

**Goshen County
School District No. 1**

**Board of Trustees
Leadership
Governance**

Original Adoption: 2003

Reviewed: October 12, 2021

1.1 Commitment

The Board believes that its primary responsibility is to act in the best interests of every student in the district. The Board is committed to parents/guardians, all members of the community, employees, the state of Wyoming, laws pertaining to public education, and established policies of the district. Board members are expected to govern responsibly and hold themselves to the highest standards of ethical conduct.

The Board will:

- govern with emphasis on organizational vision rather than on interpersonal issues of the Board;
- encourage diversity in viewpoints to enhance decision-making;
- focus on strategic leadership rather than administrative detail;
- observe clear distinction, through policy, between Board and Superintendent roles and responsibilities;
- Proceed collectively rather than individually after a decision has been made
- and, govern proactively rather than reactively.

Accordingly:

1. The Board will:

- cultivate a sense of group responsibility.
- work in partnership with the Superintendent, staff, students, parents and the community.
- be responsible for excellence in governing
- use the expertise of individual Board members to enhance the ability of the Board as a body, but will not substitute individual judgments for the Board's collective values.

2. The Board will hold itself accountable for governing with excellence. This self-discipline will apply to attendance, preparation for meetings, adherence to policymaking principles, respect of roles, and ensuring the continuity of governance capability.

3. The Board will direct and inspire the district through the careful establishment of written policies reflecting the Board's values. The Board's major policy focus will be on the intended long-term benefits for students, not on the programmatic means of attaining those benefits.

4. An orientation of new members in the Board's governance process will be conducted as soon as possible after being sworn into office by the existing board members and superintendent.

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 its process and performance annually.

1.2 Board Chairman

The Chairman of the Board will ensure the integrity of the Board's processes.

The Chairman of the Board will be responsible and represent the Board to outside parties in announcing Board stated positions. The Chairman may delegate this authority to other Board members or the Superintendent, but remains accountable for its use.

The Chairman of the Board will refrain from exercising any authority as an individual to supervise or direct the superintendent.

1.3 Board Committees

Board committees, when used, will be used to support the work of the Board and not to interfere with delegation of authority from the Board to the Superintendent.

Accordingly:

1. Board committees are to recommend to the Board and not to direct or advise the staff.
2. Board committees may not speak or act for the Board.
3. Board committees may not exercise authority over the Superintendent or staff. Because the Superintendent works for the full Board, any direction to the Superintendent related to a committee recommendation must come from the full Board.
4. This policy applies only to committees that are formed by Board action, whether or not the committees include Board members. It does not apply to committees formed under the authority of the Superintendent.
5. A committee is a Board committee only if its existence and charge comes from the Board and its work is intended to support the Board's work. The only Board committees are those that are designated by the Board or required by law.
6. Board members will be appointed to committees annually.

Board Committees Identified

Name: Building and Grounds

Purpose:

Name: Salary Relations

Purpose:

1.4 Board Member Code of Conduct

The Board commits its members to ethical, businesslike and lawful conduct, including proper use of authority. The Board acting in its governing capacity shall have the authority and responsibility to apply these standards of conduct.

Accordingly:

1. Board members will represent the interests of the citizens of the entire school district. This accountability to the whole district supersedes any conflicting loyalty to other advocacy or interest groups. It also supersedes the personal interest of any Board member who is also a parent of a student in the district or a family member of an employee of the district.
2. Board members may not attempt to exercise individual authority over the organization.
 - a. Members' interaction with the Superintendent must recognize the lack of individual authority except when explicitly authorized by the Board.
 - b. Members' interaction with the 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. Members are encouraged to be positive in their comments to the public regarding other Board members, the Superintendent, and other staff. Board members are encouraged to personally communicate directly with the Superintendent or other Board members if they have concerns or issues with other Board members or the Superintendent, and to visit privately with those individuals. The Superintendent and/or designee may investigate the concerns or issues raised by any Board member pertaining to staff.
3. Board members shall maintain the confidentiality of issues discussed in executive session and other issues of a confidential nature. Violations of confidentiality may be subject to a fine of \$750.00 per W.S. 16-4-408.

1.5 Board Member Covenants

Board members shall maintain a system of communication and interaction that builds upon mutual respect and trust.

Accordingly, members will:

1. Strive to communicate a common vision by informing other members regarding issues, concerns and consequences of Board decisions
2. exercise honesty in all communication
3. demonstrate respect for other's opinions
4. focus on issues rather than on personalities
5. practice trust

6. maintain focus on shared goals
7. communicate in a timely manner
8. Respect decisions of the Board majority and express opposing views only in a professional manner based upon informed and as accurate information as possible
9. withhold judgment on issues until fully informed
10. seek first to understand rather than be understood
11. use executive sessions appropriately and judiciously
12. keep confidential matters confidential
13. follow the district's chain of command
14. assume a non-defensive posture, taking the initiative to communicate and ask questions for clarification
15. share information and knowledge
16. give direction as a whole, not as individuals
17. make every effort to protect the integrity and promote the positive image of the district and one another

1.6 Board Member Conflict of Interest

A conflict of interest arises when a public officer is unable to devote complete loyalty and singleness of purpose to the general public interest. The Board and its individual members will operate in a manner that will avoid situations that are a conflict of interest or have the appearance of a conflict of interest.

1. A Board member shall not have any direct financial interest in a contract with the school district, nor shall he or she furnish directly any labor or equipment to the district without disclosing his interest, removing him/herself from the room when the remainder of the Board considers the contract or purchase of materials, refrains from attempting to influence the Board in making its decision, and does not vote on the issue before the Board.
2. A Board member shall not apply for a position as an employee of the district until he/she has duly resigned his/her position on the board.
3. Board members will adhere to the Wyoming Ethics and Disclosure Act and all other applicable conflict of interest laws.
4. The Board will review the Wyoming Ethics and Disclosure Act and laws for elected officials that pertain to conflict of interest, whenever a new person comes on the board, or as needed.

1.7 Process for Addressing Board Member Violations

The Board and its members are committed to comply with the provisions of the Board's policies. In the event of a member's violation of policy, the board will seek remedy by the following process:

1. Supportive conversation in a private setting between the Board member and with two other Board members.
2. Discussion in executive session between the Board member and the full Board regarding the policy issues involved.
3. Only as a last resort, public censure of the Board member.

1.8 Development of Board Leadership Governance Policies

It is the Board's responsibility to develop Board Leadership governance policy. Accordingly, the Board will develop new policy, repeal or substantially revise existing policy.

1.9 Development of District Policies

The Board will adopt, develop, and maintain District policies for the successful operations of the district. District policies shall be developed and approved as follows:

1. Formal Introduction

Prior to consideration, all new or revised District policies must be submitted to the Board in writing.

- a. A Board member may introduce a new or revised District policy if the Board member has notified the Board Chairman in sufficient time so that the proposed policy can be placed on the agenda and each Board member can be provided with a copy of the policy.
- b. A community member, student, parent, staff member, teacher or administrator may seek introduction of a new or revised policy by discussing it with a Board member or giving it to a Board member in writing. The Board member may then at his or her discretion introduce it as provided above.

2. First Reading

Any District policy that is formally introduced shall be given a "first reading" by the Board at the scheduled time on the agenda.

If the policy fails to meet the approval of a majority of the Board, it will be eliminated from further discussion. The policy may be redrafted and resubmitted for another first reading.

If the policy, with or without amendments, meets with approval of a majority of the Board it will be placed on the agenda for the next monthly business meeting under “action items.”

3. Second Reading

A policy that is placed on the agenda to receive a second reading will have board discussion prior to board action.

4. Adoption

After the second reading, upon motion and second, the District policy may be adopted with or without amendments, by approval of a majority of the Board. If extensive or controversial amendments are necessary as determined by the Board Chairman, the policy may be rescheduled as an action item, as amended, for the next monthly business meeting of the Board and will receive another reading.

5. Form of Readings

Readings may be aloud or silent, at the discretion of the Chairman. Copies of the proposal will be provided for those attending the meeting.

Any portion of this policy may be waived by a majority vote of the Board, for good cause or in case of emergency.

1.91 Development of Administrative Regulations and Exhibits

1. The Superintendent shall provide recommendations to the Board for new, repealing, and/or revising of administrative regulations and exhibits at any regular or special board meeting.
2. The Board shall consider the Superintendent’s recommendation on new, repealing, or revising of administrative regulations and exhibits at any regular or special board meeting.
3. Upon acceptance by the Board, administrative regulations and become the operational practice for the district.

The Superintendent may deviate from approved administrative regulations and exhibits for good cause or in case of emergency. All deviations must be reported immediately to the Board officers and to the Board at the next board meeting.

2.1 GENERAL

BOARD

1. The Board's linkage to the operational organization of the district is the Superintendent, except as otherwise required by law.
2. The Board's requests and decisions, when acting as an entity, are the only requests and decisions binding on the Superintendent.
3. The Board will provide to the Superintendent written policies which define the organizational and student achievement expectations to be achieved.
4. The Board will require administrative regulations and exhibits from the Superintendent for the operation of the district.
5. The Board will on an ongoing basis, involve the community, parents/guardians, students and staff in developing expectations for the district, focused on learning and achievement, and responsive to the needs of all students.
6. The Board will invest the Superintendent with those powers and duties that are in accord with board policy and state and federal laws.
7. The Board will provide leadership on educational issues and will advocate on behalf of students and public education at the local, state and federal levels.
8. The Board will participate in professional development and commit the time and energy necessary to be informed and effective leaders.

SUPERINTENDENT

1. The Superintendent will implement Board and District policies and directives.
2. The Superintendent will recommend a comprehensive planning process for student achievement.
3. The Superintendent will coordinate the operation of the schools, supervision of the instructional programs.
4. The Superintendent will provide leadership to the Board, staff, students and community.
5. The Superintendent will identify needs of the district and report them to the Board.
6. The Superintendent will keep the Board aware of statewide and national educational developments and changes.

7. The Superintendent will take reasonable steps to avoid causing or allowing conditions, procedures, actions or decisions that are or have the potential of being unlawful, unethical, unsafe, or in violation of Board policy.
8. The Superintendent will continually upgrade his/her professional knowledge and qualifications through membership and participation in professional associations, conferences and workshops.

2.2 POLICY

BOARD

1. The Board will direct, control and inspire the district through the careful establishment of written governance policies, and District policy including administrative regulations and exhibits and district-wide student achievement expectations reflecting the Board's vision and mission. The Board's major policy focus will be on long-term benefits for students, not on the administrative or programmatic means of attaining those benefits.
2. The Board will clarify to the Superintendent the intent of the Board and actions necessary for implementation of Board policy.
3. The Board will review and evaluate the Board's governance policies, district policies, district vision and mission, and district-wide student achievement expectations on an ongoing basis.
4. The Board will adopt governance and district policies.

SUPERINTENDENT

1. The Superintendent will act as an advisor to the Board in areas needing policy development or revision.
2. The Superintendent will operate with written district policies that are consistent with law and Board policy and that ensure reasonable progress toward achieving the Board's expectations.
3. The Superintendent will maintain a current, up-to-date manual of adopted board governance policies and district policies, including administrative regulations and exhibits.
4. The Superintendent will maintain current district policies, including administrative regulations and exhibits necessary to implement the Board's Leadership Governance policies with input from staff, students, parents and other community members, as deemed appropriate.

5. The Superintendent will communicate to the Board circumstances which indicate the need to draft new or revise district policies, including administrative regulations and exhibits.
6. The superintendent may deviate from approved district policies, including administrative regulations and exhibits for good cause in case of emergency. All deviations must be reported immediately to the Board Officers and to the entire Board at the next board meeting, or as soon as possible.

2.3 MEETINGS

BOARD

1. The Board will take all actions at a public Board meeting.
2. The Board will hold all meetings, including executive sessions, in the presence of the Superintendent, or his/her designated administrator, except when his/her contract and salary are under consideration, or when due process requires he/she absent himself/herself from the meeting.
3. The Board will refrain from misuse of the executive session provisions as defined in the Public Meetings Law. Executive sessions may be convened by the Board for discussion relating to the following:
 - a. Matters relating to the employment or dismissal or other charges against district personnel;
 - b. Matters relating to litigation or proposed litigation in which the Board or School District is a party;
 - c. Consideration of the selection of a site or purchase of real estate, when publicity would cause a likelihood of an increase in price;
 - d. Consideration of the acceptance of gifts, bequests, or donations where confidentiality has been requested by the donor;
 - e. To consider or receive any information classified as confidential by law (i.e. legal advice);
 - f. Consideration of accepting or tending wage and benefit offers and to discuss term of employment during all negotiations, and
 - g. Consideration of suspension, expulsion, or disciplinary action in connection with a student. (part A-G added September 2015)
4. The Board will establish the operational procedures for meetings, using modified Roberts Rules of Order.
5. The Board will utilize work sessions as needed.
6. The Board chairman and/or vice-chairman, in consultation with the superintendent, will develop the meeting agenda.

7. Provided a quorum is physically present, a Board member may attend a meeting by video or audio conference if he or she is prevented from physically attending because of:
 - a. personal illness or disability
 - b. employment or district business, or
 - c. a family or other emergency

If a member wishes to attend a meeting by video or audio means, he or she must notify the recording secretary or Superintendent at least 24 hours before the meeting unless advance notice is impractical. The recording secretary or Superintendent will inform the Board President and make appropriate arrangements. A Board member who attends a meeting by audio or video means, as provided in this policy, may participate in all aspects of the Board meeting including voting on any item.

SUPERINTENDENT

1. The Superintendent will serve as an advisor to the Board during official meetings.
2. The Superintendent will assure compliance with all legal requirements relative to the posting of notices and maintenance of meeting records.
3. The Superintendent will assist the chairman and vice-chairman in identifying business meeting agenda items.
4. The Superintendent will give to the Board as much information as necessary in adequate time for study to allow Board members to be informed.
5. The Superintendent will implement board decisions and instructions approved by the Board and developed at the board meetings.
6. The Superintendent, in conjunction with the board chairman, will assure that board meetings, including executive sessions, meet the requirements of law.
7. The Superintendent, in conjunction with the board chairman, will schedule work sessions as required.

2.4 BUDGET/FINANCE

BOARD

1. The Board will establish priorities and parameters for the financial management of the district.
2. The Board will adopt a fiscally responsible budget based on the district's vision and mission, and regularly monitor the fiscal health of the district.
3. The Board will explore with the auditor the internal controls of the district.

SUPERINTENDENT

1. The Superintendent will prepare a detailed budget based on the Board's priorities and parameters.
2. The Superintendent will present a budget to the Board and/or budget committee for consideration and approval in a summary format that is understandable to the Board.
3. The Superintendent will administer the budget assuring that the expenditures of district funds are within the legal requirements of the budget.
4. The Superintendent shall take reasonable steps to avoid causing or allowing any fiscal condition that is inconsistent with achieving the Board's vision/expectations, disregard the Board's ultimate authority to determine financial matters of the district, place the long-term financial health of the district in jeopardy or cause a material deviation in spending from the annual budget adopted by the Board.
5. The Superintendent will not allow assets to be unprotected, inadequately maintained, inappropriately used or unnecessarily risked.
6. The Superintendent will use a competitive bidding procedure, as provided by law.

2.5 INSTRUCTION

BOARD

1. The Board will establish the philosophy, expectations, and objectives for the instructional program of the district.
2. The Board will adopt new/revised Wyoming State standards and instructional programs as necessary.
3. The Board will maintain accountability for student learning by regularly monitoring student progress.
4. The Board will regularly report to the community the status of education in the district.
5. The Board will identify and adopt graduation requirements.
6. The Board will periodically request reports from professional staff relative to assessments and instructional programs.

SUPERINTENDENT

1. The Superintendent will provide leadership to the Board and staff in the continuous development, implementation, and evaluation of the instructional program as necessary to make reasonable progress toward meeting state standards and meeting the general academic educational needs of each student in the district.
2. The Superintendent will recommend appropriate promotion standards and methods to measure their attainment.
3. The Superintendent will assign staff to instructional areas and inform the Board.
4. The Superintendent will regularly schedule presentations and reports by staff on various segments of assessments and instructional programs to the Board.
5. The Superintendent will recommend the instructional materials, textbooks and equipment to be used in the district.
6. The Superintendent will prepare a district calendar or individual school calendars for the next school year that provide the number of instructional and contract hours/days determined by the Board and include the dates for all staff in-service programs that best meets the instructional needs of the students.

2.6 PERSONNEL

BOARD

1. All authority over staff members of the district shall rest with the Superintendent and all staff members of the district shall be accountable to the Superintendent, except as otherwise provided by law. Accordingly, the Board will avoid giving instructions to persons who report directly or indirectly to the Superintendent, except as otherwise authorized or required by law.
2. The Board will monitor and annually evaluate the written job expectations of the Superintendent and ensure that the Superintendent holds district personnel accountable.
3. The Board will not, except as required by law, participate in disciplining employees other than the Superintendent.
4. The Board will not participate in interviewing or evaluating employees other than the superintendent, unless the superintendent requests participation of the Board.
5. The Board will approve the employment of certificated staff only after consideration of the recommendation of the Superintendent.
6. The Board will promote good working relations with staff through the district's chain of command.

7. Either the Superintendent or designee, or the Board may initiate the dismissal of certificated and classified staff
8. Superintendent is responsible for hiring all classified staff

SUPERINTENDENT

1. The Superintendent or designee will make a recommendation to the Board regarding the employment or dismissal of all certificated staff. Either the Superintendent or designee, or the Board may initiate the dismissal of certificated and classified staff.
2. The Superintendent or designee will make all extra-duty assignments.
3. The Superintendent will be responsible for the supervision and assignment of all employees of the district.
4. The Superintendent will establish job descriptions for all staff positions.
5. The Superintendent will serve as the Board's liaison with staff.
6. The Superintendent will take steps to avoid causing or allowing conditions, procedures, actions or decisions which are unlawful, unethical, unsafe, or in violation of Board policy in the treatment of paid and volunteer staff.
7. The Superintendent will make required background inquiries and checks prior to hiring any paid personnel who have contact with students.
8. The Superintendent will take steps to avoid causing or allowing jeopardy to the fiscal integrity of the district in any employment compensation and benefits recommendations for employees.
9. The Superintendent, with approval of the Board, will take steps to develop and implement an evaluation system that links employee performance with the district's mission statement and belief system, complies with state law and measures employee performance in terms of achieving the Board's vision.
10. The Superintendent will evaluate administrators through an annual performance plan.
11. The Superintendent will delegate authority to staff members, as appropriate.

2.7 COMMUNITY RELATIONS

BOARD

1. The Board will hold itself accountable to the citizens of the district by endeavoring to take action that supports achieving the vision, mission and expectations of the district for student achievement.
2. The Board will utilize all available avenues to acquire input from students, staff, parents, and the community as a means to link its efforts to the entire community.
3. The Board will channel all complaints and/or grievances through the Superintendent in an effort toward resolving them at the administrative level prior to board review.

SUPERINTENDENT

1. The Superintendent will inform and interpret school programs and activities and student achievement to the community.
2. The Superintendent will establish a working relationship with the news media.
3. The Superintendent will make recommendations to the Board for resolution of complaints that cannot be resolved at the administrative level.
4. The Superintendent will serve as the Board's liaison with appointed standing and advisory committees.
4. The Superintendent will avoid causing or allowing conditions, procedures, actions or decisions that are or have the potential of being unlawful, unethical, unsafe, in the treatment of students, parents and community.

2.8 LABOR RELATIONS

BOARD

1. The Board shall review the salary schedules annually, and will voluntarily meet with recognized representatives of the staff to discuss matters of salary and benefits, and other topics that are mutually agreed upon.

SUPERINTENDENT

1. The Superintendent will annually recommend guidelines and criteria for the salary discussion process for both certified and classified personnel.
2. The Superintendent will develop and recommend to the Board compensation and benefit plans that reward employees consistent with the applicable marketplace, with organizations of comparable size and type and within available resources.
3. The Superintendent will administer contracts and/or agreements as appropriate.

2.9 STUDENT SERVICES

BOARD

1. The Board will keep the district focused on learning and achievement for all students.
2. The Board will adopt district policies, including administrative regulations and exhibits for maintaining student services including admission, attendance, activities, rights and responsibilities, discipline and welfare.
3. The Board will adopt district policies, including administrative regulations and exhibits to ensure that a safe and appropriate educational environment is provided to all students.

SUPERINTENDENT

1. The Superintendent will take reasonable steps, as allowed by law, to create a school environment that is safe, conducive to the learning process and free from unnecessary disruption.
2. The Superintendent will not cause or knowingly allow any condition in the district that is or has any potential of being unsafe.
3. The Superintendent will implement board adopted district policies, including administrative regulations and exhibits to maintain high quality student services and appropriate student behavior.
4. The Superintendent will implement board adopted district policies, including administrative regulations and exhibits to deal with health and safety emergencies.
5. The Superintendent will provide for the direction and supervision of student activities.
6. The Superintendent will promote the success of all students.

3.10 FACILITIES, TRANSPORTATION, FOOD SERVICES

BOARD

1. The Board will adopt district policies, including administrative regulations and exhibits for the use of public buildings, grounds/ equipment, student transportation and food services.
2. The Board will prioritize construction, building renovation and major maintenance needs of the district as required by law.

SUPERINTENDENT

1. The Superintendent will provide for the upkeep of facilities and the maintenance of grounds and equipment.
2. The Superintendent will develop and implement long-range plans for preventive maintenance of buildings, grounds and equipment.
3. The Superintendent will implement board adopted district policies, including administrative regulations and exhibits in the supervision of public use of buildings, grounds, facilities and equipment.
4. The Superintendent will implement board adopted district policies, including administrative regulations and exhibits in the supervision of the district's transportation services and food services program.

3.1 District Vision

Caring people that lead, empower, and inspire all students to achieve excellence.

3.2 District Mission

Our commitment is to prepare each student to become a career and college ready citizen. We will partner with families and community to provide an engaging and challenging education in a safe and positive environment.



We are committed and accountable to the following beliefs....

Collaboration – We believe in the collective voice of students, staff, families, and community working toward a common goal.

Communication – We believe in meaningful communication between schools, families, and community that provides an open, honest, and concise dialogue that keeps all informed.

Engagement – We believe learners will perform at higher levels when instruction results in persistent, attentive, and committed learners.

Vision

Caring people that lead, empower, and inspire all students to achieve excellence.

Mission

Our commitment is to prepare each student to become a career and college ready citizen. We will partner with families and community to provide an engaging and challenging education in a safe and positive environment.

Goal 1: Build a Positive Culture

- Improve communication with students, staff, families, and communities.
- Ensure a safe and healthy environment.

Goal 2: Prepare All Students to Be Career and College Ready

- Develop, implement, and maintain the Guaranteed and Viable Curriculum (GVC).
- All students will be reading on grade level by the end of second grade and subsequent years.
- All students will be prepared for Algebra I by the end of 8th grade and students will demonstrate annual growth.

High Expectations – We believe in challenging and inspiring all learners to reach their maximum potential.

Instructional Design - We believe educators are designers and utilize design qualities to meet the needs and interest of the individual learner.

Relationships - We believe relationships are the foundation for creating an environment which fosters positive connections, trust, and integrity which is critical for student success.

Respect – We believe in honoring opinions and diversity while treating each other with dignity.

Safe Environment - We believe in providing a healthy school environment that is physically and emotionally safe.