

# TABLE OF CONTENTS

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# Purpose of Manual

The purpose of the Albemarle County School Board Governance Manual is to provide a structure for Board members to work together to meet the goals and objectives of the School Division and the community.

Good governance is a set of responsibilities, practices, policies, and procedures providing direction to ensure that the School Division's strategic goals are achieved. Good governance can:

- Create a responsive system of management, including efficient utilization of resources;
- Allow for more active participation of internal and external stakeholders;
- Create greater transparency in all School Division activities, information, finances, policies and procedures;
- Strengthen accountability; and
- Allow for more open communication among stakeholders.

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# School Board and School Division Overview

## Vision

All learners believe in their power to embrace learning, to excel, and to own their future.

## Mission

The core purpose of Albemarle County Public Schools is to establish a community of learners and learning, through relationships, relevance and rigor, one student at a time.

## Core Values

### Excellence

We believe in meaningful learning that stretches people to the frontiers and boundaries of their abilities.

### Young People

We believe young people deserve the best we have to offer. Each individual child is capable and has the right to safety, mutual respect, and learning.

### Community

We believe in our collective responsibility to work together in a cooperative effort to achieve common goals by building communities of practice, establishing a high-quality learning community, and listening to the community.

### Respect

We believe in treating all individuals with honor and dignity.

## Student Centered Goal

All Albemarle County Public Schools students will graduate having actively mastered the lifelong-learning skills they need to succeed as 21st century learners, workers and citizens.

## Strategic Priorities

The 2019/2020 Strategic Priorities are:

- Identify and remove practices that perpetuate the achievement gap. - By December 1, identify practices that have demonstrated elimination of the achievement gap; By Sept. 30, staff will have evaluated and presented to the board the equity dashboard and present target achievement goals.
- Create a culture of high expectations for all. o By September 30, create a definition of high expectations or revise/strike the priority.
- Maximize opportunities for students at all levels to identify and develop personal interests. o Development of a student interest survey(s) for students in all levels by September 30 for presentation, input and approval from the Board.

# School Board Governance Policies, Regulations and Procedures

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## Role of the School Board

The School Board works in partnership with the Superintendent in developing a common vision for the School Division. The School Board sets the policy direction for the School Division based on this vision.

The specific responsibilities of the School Board include the following:

- Establish and communicate a clear vision, mission, goals and Strategic Plan.
- Ensure school laws are properly explained, enforced, and observed.
- Provide for the erecting, furnishing, and equipping of school buildings and the maintenance thereof.
- Provide for the consolidation of schools or redistricting of school boundaries as deemed necessary.
- Operate and maintain the public schools in the School Division and determine the length of the school calendar.
- Approve the curriculum and learning resources used in the School Division.
- Establish instructional and management priorities to support the achievement of the School Division's vision, mission, and goals.
- Develop and adopt policies that determine the operation of the Albemarle County Public Schools.
- Recruit, hire, evaluate the Superintendent
- Adopt an annual budget
- Ensure that all funds are accurately accounted for according to the adopted budget.
- Establish policies governing salaries and salary schedules, terms and conditions of employment, fringe benefits, leave, professional development, and equitable evaluation for all employees.
- Act on personnel recommendations of the Superintendent and enter into contract with such personnel as required by law.
- Communicate with various constituencies to receive input and gather support for public education
- Act as final adjudicator as delineated by policy, federal and state regulations, and statutes.

## Members

The School Board is composed of seven elected members. One member is elected from each magisterial district within Albemarle County, and one member is elected from Albemarle County at-large.

The term of each member shall be four years. No employee of the School Board may serve on the School Board.

## Officers

The officers of the School Board are the Chair and the Vice-Chair. The Chair and the Vice-Chair are elected annually at the January organizational meeting of the School Board.

The duties of the Chair are to preside at all meetings of the School Board, to perform other duties as may be prescribed by law or by action of the School Board, and to sign all legal documents approved by the School Board.

The Chair, as a member of the School Board, has a vote on all matters before the School Board which come to a vote.

The Vice-Chair, if present, shall preside in the absence of the Chair, and is empowered to act in all matters in case of the absence or inability of the Chair to act or as provided by resolution of the School Board.

## Committees of the School Board

There shall be no standing committees of the Albemarle County School Board except a Discipline Committee and a Legislative Action Committee. Special committees may be appointed by the Chair or created by School Board action. These committees shall be appointed or created for a specific purpose and shall expire upon completion of the assigned task unless School Board action authorizes temporary continuance of such committees. The work of special committees shall be confined to their specific assignments, and they shall have only such authority as the Board directs. They shall make their reports directly to the Board as a whole.

At the annual meeting of the School Board, members of the Board are appointed to serve as liaisons to specific committees or boards. The following are the committees that have Board members appointed to at the annual organizational meeting:

**Piedmont Regional Education Program:** *The Piedmont Regional Education Program (PREP) is governed by a Joint Board consisting of a representative from each School Board of each participating school division. The School Board shall elect from its membership at the annual organizational meeting one (1) member to serve for a term of one (1) year on the PREP Board. An alternate School Board member from each local school district will be elected and will serve as a voting member in the absence of the elected School Board member.*

**Charlottesville-Albemarle Technical Education Center:** *The Albemarle County School Board shall elect from its membership each year at the annual organizational meeting one (1) member to serve for a term of three (3) years as the Board's representative on the Center Board of the Charlottesville-Albemarle Technical Education Center.*

**Capital Improvements Program Advisory Committee:** *The Oversight Committee reviews the Technical Review Committee's recommendations and adjusts the projects as necessary. The Oversight Committee provides a recommended CIP and CNA to the County Executive. The charge of the Oversight Committee is to assist the County in the CIP process by reviewing and evaluating the recommended CIP brought forward by the CIP Technical Review Committee. The Committee will assure that the proposed CIP projects are aligned with County policies, established priorities, guiding principles and long-term vision, as defined in the County's Strategic Plan. The Committee will also assure that the recommended five-year CIP is aligned with approved financial policies and the County's financial stability is maintained through the prudent use of its revenues. The CIP Oversight Committee will report its recommendations directly to the County Executive.*

**Audit Committee:** *The Audit Committee is a committee of the Board of Supervisors. Its primary function is to assist the Board in carrying out its oversight responsibilities by reviewing financial information provided in the County's Annual Financial Report.*

*Membership on the committee consists of two members of the Board of Supervisors, one member of the School Board (appointed by the School Board), County Executive or designee, Director of Finance, and Superintendent of Schools or designee.*

**Public Education Foundation of Charlottesville-Albemarle:** *The Public Education Foundation of Charlottesville-Albemarle is a community-based, non-profit organization dedicated to enhancing the quality of teaching and learning in our public schools. The Foundation (PEF) is a unique collaboration*

*between the City of Charlottesville and Albemarle County School systems and will comprise four committee-advised funds:*

- *A dedicated fund in support of initiatives for the City of Charlottesville*
- *A dedicated fund in support of initiatives for the County of Albemarle*
- *The Innovation Fund, supporting joint initiatives with system-wide impact, including the Innovation Institute*
- *The Vision Fund that will support the PEF mission and operations*

*Membership on the committee includes a School Board member from each school division.*

**School Board Discipline Committee:** *The Discipline Committee is authorized to act on behalf of the full School Board to impose long-term suspensions and expulsions, review long-term suspensions imposed by the Disciplinary Hearing Officer, and to review petitions for readmission after expulsion, all in accordance with this policy and Virginia Code §§22.1-277.05 and 22.1-277.06. In the event that School Board members who are not regular or alternate members of the Discipline Committee attend any discipline hearing of the Discipline Committee, the hearing shall be conducted as a hearing of the full School Board. Meets typically on the fourth Monday of the month at 5:30 p.m. as needed for discipline cases. Three Board members serve on this committee.*

**Legislative Committee:** *The committee meets to review and develop the legislative agenda for the Division. Meetings are scheduled as needed. Two Board members serve on this committee.*

**Thomas Jefferson Adult and Career Education Regional Program:** *The goal of the program is to provide quality services and convenient access to adult education. Through strong community partnerships, we strive to offer the best instruction to area adults in GED Preparation and English for Speakers of Other Languages—ESOL instruction. One board member is appointed to serve on the board.*

**New School Board Member Orientation:** *This committee meets on an as needed basis to develop and plan orientation materials and meetings for newly elected or newly appointed School Board members. Two or three Board members serve on this committee.*

**Communications Committee:** *The communications committee works in partnership with the Public Affairs and Strategic Communications Officer to review and make suggestions for communication activities within the Division.*



## Advisory Committees to the School Board

The School Board may appoint advisory councils or committees of citizens of the school division for consultation regarding specific matters pertaining to local schools. In addition, pursuant to Board of Education regulations, the School Board establishes advisory committees for the following programs: special education and career and technical education. In addition, the School Board establishes the following committees: School Health Advisory Board, Long Range Planning Advisory Committee, Gifted Education Advisory Committee, and Charter Schools Review Committee. These committees/boards shall serve without compensation.

The terms of office for these committees/boards shall be two years, coinciding, when possible, with the middle or end of the School Board member four-year terms of office if the appointment is made based on magisterial district. At the completion of the first two-year term, a Board member may, at his/her discretion and with the concurrence of the whole Board, automatically reappoint a citizen to a second two-year term without advertising the appointment. No appointee may serve for more than four consecutive years without the appointment being advertised to the general public.

Following are descriptions of the major existing advisory committees to the School Board:

### **A. Charter Schools Review Committee**

The Charter Schools Review Committee consists of five non-staff positions open to county citizens and appointed by the School Board. The five committee members shall include three community members, one local business representative and one qualified educator with specific knowledge of charter schools. The Charter School Review Committee reviews charter school applications, conducts applicant interviews, and makes recommendations to the School Board. The Committee will be convened upon receipt of Charter School applications and meet, as necessary, to carry out the responsibilities designated in Albemarle County School Board Policy LC and to prepare recommendations on Charter School applications to the School Board.

### **B. Gifted Education Advisory Committee**

A Gifted Education Advisory Committee will be established. The Gifted Education Advisory Committee will annually review the local plan for the education of gifted students, including revisions, and determine the extent to which the plan for the previous year was implemented. The comments and recommendations of the Committee will be submitted in writing to directly to the School Board and Superintendent. The Committee will reflect the ethnic and geographical composition of the school division.

### **C. Long Range Planning Advisory Committee**

A Long Range Planning Advisory Committee (LRPAC) will be comprised of twelve citizens: seven appointed by the School Board selected by each School Board member from his/her

constituency; four at-large representatives selected by the Superintendent; and one at-large member based upon the recommendation(s) of the Equity and Diversity Committee. Non-voting staff participants will also meet with the LRPAC, including the Director of Building Services and any other staff representatives deemed necessary by the committee from departments such as Transportation, Building Services, the School Board Office, Superintendent's Office, County Community Development, Fiscal Services, & DART. No committee members may be current Division employees. The committee will inform and advise the Superintendent and School Board in the development of comprehensive, long-term plans for facilities needs in the most effective and efficient way and in support of the School Division's Strategic Plan. Issues which may be considered by the committee shall include, but not be limited to: school program capacity, enrollment and projections, transportation and operating efficiencies related to facilities planning, Capital Improvement Program (CIP) prioritization, creative financing and construction strategies, scope of renovations, school closures and new schools, student accommodation planning (building additions/modular relocations/review of school boundaries), and the future of "learning spaces" as influenced by technology and other dynamic fields. The committee will meet on a quarterly basis at a minimum, will provide quarterly briefings at School Board work sessions, and will prepare and submit an annual report to the School Board. More information concerning the LRPAC may be found in Policy FB, *Facilities Planning*.

#### **D. School Health Advisory Board**

A School Health Advisory Board (SHAB) will be established. The SHAB will be comprised of no more than twenty members. The members will include broad-based community representation, including parents, students, health professional, educators, and others. The SHAB will assist with the development of health policy in the school division and the evaluation of the status of school health, health education, the school environment, and health services. The SHAB will hold meetings at least semi-annually and will annually report on the status and needs of student health in the division to any relevant school, the School Board, the Virginia Department of Health, and the Virginia Department of Education.

The School Board may request that the SHAB recommend to the School Board procedures relating to children with acute or chronic illnesses or conditions, including, but not limited to, appropriate emergency procedures for any life-threatening conditions and designation of school personnel to implement the appropriate emergency procedures.

## School Board Member Code of Conduct

The School Board annually adopts the VSBA Code of Conduct for School Board Members.

### VSBA Code of Conduct for School Board Members

As a member of my local school board, I will strive to be an advocate for students and to improve public education and to that end:

1. I will have integrity in all matters and support the full development of all children and the welfare of the community, Commonwealth and Nation.
2. I will attend scheduled board meetings.
3. I will come to board meetings informed concerning the issues under consideration.
4. I will make policy decisions based on the available facts and appropriate public input.
5. I will delegate authority for the administration of the schools to the Superintendent, and establish a process for accountability of administrators.
6. I will encourage individual board member expression of opinion and establish an open, two-way communication process with all segments of the community.
7. I will communicate, in accordance with board policies, public reaction and opinion regarding board policies and school programs to the full board and Superintendent.
8. I will bring about desired changes through legal and ethical procedures, upholding and enforcing all laws, state regulations, and court orders pertaining to schools.
9. I will refrain from using the board position for personal or partisan gain and avoid any conflict of interest or the appearance of impropriety.
10. I will respect the confidentiality of privileged information and make no individual decisions or commitments that might compromise the board or administration.
11. I will be informed about current educational issues through individual study and participation in appropriate programs, such as those sponsored by my state and national school boards associations.
12. I will always remember that the foremost concern of the board is to improve and enhance the teaching and learning experience for all students in the public schools of Virginia.

Therefore, I will always strive to demonstrate appropriate behavior/conduct as a public school board member. (Each member of this school board voting to adopt this Code should sign.)

## Role and Responsibilities of the Chair

### The School Board Chair:

- Presides over School Board meetings.
- Ensures that the business of the School Board is conducted in a timely, orderly and succinct manner.
- Ensures open and fair discussion among School Board members allowing for each to have the opportunity to provide input and express ideas or opinions.
- Ensures that the evaluation of the Superintendent takes place at least annually.
- Works with other School Board members and the Superintendent to develop a retreat agenda and schedules at least one retreat each year.
- Represents the School Board's position on inquiries from the media or delegates this responsibility when appropriate.
- Speak at Division-wide events.
- Signs all documents requiring the approval of the School Board.
- Responds to correspondence sent to the entire School Board.

## Board Meeting Types

The School Board transacts all public business at School Board meetings. The School Board does not vote by secret or written ballot. However, nothing prohibits separately contacting the membership, or any part thereof, of the School Board for the purpose of ascertaining a member's position with respect to the transaction of public business, whether such contact is done in person, by telephone or by electronic communication, provided the contact is done on a basis that does not constitute a meeting under the Virginia Freedom of Information Act.

All meetings of the School Board are open to the public, except as otherwise permitted by law.

No meeting is conducted through telephonic, video, electronic or other communication means where the members are not physically assembled to discuss or transact public business, except as provided in Policy BDD, Electronic Participation in Meetings from Remote Locations.

The School Board gives notice of its meetings in accordance with Policy BDDA, Notification of School Board Meetings. At least one copy of all agenda packets and, unless exempt, all materials furnished to the members of the School Board for a meeting are made available for public inspection at the same time such documents are furnished to the members of the School Board.

Any person may photograph, film, record or otherwise reproduce any portion of an open meeting. The School Board may adopt rules governing the placement and use of equipment necessary for broadcasting, photographing, filming or recording a meeting to prevent interference with the proceedings, but does not prohibit or otherwise prevent any person from photographing, filming, recording, or otherwise reproducing any portion of an open meeting. The School Board does not conduct any open meeting in any building or facility where such recording devices are prohibited

### Types of Meetings

**Annual Organizational Meeting:** The annual meeting of the School Board shall be the first meeting in January, at which time officers shall be elected. Actions may be taken to elect a Chair and Vice-Chair; to appoint a clerk; and to adopt Board meeting calendar for the calendar year.

**Business Meetings:** The time and date for business meetings are set at the annual organizational meeting. The time, date and location of a business meeting may be changed provided that every member is notified and due notice is given to the public in accordance with the law. All meetings are open to the public except when the School Board is in closed meeting. Notice of all meetings will be given in accordance with Policy BDDA, Notification of School Board Meetings.

**Work Sessions:** Work sessions are held to provide the Board with in-depth information and discussion on an identified topic. Work sessions are held the second meeting of each month as noted on the adopted Board meeting calendar at the annual organizational meeting.

**Special Meetings:** The School Board may hold special meetings when necessary. These meetings are held when called by the Chair or when requested by two or more members of the Board or Superintendent. Special meetings may be called provided each member is duly notified, or a reasonable attempt has been made to notify each member. Notice, reasonable under the circumstances, shall be given to the public and the media at the same time the notice is provided to members of the School Board.

**Closed Meetings:** School Boards may conduct closed meetings in accordance with Virginia Code § 2.2-3711.A and the Virginia Freedom of Information under the following subsections:

1. Discussion, consideration or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining or resignation of specific public officers, appointees or employees of the School Board; and evaluation of performance of departments or individual schools where such evaluation will necessarily involve discussion of the performance of specific individuals. Any teacher shall be permitted to be present during a closed meeting in which there is a discussion or consideration of a disciplinary matter that involves the teacher and some student and the student involved in the matter is present, provided the teacher makes a written request to be present to the Chair or other presiding officer of the School Board.
2. Discussion or consideration of admission or disciplinary matters or any other matters that would involve the disclosure of information contained in an education record concerning any student in Albemarle County Schools. However, any such student, legal counsel and, if the student is a minor, the student's parents or legal guardians shall be permitted to be present during the taking of testimony or presentation of evidence at a closed meeting, if such student, parents or guardians so request in writing and such request is submitted to the Chair or other presiding officer of the School Board.
3. Discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the School Board or other public body.
4. The protection of the privacy of individuals in personal matters not related to public business.
5. Discussion concerning a prospective business or industry or the expansion of an existing business or industry where no previous announcement has been made of the business' or industry's interest in locating or expanding its facilities in the community.

6. Discussion or consideration of the investment of public funds where competition or bargaining is involved, where if made public initially, the financial interest of the School Board would be adversely affected.
7. Consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the School Board; and consultation with legal counsel employed or retained by the School Board regarding specific legal matters requiring the provision of legal advice by such counsel. For the purposes of this subsection, "*probable litigation*" means litigation that has been specifically threatened or on which the School Board or its legal counsel has a reasonable basis to believe will be commenced by or against a known party. The closure of a meeting is not permitted merely because an attorney representing the School Board is in attendance or is consulted on a matter.
8. Discussion or consideration of honorary degrees or special awards.
9. Discussion or consideration of tests or examinations or other records excluded from public disclosure pursuant to Va. Code §2.2-3705.1.
10. Discussion of strategy with respect to the negotiation of a hazardous waste siting agreement or to consider the terms, conditions, and provisions of a hazardous waste siting agreement if the School Board in open meeting finds that an open meeting will have an adverse effect upon the negotiating position of the School Board or the establishment of the terms, conditions and provisions of the siting agreement, or both. All discussions with the applicant or its representatives may be conducted in a closed meeting.
11. Discussion or consideration of medical and mental health records excluded from disclosure under Va. Code § 2.2-3705.5.
12. Discussion of plans to protect public safety as it relates to terrorist activity or specific cyber security threats or vulnerabilities and briefings by staff members, legal counsel, or law-enforcement or emergency service officials concerning actions taken to respond to such matters or a related threat to public safety; discussion of records excluded from mandatory disclosure pursuant to subdivision 3 or 4 of Va. Code § 2.2-3705.2 where discussion in an open meeting would jeopardize the safety of any person or the security of any facility, building, structure, information technology system or software program; or discussion of reports or plans related to the security of any School Board facility, building or structure, or the safety or persons using such facility, building or structure.
13. Discussion or consideration of records excluded from mandatory disclosure pursuant to subdivision 11 of Va. Code § 2.2-3705.6 (the Public Private Education Facilities and Infrastructure Act) by the School Board or any independent review panel appointed to review information and advise the School Board concerning such records.
14. Discussion of the award of a public contract involving the expenditure of public funds, including interviews of bidders or offerors, and discussion of the terms or scope of such contract, where discussion in an open session would adversely affect the bargaining position or negotiating strategy of the School Board.

**Public Hearings:** The School Board may convene a public hearing as needed, with notice given in accordance with law.

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## Board Meeting Protocols

### Meeting Procedures

1. **Quorum:** The Chair, or in his/her absence the Vice-Chair, or in his/her absence a member elected by the members present shall call the meeting to order at the appointed time and place. At any meeting of the School Board, a majority of the members shall constitute a quorum for the purpose of convening the meeting.
2. **Parliamentary Procedure:** The School Board shall observe Robert's Rules of Order for small boards, as amended, except as otherwise provided by these policies or by law.
3. **Agenda:** An agenda for each School Board meeting will be prepared under the direction of the School Board Chair and Vice-Chair in consultation with the Superintendent. School Board members wanting to have an item included on the agenda should contact either the School Board Chair or the clerk with the request. The agenda and supporting documents will be made available to the School Board and the public through ElectronicSchoolBoard ten days in advance of the meeting.
4. **Voting:** The official vote on all decisions shall be recorded in the official minutes of the meeting. The minutes of the meeting shall reflect the method and result of all votes. No votes are taken by secret or written ballot. In any case in which there is a tie vote of the School Board when all members are not present, the question shall be passed by until the next meeting when it shall again be voted upon, even though all members are not present. Any tie on a second vote shall defeat the motion, resolution, or issue voted upon. However, a tie vote on a motion does not preclude introduction of a substitute motion. In the event of a tie vote when all the members of the school board are present, the proceedings thereon shall conform to the requirements of Code of Virginia §22.1-75.
5. **Public Notification of Meetings:** The School Board and any committees thereof shall give notice of the date, time, and location of their regular meetings by placing a notice in a prominent public location at which notices are regularly posted and in the office of the clerk of the School Board at least three working days prior to the meeting. In addition, the School Board and any committees thereof shall publish notice of their meetings by electronic means whenever feasible. Notice, reasonable under the circumstance, of special or emergency meetings shall be provided at the same time it is given to members of the School Board or committee.

**INTENTIONALLY LEFT BLANK SINCE THE BOARD IS DISCUSSING  
ITS EVALUATION PROCESS**

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## Creating and Sustaining a Positive Culture

(Provided by Chesterfield County Public Schools)

### **Norms for Building and Sustaining Trust Among Board Members:**

Building and sustaining trust among members of our team requires that we take the time to develop relationships with each other and recognize that we each have different opinions and styles. Trust requires constant nurturing and energy and the acceptance of honest mistakes.

#### **We Will Be Respectful of Each Other:**

- Listen actively when others are speaking.
- Be honest and tell the truth – saying what we mean and meaning what we say.
- Recognize and accept differences of opinion and style.
- Value and build upon each other's ideas and opinions.
- Extend courtesy and kindness to each other.
- Follow through on our commitments.
- Be consistently authentic and sincere.
- Treat everyone who comes before the Board with respect.

#### **We Will Communicate:**

- Each of us will provide timely and direct communication when we hear rumors, or concerns (following protocol) so that all members of the team have the same information.
- The Superintendent will distribute information to all team members equally.
- All Board members will receive the answers when one Board member asks a question that is responded to by staff.
- Trust in the good intentions and honesty of each other.
- Give feedback to others respectfully – receive respectful feedback gracefully.
- Let the Superintendent know the questions that will be asked during the Board meeting so staff has the time to prepare a response.

#### **We Will Engage in Positive Decision-Making:**

- Make sure that decisions are based on principle – not our own self-interest.
- Agree to disagree courteously and not take things personally.
- Provide equal access to all information involving the action item that is being considered.
- Bring ideas, issues and concerns to that table.

# School Board/Superintendent Relationship

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## Qualifications for Superintendent

The candidate for Superintendent shall meet those minimum qualifications as set forth by the Commonwealth of Virginia and the State Board of Education. The applicant shall have had a minimum of five years of full-time experience in administration and/or supervision in public schools, two years of which shall have been in a principalship. A portion of professional education or experience shall have been within a period of five years immediately prior to the application.

Preference shall be given to those applicants whose experience and education demonstrate proven competence with instruction, planning and management, and communication.

Eligibility shall be limited to individuals whose records indicate they possess the following attributes:

- Good character
- Management and fiscal capabilities
- Leadership
- Knowledge of school law
- Thorough knowledge of academic, vocational, and special education.
- Awareness of current educational trends/strategies.

## Role and Responsibilities of the Superintendent

The Superintendent works in partnership with the Board in developing a common vision for the School Division. The Superintendent serves as chief executive officer and provides direction through subordinate executives for the daily operation of the school system.

The Superintendent of Schools works under the policy direction of the Albemarle County School Board. The Superintendent is responsible to the School Board for the performance of all divisions and departments of the system. Authority vested in the Superintendent may be delegated to subordinates except as may otherwise be prescribed by the Commonwealth of Virginia or local School Board policy. The Superintendent shall define the school systems organizational structure. The Superintendent is the chief fiscal officer of the School Division and is responsible for the performance of the school system within the budget approved by the School Board.

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## Appointment and Term of the School Division Superintendent

The School Board appoints the Division Superintendent from a list of eligible candidates certified by the Board of Education and determines the term of employment. The Superintendent's term expires on June 30. The Superintendent serves an initial term of not less than two years nor more than four years. At the expiration of the initial term, the Superintendent is eligible to hold office for the term specified by the School Board, not to exceed four years.

If the School Board fails to appoint a division Superintendent within 180 days of a vacancy, the Virginia Board of Education will appoint a Superintendent for the division. If the School Board has not appointed a Superintendent within 120 days of a vacancy, it will submit a written report to the Superintendent of Public Instruction demonstrating its efforts to make an appointment and containing a status report with a timeline for making the appointment prior to the 180-day deadline. If the School Board does not appoint a Superintendent within 180 days of a vacancy, it will immediately notify the Virginia Board of Education, in writing, of its failure to do so. Within 30 days of the 180<sup>th</sup> day after the vacancy occurs, the School Board will submit, in writing, its preferred candidate(s), not to exceed three, for the position. The Virginia Board of Education may consider these candidates and other eligible individuals. The Virginia Board of Education may authorize the State Superintendent of Public Instruction to conduct the search for a division Superintendent.

If the Virginia Board of Education appoints a Superintendent, the contract for the Superintendent will be negotiated by the School Board.

## School Board/Superintendent General Operating Procedures

The Albemarle County School Board and the Superintendent are bound in a partnership of mutual trust and vision. Together, the Superintendent and School Board take primary responsibility for ensuring that Albemarle County Public Schools (“ACPS”) are an effective school division. The School Board establishes the vision, mission, core values, goal(s), and strategic objectives for the School Division and develops policies in alignment with division objectives and the Virginia Code. The Superintendent is the official representative of the School Board as its Chief Administrative Officer and carries out the day-to-day business affairs of ACPS. These procedures facilitate the collaborative relationship between the School Board and Superintendent while maintaining the policy focus of the School Board and the operational focus of the Superintendent.

1. **Day-to-Day Operations and Decision- Making of the Organization (ACPS):** The Superintendent will provide direction and leadership consistent with section two of his contract (Duties) which outlines specific duties and responsibilities the Board has charged the Superintendent to perform, and others that may be assigned to him by the Board from time to time. As such, he will maintain open lines of communication with the Division's senior administrative staff and the Board in carrying out such duties and responsibilities associated with the Office of the Superintendent.
2. **School Board Meetings:** In consultation with the Superintendent, the Board Chair will prepare the Board agendas. To assist the Board Chair in the facilitation of a productive Board meeting with appropriate decorum, the Superintendent will contact members of the Board (as needed) prior to the meeting to determine whether additional information is needed to support an agenda item or clarification is needed. The intent is to facilitate informed discussion and decision-making. If a person addresses the Board during Public Comment with requests for specific information, the Superintendent will ensure the question is referred to the appropriate staff member. Information that is provided to the patron pursuant to such request will also be provided to the Board in the Superintendent’s Letter to the Board.
3. **General Communications:** When necessary, the Superintendent will correspond with Board members through emails, texts, telephone, or in person in an effort to convey important topics.
4. **Emergency Communications:** The Superintendent or designee will contact Board members as soon as practical when an emergency (e.g., school safety threat, negative personnel issues, negative media attention) has occurred. Depending on the situation, the communication will take place via telephone, text, or email.



5. Parent and Community Concerns: Unless it will compromise the impartiality of a student discipline hearing, Board members will listen to and/or review email communications from parents and/or community members and refer these concerns to the appropriate staff member(s); e.g., teacher, principal, Student Advisory Council, or administrator. As appropriate, the Board member also will alert the Superintendent of the concern.
6. Anonymous Concerns: Occasionally, concerns are raised anonymously to a Board member. Such concerns will be referred to the Superintendent for informational purposes; however, no action will be required unless additional information is forthcoming that will allow for the prepared response to a specific individual. In cases where the complaint involves a particular school or staff member, the principal and/or appropriate staff member will be informed of the concern for informational purposes.
7. Superintendent Communications with Board Members: The Superintendent will share information to all Board members, except in cases where the topic requires the protection of privacy of an individual Board member.
8. Faculty and Staff Concerns: Unless it would compromise the impartiality of the Board's or individual Board member's participation in a grievance hearing, the Board member will listen to and encourage the staff member to contact the principal and/or immediate supervisor. Further, the Board will advise the Superintendent about the concern that was shared. When faculty/staff contact a Board member via email or letter, the Board member should send a brief response that references the concern and advises the individual that he/she will look into the matter. In the event of an email or letter addressed to the entire Board, the Board Chair should send such a response or appoint a specific Board member to respond. When appropriate, the Superintendent will report the outcome to the Board. Individual School Board members do not have directive authority with regard to employees.
9. Request for Information from Principals and Staff: If a Board member determines that he or she needs information that pertains to the operations of the organization from principals and/or staff, the Board member may contact appropriate staff for information. If appropriate, the information will be shared with the full Board and cabinet for open channels of communication and shared knowledge. Requests for information that require 30 minutes or less of preparation time by staff (i.e., information that already is assembled and available) should be handled in a timely fashion by the office receiving the request. Any request for information that requires more than 30 minutes of preparation time by staff must first have the approval of the Superintendent or be supported by School Board consensus.

10. Strategic Planning: From time to time, the Superintendent and Board will engage in long-range planning and the development of specific goals for the Division. These strategic planning goals will become the basis for the Superintendent's goals.
11. Media and Constituent Relations: Board members frequently receive requests for information or interviews from constituents and the media. In general, the Board Chair, in consultation with the Office of Strategic Communications and appropriate Division senior staff, will respond to the media and constituents. Board members may refer the media and constituents to the Office of Strategic Communications, which will contact the Board Chair and the Superintendent to develop the appropriate response, especially when the media is inquiring about personnel issues, legal issues, student discipline, or closed session discussion. As appropriate, Board members should utilize the Office of Strategic Communications as a resource prior to responding to their constituents, both to ensure they have the correct information and to alert the Division's senior staff of community concerns. Board members may respond individually to media and constituent communications while making it clear that when doing so they are responding as an individual and not on behalf of the Board. Only the Chair or a delegate of the Chair may respond on behalf of the whole Board.

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**THIS ITEM MAY CHANGE IF THE SCHOOL BOARD SELF-EVALUATION  
PROCESS CHANGES.**

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# School Board/Board of Supervisors Relationship

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## Role of Board of Supervisors

The Board of Supervisors establishes policies and hires a professional manager to operate the government on a day-to-day basis. The residents of each of the County's six magisterial districts elect one member of the Board to serve a four-year term.

The Board of Supervisors sets policy and oversees the general operations of the County's programs, levies taxes, appropriates funds, makes land use decisions, implements the Comprehensive Plan, and appoints members of Boards and Commissions.

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## Communications with the Board of Supervisors

The School Board shares information with the County Board of Supervisors in the following manner:

- Individual meetings between School Board members and County Board of Supervisor members.
- Email of School Board meeting recaps.
- Monthly Board-to-Board presentations by the School Board Chair.

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# Creating and Sustaining a Positive Culture Worksheet

(Provided by Chesterfield County Public Schools)

## **Norms for Building and Sustaining Trust Among Board Members:**

Building and sustaining trust among members of our team requires that we take the time to develop relationships with each other and recognize that we each have different opinions and styles. Trust requires constant nurturing and energy and the acceptance of honest mistakes.

### **We Will Be Respectful of Each Other:**

- Listen actively when others are speaking.
- Be honest and tell the truth – saying what we mean and meaning what we say.
- Recognize and accept differences of opinion and style.
- Value and build upon each other's ideas and opinions.
- Extend courtesy and kindness to each other.
- Follow through on our commitments.
- Be consistently authentic and sincere.
- Treat everyone who comes before the Board with respect.

### **We Will Communicate:**

- Each of us will provide timely and direct communication when we hear rumors, or concerns (following protocol) so that all members of the team have the same information.
- Information will be distributed to all members equally.
- All School Board members and Board of Supervisor members will receive the answers when one Board member asks a question that is responded to by staff regarding materials or discussions from joint Board meetings.
- Trust in the good intentions and honesty of each other.
- Give feedback to others respectfully – receive respectful feedback gracefully.
- Let the Superintendent and County Executive know the questions that will be asked during the Board meeting so staff has the time to prepare a response.

### **We Will Engage in Positive Decision-Making:**

- Make sure that decisions are based on principle – not our own self-interest.
- Agree to disagree courteously and not take things personally.
- Provide equal access to all information involving the action item that is being considered.
- Bring ideas, issues and concerns to that table.

# Board/Community Relationships

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## Board's Goals for Relationship with Community

The School Board has determined that mutually beneficial partnerships with community organizations, businesses, volunteers and parents is essential to achieving its strategic goal that all Albemarle County Public School students will graduate having actively mastered the life-long learning skills they need to succeed as 21<sup>st</sup> century learners, workers, and citizens.

The School Board has community outreach and engagement programs to ensure that they are broadening public knowledge and recognition of educational programs.

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## Public Participation at School Board Meetings

### Citizen Participation

Members of the community are invited and encouraged to attend meetings of the Albemarle County School Board to observe its deliberations. Any member of the community may address the Board on matters related to Albemarle County Public Schools. Public comment will be received at the beginning of each meeting – business and work sessions.

**Regular Meetings:** Any member of the general public or group may appear in person at any regular meeting of the School Board with any school system related question, request, or item he/she may wish to discuss. Citizens or organizations may present matters of concern within a time not to exceed three minutes. The Chair is responsible for the orderly conduct of the meeting and shall rule on such matters as the appropriateness of the subject being presented and suitability of the time for such presentation. The School Board as a whole shall have the final decision in determining the appropriateness of all such rulings.

**Special Meetings:** The purpose of special meetings is to give the Board the opportunity to carry on discussions or to work through problems that take a great deal of time. Public participation at any specially called meetings of the School Board shall be determined by the School Board upon recommendation of the Chair. Limitations will depend upon the nature of the topics under discussion.

**Written Communications:** The opportunity to speak at Board meetings is only one way to present their views to the School Board. The Board welcomes correspondence from community members. Written communication can be hand delivered or mailed to the School Board Office at 401 McIntire Road, Room 345, Charlottesville, VA or by electronic mail to [schoolboard@k12albemarle.org](mailto:schoolboard@k12albemarle.org).

## Expectations of Board for Interactions with Internal and External Stakeholders

**Objective:** Develop opportunities for two-way communication between the division and stakeholders that will identify needs and enable community members to contribute to division.

### Teachers/Schools

**Action:** By the end of the school year, hold a lunch drop in at each of the high schools allowing for teachers to drop in to talk to Board members.

- Two Board Members at each
- Refreshments provided

**Action:** For the 2019-2020 school year, hold a lunch drop in at each school within the division.

- Two Board Members at each
- Refreshments provided

**Action:** Schedule Board Member visits to schools.

- Staff to schedule visits as requested by Board members to ensure that someone is available to walk and talk.

**Action:** Create a Division Calendar of Events at schools. Events would include PTO meetings, choral performances, and other school events.

- Staff to create a Google doc of events and solicit Board Members to sign up to participate.

**Challenge:** School participation. Need directive that it needs to be provided.

### Community Members/Business Community Members/Community Organizations

**Action:** Develop a list of business community and community organizations with contacts.

- Staff to prepare list.

**Action:** Schedule presentations about the School Division with businesses and community organizations.

- Staff to schedule presentations and solicit Board Members to participate.

**Action:** Coffee with Board Members.

- Staff to schedule in different areas of the County for drop ins.

**Action:** Community meetings on specific topics on interest. (Mental Health, School Safety)