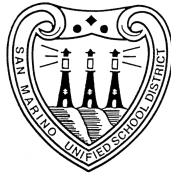


San Marino Unified School District



INTRODUCTION

The San Marino Unified School District Board of Education and Superintendent strive to function together as a highly effective and cohesive governance team. As a high-performing governance team, San Marino Unified board members invest in the structures and practices that address changing circumstances. Protocols and procedures are tools to strengthen the growth capacity of the leadership team to engage in a constructive and positive relationship. It is grounded in a mutual understanding of the respective roles and responsibilities of the Board and the Superintendent in order to provide transparency and stability for the District. Board members are elected to serve as representatives of the San Marino community to ensure our schools educate students in accordance with the wishes of the local community. Individual board members do not have authority. The only authority to direct action rests with the body as a whole and it takes a consensus or a majority of the board members to establish purposeful direction. Outside of meetings, individual members operate as advocates for student achievement and as role models in the community. The full Board gives direction to the Superintendent at Board meetings. Individual board members do not have the authority to direct the Superintendent. Just as board members should govern and not manage the school district, the Superintendent should not administer the district in isolation from the representatives whom the public has entrusted with its schools. During the June 2, 2023 Board planning summit, the San Marino Unified School District Governance team members discussed and established the following communication norms/protocols.

Discussed: June 2, 2023

Adopted: June 27, 2023

Board and Superintendent Communication Protocols

Background

Effective governance makes a significant difference in achieving the long-term success of any school district. The Board and Superintendent together are committed to the most effective and efficient working relationship possible for the success of the governance team. The adopted protocols guide the Board and Superintendent's work, so all parties are positioned to devote their full attention to the equity, excellence, and achievement of our students.

Purpose

The Board of Education is the educational policy-making body for the District, serving as leaders in the community and conducting business during publicly scheduled meetings of the board. To effectively meet the District's challenges, the Board and Superintendent must function together cohesively as a leadership team. To ensure the collective effectiveness of the team, operating procedures, or protocols, must be in place. Below is a summary of the role of the board and general protocols related to those specific to the work of the Board and Superintendent.

In accordance with Board Bylaw 9000, the Board and Superintendent will:

1. Set the direction for the District through a process that involves the community, parents/guardians, students, and staff and is focused on student learning and achievement
2. Establish an effective and efficient organizational structure for the District by:
 - a. Employing the Superintendent and setting policy for hiring other personnel
 - b. Overseeing the development and adoption of policies
 - c. Establishing academic expectations and adopting the curriculum and instructional materials
 - d. Establishing and adopting budget priorities and adopting the budget
 - e. Providing safe, adequate facilities that support the District's instructional program
 - f. Setting the District's position for negotiations with employee organizations and entering into collective bargaining agreements
3. Provide support to the Superintendent and staff as they carry out the Board's direction by:

- a. Establishing and adhering to standards of responsible governance
- b. Making decisions and providing resources that establish and support District priorities and goals
- c. Upholding Board policies
- d. Being knowledgeable about District programs and efforts in order to serve as effective spokespersons

4. Ensuring accountability to the public for the performance of the District's schools by:

- a. Evaluating the Superintendent and setting policy for the evaluation of other personnel
- b. Monitoring and evaluating the effectiveness of policies
- c. Serving as a judicial (hearing) and appeals body in accordance with the law, Board policies, and negotiated agreements
- d. Monitoring student achievement and program effectiveness and requiring program changes as necessary
- e. Monitoring and adjusting District finances
- f. Monitoring the collective bargaining process

5. Providing community leadership and advocacy on behalf of students, the District's educational program, and public education in order to build support within the local community and at the state and national levels.

	Communication Protocols
1.	The Board president will read a statement at the beginning of every meeting that makes clear to members of the public that board meetings exist for the purpose of conducting board business and all public comments made during the meeting will be heard by the Board but will not be responded to as a matter of protocol.
2.	Individual Board member requests for official information shall be routed directly to the Superintendent. Boards function best when all members are equally informed and as such the Superintendent will reply to all board members with email/ text questions asked and the responses provided.

	Communication Protocols
3.	Any individual Board member request that requires other than incidental staff time or any district resources to respond shall be referred to the full board for discussion/action.
4.	During the Board Member Communication Section of the agenda, each board member assigned to a Board appointed committee shall keep their remarks to 2 minutes and shall use this time to report on the status of the committee(s). Additional time shall be allotted as needed.
5.	Uphold the legal requirement for confidentiality on all matters arising from Board Meeting Closed Sessions; and keep all conversations taking place in Closed Sessions and other areas restricted by the Brown Act absolutely confidential.
6.	Refer all complaints about personnel to the Superintendent for handling.
7.	The Board will inform the Superintendent in advance of any items to be discussed at a meeting that is not agendized.
8.	The Superintendent will inform the Board as far in advance as is practical about any issue that may arise during an upcoming Board meeting.
9.	Understand the distinction between Board and staff roles, and respect the role of the Board as the representative of the community.
10.	As time permits, visit school sites and attend school functions, but avoid interrupting instruction or interrupting employees at work.
11.	Support decisions of the majority after honoring the right of individual members to express opposing viewpoints and to vote their convictions.
12.	Communicate directly with the Superintendent as appropriate whenever a staff member, student, parent, or community member raises a question or concern and direct people to communicate to the appropriate person closest to the situation.
13.	Contact the Superintendent whenever contacted by the media regarding an incident, event, or agenda item.
14.	Represent the Board, as much as possible, by attending each of the four school's events and community functions.
15.	Communicate the common vision and annual, measurable goals.