Superintendent whenever a staff member, student, parent, or community member raises a question or concern and whenever contacted by the media regarding an incident, event, or agenda item.
  - In general, the board president serves as the face of the board in answering questions from the public on behalf of the board.
  - Communicate directly with the Superintendent prior to Board meetings to address questions and/or concerns about agenda items; honor the "no surprises" rule with the Superintendent.

#### **Expectations**

- Individual requests for reports and projects will be directed to the superintendent, and must recognize the reality of limited staff bandwidth.
- Periodically evaluate its own effectiveness; review its protocols at least every two years, and with any new board members.
- Communicate one-on-one with the Superintendent when an individual concern arises and do so in a timely manner.

## **THE SUPERINTENDENT**

### **Roles and Responsibilities**

- **Accept leadership responsibility and be accountable for implementing the vision, goals, and policies of the Board.**
- **Recognize that final authority rests with the board as a whole.**
- **Communicate fully and frequently with the board, respecting the 'no surprises' rule.**

### **Protocols**

#### **Behaviors**

- **Respect and acknowledge the Board's role in setting policy and overseeing the performance of the Superintendent.**
- **Recognize that the Board/Superintendent governance relationship requires support by the District's management team.**
- **Understand the distinction between Board and staff roles, and respect the role of the Board as the representative of the community.**
- **Communicate with Board members promptly and effectively.**

#### **Expectations**

- **Inform the Board prior to critical information becoming public; apprise all Board members in a timely manner of any major incident or when they may be called on to answer or explain.**
- **Distribute information fully and equally to all Board members, and provide information requested by one Board member to every Board member.**
- **Distribute the Board agenda in a timely fashion and with enough time for Board study, and clarify information prior to scheduled meetings.**
- **Never bring a matter to a public meeting that is a surprise to a Board member or cabinet member. Strive for concise and pertinent presentations to ensure effective and efficient public meetings.**
- **Provide requests for additional information through a Board update, special report, Board agenda items, or as a Board workshop.**
- **In discussion with the board president, and where possible, present major decisions initially as a discussion item, then place it on the next Board agenda for action.**
- **Conduct a self-assessment prior to the Board's evaluation of the Superintendent's job performance.**