

**Dayton School District
Board Operating Protocol
2017-2018
Adopted: November 14, 2017**

Dayton School Board Operating Protocol

An operating protocol defines the beliefs, values, and methods of working together. Successful organizations are the result of effective and dynamic leadership. In order to promote such leadership, we must agree on basic ways of working together- as a Board, as a Board/Superintendent Team, and as a District. For the purposes of enhancing teamwork among members of the board and between the board and administration, we the members of the Dayton School Board, do hereby publically commit ourselves collectively and individually to the following operating protocol:

Communication

- **Superintendent to the board:** The superintendent will inform the board of pertinent activities and any “newspaper worthy” news. The superintendent will use email to communicate routine matters to the board weekly. During crisis situations, the superintendent will send an email alert and text/phone messages beginning with the board chair. The superintendent will communicate individual board questions/concerns/responses to the entire board in the weekly notes or at upcoming board meetings.
- **Board to superintendent:** Communication between staff and the board are encouraged. Board members are encouraged to inform the superintendent of any communications they receive from district patrons (positive or negative). The superintendent takes direction from the board as a whole- individual board members should refrain from making requests of the superintendent. Board requests that will likely require considerable time or have political implications are to be directed to the board chair and/or superintendent. All personnel complaints and criticisms received by the board or its individual members will be directed to the superintendent.
- Board members and the superintendent will meet periodically face-to-face in a one-on-one format to ensure a quality board superintendent relationship as well as to create open communication.
- **Board to other district administrators/employees:** Board members are encouraged to channel formal communications to district administrators or other employees through the superintendent. Individual board members shall not give directives to any school administrator or employee, publically or privately.
- We agree to follow the chain of command and insist others do so. The last stop, not the first, will be the board. While the board is eager to listen to its constituents and staff, each inquiry is to be referred to the person who can best address the issue. This process honors the role and responsibilities of those closest to the situation.
- **Board to board:** Board members will always abstain from conducting board business or decision-making outside of board meetings or executive sessions.

Meetings

- Surprises to the board or superintendent will be the exception, not the rule. There should be no surprises at a board meeting. We agree to ask the board chair or the superintendent to place an item on the agenda instead of bringing it up unexpectedly at the meeting.
- The superintendent and staff will prepare the board meeting agenda in advance with the board chair. Ideas for discussion- from either board members or staff- should be brought to the attention of the board chair and superintendent during the board planning time.
- Board members and staff should be prepared for meetings by reading materials prior to the meetings and when possible, concerns or clarification should be made prior to the meeting so additional information and/or materials can be provided to the entire board for discussion during the meeting.

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- As a parent, a board member retains the right to express his or her own personal opinions in verbal and/or written form.
- To be as efficient as possible, long board meetings must be avoided. Points to be made should be stated in as few words as possible. Board meetings are for decision-making, action, and votes, not endless discussion. If a board member believes he or she doesn't have enough information or has questions, either the superintendent or board chair is to be called before the meeting. We agree to move forward when discussion is repetitive.

Decision Making

- **In order to formulate and execute sound decisions, we agree to:**
 - Resolve problems at the lowest level possible following the chain of command.
 - Clearly communicate decisions.
 - Build a point of reevaluation into decisions.
 - Provide input from all concerned.
 - Make decisions consistent with our expressed goals.
 - Move to question when the discussion is repetitive.
 - Utilize Executive Session for only appropriate subjects.
- The board will address its behavior by yearly self-evaluation and will set clear goals for themselves and the superintendent. The board and superintendent will set clear priorities and goals for the Dayton School District.
- The board will emphasize planning, policy making, and public relations rather than becoming involved in the management of schools.
- Individual board members do not have authority. Only the board as a whole has authority. We agree that an individual board member will not take unilateral action.
- When board members serve on various committees their role shall be defined by the board as a silent observer or active participant.
- A board member will not “solicit an issue,” become a “ball carrier” for others, or work around administrative employees. A board member will encourage others to present their own issues, problems, or proposals in a constructive manner.
- Conduct by the board will follow Policy BBF- Board Member Standards of Conduct. We agree to avoid words that create a negative impression on an individual, the board, or the district. While we wish to encourage debate and differing points of view, we will do it with care and respect. Individual board members may disagree with a board action, but will support the decision of the board as a whole.

We will work collectively for the benefit of students in the district, agree to keep children at the focus of our work, and will ensure an open, inclusive, and safe learning environment for all.

Some material excerpted from Carson and Eller's 2009 book, So Now You're the Superintendent!