

**NORTHERN OZAUKEE SCHOOL DISTRICT
BOARD of EDUCATION
GOVERNANCE POLICY**

**GP-1
SCHOOL DISTRICT LEGAL STATUS and GOVERNANCE COMMITMENT**

The United States Constitution leaves to the individual states the responsibility of public education.

The state constitution further provides for a state department of public instruction, under the supervision of a state superintendent of public instruction, to provide leadership and services to local school districts.

The Northern Ozaukee School District is classified as a Common District. It includes the following: Village of Fredonia, Town of Fredonia, Town of Saukville, Town of Belgium, and Village of Newburg.

The district is under the management and control of a locally-elected Board, which acts as an agent of the state and governs the public schools in accordance with state law.

The Board of Education of the Northern Ozaukee School District, supporting the welfare of students, the interest of the community, and the work of the staff, holds itself accountable to the citizens of the district by ensuring that all actions it takes are consistent with the Board's policies and philosophy of education.

The Board's philosophy of education is that the district's primary responsibility is to provide excellence in education to all children and to provide an opportunity for every student to succeed. The district will devote its energies and resources to achieve this goal within the means of the community. Our objective is to provide students with instruction in subjects that are necessary to develop skills for successful and productive lives, and to stimulate the development of intellectual capabilities, emotional well-being, productive citizenship, and each individual's potential.

In fulfillment of its commitment to the citizens of the district and of its philosophy of education, the Board is obligated to:

1. Act for the benefit of students.
2. Govern through written policies.
3. Act in compliance with Wisconsin school laws.
4. Listen to the community/stakeholders.
5. Allocate resources responsibly.
6. Review and modify, if appropriate, policies on a regular schedule.
7. Monitor and evaluate the superintendent's implementation of Board policies.

Monitoring Method: Internal Report
Monitoring Frequency: As identified on the Board's planning calendar
Date Adopted: May 8, 2006

**NORTHERN OZAUKEE SCHOOL DISTRICT
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**GP-2
GOVERNING STYLE**

The Board will:

- Govern with emphasis on school district mission, vision, and core values, rather than on interpersonal issues of the Board
- Encourage diversity in viewpoints
- Focus on strategic leadership, rather than administrative detail
- Observe clear distinction between Board and superintendent roles
- Make collective, rather than individual, decisions
- Exhibit future orientation, rather than past or present
- Govern proactively, rather than reactively

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board will work in partnership with the superintendent, staff, students, parents, and the community. The Board, not the superintendent or staff, will be responsible for excellence in governing. The Board will 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 continual governance excellence. This self-discipline will apply to attendance, preparation for meetings, policy-making principles, and respect of roles.
3. The Board will direct, control, and inspire the district through the careful establishment of written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term benefits of students, not on the administrative or programmatic means of attaining those benefits.
4. Continuous Board development will include orientation of new members and potential candidates of the Board's governance process and periodic Board discussion and evaluation of processes to assure continued improvement.
5. Board members will be encouraged to attend the State School Board Convention each year, and also to attend one National Convention during their three-year term, at district expense. Administration will budget for three Board members attending per year. Preference will be given to those Board members who are in their first or second term. Board members attending any training or conventions will be expected to give a brief report to the Board at a regular Board of Education meeting.
6. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
7. The Board will monitor its process and performance at each meeting.

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GP-2 GOVERNING STYLE

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8. Self-monitoring will include comparison of Board activity and discipline to policies in the *Governance Process and Board-Staff Relationship* categories.

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**GP-3
BOARD JOB DESCRIPTION**

The job of the Board is to serve students, represent the community through responsible stewardship, and to lead the district by determining and demanding appropriate and excellent school district performance. To distinguish the Board's own unique job from the jobs of the superintendent and staff, the Board will concentrate its efforts on the following:

1. Utilizing appropriate strategies to ensure input from students, staff members, parents, and the community as a means to link to the entire community.
2. Developing written governing policies which, at the broadest levels, address:
 - (a) *Ends*: District impacts, benefits, or results, and their relative worth for specified recipients (what end result is desired for whom and at what cost).
 - (b) *Executive Limitations*: Constraints on executive authority which establish the practical, ethical, and legal boundaries within which all executive activity and decision-making will take place.
 - (c) *Governance Process*: How the Board will conceive, carry out, and monitor its own work.
 - (d) *Board/Superintendent Relationship*: How authority is delegated and its proper use monitored; the superintendent's role, authority, and accountability.
3. Ensuring superintendent performance through monitoring *Ends* and *Executive Limitations* policies.
4. Ensuring Board performance through monitoring *Governance Process* and *Board-Superintendent Relationship* policies.
5. Ensuring that the *Ends* are the focus of school district performance.
6. Ensuring that the Board of Education is an advocate at the local, state, and national levels for the Northern Ozaukee School District and the students it serves.

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**NORTHERN OZAUKEE SCHOOL DISTRICT
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**GP-4
MONITORING BOARD GOVERNANCE PROCESS
and
BOARD/SUPERINTENDENT RELATIONS POLICIES**

The purpose of monitoring the Board's *Governance Process and Board/Superintendent Relations* policies is to determine the degree to which the policies are being fulfilled. Monitoring will be done as efficiently as possible, using Board time effectively so that meetings may be used to create the future, rather than to review the past.

These policies are monitored through Board self-assessment according to the following frequency:

Board/Superintendent Relations Policies

POLICY	FREQUENCY
B/SR-1 Global Governance-Management Connection	As identified on the Board's planning calendar
B/SR-2 Unity of Control	As identified on the Board's planning calendar
B/SR-3 Accountability of the Superintendent	As identified on the Board's planning calendar
B/SR-4 Delegation to the Superintendent	As identified on the Board's planning calendar
B/SR-5 Monitoring Superintendent's Performance	As identified on the Board's planning calendar

Governance Process Policy

POLICY	FREQUENCY
GP-1 School District Legal Status & Governance Commitment	As identified on the Board's planning calendar
GP-2 Governing Style	As identified on the Board's planning calendar
GP-3 Board Job Description	As identified on the Board's planning calendar
GP-4 Monitoring Board Governance Process	As identified on the Board's planning calendar
GP-5 Board Officers	As identified on the Board's planning calendar
GP-6 Board Committee Principles	As identified on the Board's planning calendar
GP-7 Agenda Planning	As identified on the Board's planning calendar
GP-8 Board Members' Code of Conduct	As identified on the Board's planning calendar
GP-9 Board Member Covenants	As identified on the Board's planning calendar
GP-10 Board Member Conflict of Interest	As identified on the Board's planning calendar
GP-11 Process for Addressing Board Member Violations	As identified on the Board's planning calendar

Monitoring Method: Board Self-Assessment
Monitoring Frequency: As identified on the Board's planning calendar
Date Adopted: May 8, 2006

**NORTHERN OZAUKEE SCHOOL DISTRICT
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**GP-5
BOARD OFFICERS**

The Board of Education shall meet not later than the first regular meeting in May of each year for the purpose of reorganizing and electing a president, vice president, clerk, and treasurer from their own number; all to serve for a one-year term. Responsibilities and duties of these officers are found in the Wisconsin State Statutes and are delegated to the superintendent as appropriate.

Board President:

The Board President ensures the integrity of the Board's processes. Accordingly, the president has the following authority and duties:

1. Determine the date, time, and locations of Board meetings.
2. Ensure that proper notification of all Board meetings is made for the public. (Delegated)
3. Monitor Board behavior to ensure that it is consistent with its own rules and policies and those legitimately imposed upon it from outside of the organization.
 - (a) Conduct and monitor Board meeting deliberations to ensure that only Board issues, as defined in Board policy, are discussed.
 - (b) Ensure that Board meeting deliberations are fair, open, and thorough, but also efficient, timely, orderly, and to the point.
 - (c) Preside over and chair all Board meetings in accordance with law and with all of the commonly accepted power of that position as described in Robert's Rules of Order, subject to an appeal by any Board member.
4. Countersign all checks, share drafts, or other drafts for disbursement of school district monies. (Delegated)
5. Sign all documents on behalf of the Board, except as otherwise delegated by the Board. (Delegated)
6. Make all interpretive decisions that fall within the topics covered by Board policies on *Governance Process* and *Board/Superintendent Relations*, except where the Board specifically delegates such authority to others, using any reasonable interpretation of the provisions in those policies.
 - (a) Refrain from making any interpretative decisions about policies created by the Board in the *Ends* and *Executive Limitations* policies.
 - (b) Refrain from exercising any authority as an individual to supervise or direct the superintendent.
 - (c) Refrain from entering into any contractual agreements without full Board approval.
7. Perform all statutorily required duties or those assigned by the Board. (Delegated)

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Board Vice President:

The Board Vice President has the following authority and duties:

1. Assume the duties assigned to the president in the event of the latter's absence or inability to act.
2. Perform all statutorily required duties or those assigned by the Board. (Delegated)

Board Clerk:

The Board Clerk has the following authority and duties:

1. Ensure reporting of the names and addresses of Board officers to the clerk and treasurer of each municipality having territory within the school district within ten days after the election or appointment of the officer. (Delegated)
2. Cause written notice to be given to each member of the Board for all Board meetings. (Delegated)
3. See that minutes of Board meetings are properly recorded, approved, and signed.
4. Ensure that the minutes of each Board meeting are kept and preserved. (Delegated)
5. Oversee the care and custody of the Board's record book and documents, entering into the record book the minutes of the Board's meetings, orders, resolutions, and other proceedings. (Delegated)
6. See that all required reports are submitted to the municipal clerks. (Delegated)
7. Cause tax levy certifications to be prepared and filed. (Delegated)
8. Countersign all checks, share drafts, or other drafts for disbursement of school district monies. (Delegated)
9. Attest to any written contract to which the district may be a party when the Board shall have authorized such contract. Assume the duties assigned to the president in the event of the absence or inability of the president and vice president to act.
10. Perform all statutorily required duties or those assigned by the Board. (Delegated)

Board Treasurer:

The Board Treasurer has the following authority and duties:

1. Apply for, receive, and sue for all money appropriated to or collected for the school district and disburse the same in accordance with applicable law. (Delegated)
2. See that all monies paid to the school district are received and deposited promptly in the officially designated district depository. (Delegated)

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GP-5 BOARD OFFICERS

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3. Assure that a record of the receipt of said monies is properly kept. (Delegated)
4. Ensure that disbursements from the school district treasury are made upon the written order of the school district clerk after proper vouchers have been filed with the clerk. (Delegated)
5. Co-sign checks in payment of lawfully incurred and properly approved expenditures. (Delegated)
6. See that designated reports to the state are properly made. (Delegated)
7. Assume the duties assigned to the president in the event of the absence or inability of the president, vice president, and clerk to act.
8. Perform all statutorily required duties or those assigned by the Board. (Delegated)

Monitoring Method:	Board Self-Assessment
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**NORTHERN OZAUKEE SCHOOL DISTRICT
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**GP-6
BOARD COMMITTEE PRINCIPLES**

Board committees, when used, will be used to support the work of the Board and to reinforce the wholeness of the Board's job, and never to interfere with delegations of authority from the Board to the superintendent.

Accordingly:

1. Board committees are to assist the Board to do its job, not to direct or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board consideration. In keeping with the Board's broader focus, Board committees will not have direct dealing with staff operations unless specifically given that authority by the Board.
2. Board committees may not speak or act for the Board, except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated by the Board to assure that committee authority will not conflict with authority delegated to the superintendent.
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. Board committees are expected to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee which has helped the Board create policy will not be used to monitor organizational performance on that same project.
5. All committees will be formed only by Board action. Board committees include Buildings and Grounds, Curriculum, Finance, Legislative, Marketing, Negotiations, and Policy. This policy applies only to those committees and to Board delegations to non-Board committees.
6. There should not be enough Board members in attendance at a committee meeting to constitute a quorum of the full Board.
7. All Board committee meetings are subject to the Wisconsin Open Meetings Law statute.

Monitoring Method: Internal Report
Monitoring Frequency: As identified on the Board's planning calendar
Date Adopted: May 8, 2006

**NORTHERN OZAUKEE SCHOOL DISTRICT
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**GP-7
AGENDA PLANNING**

To accomplish its stated objectives, the Board will follow an annual agenda which includes continuing review, monitoring, and refinement of Ends policies, linkage meetings with various community and staff groups, monitoring of policies, and activities to improve Board performance through educational and enriched input and deliberation.

Accordingly:

1. The planning cycle will start each year in May with the Board's development of its agenda for the next year, and will include:
 - (a) Scheduled linkage discussions and consultations with selected groups and persons whose opinions will be helpful to the Board.
 - (b) Educational discussions on governance matters, including orientation of new Board members in the Board's governance process, and periodic discussions by the Board about means to improve its own process.
 - (c) Education related to Ends policies (e.g., presentations by futurists, demographers, advocacy groups, staff members, etc.).
2. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible. An item may be removed from the consent agenda upon request of a Board member and moved to the regular agenda as an action item.
3. Monitoring of Executive Limitations policies will be included on the agenda for separate discussion only if a majority of the Board has questions about superintendent compliance or reasonable interpretation or if policy content is to be debated. Otherwise, Executive Limitations monitoring reports will be included in the consent agenda.
4. At the regular monthly Board meeting, members may recommend items to be placed on the agenda for the next monthly regular Board meeting.

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Date Adopted: May 8, 2006

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BOARD ANNUAL AGENDA

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AGENDA PLANNING

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MONTH	ENDS	LIMITATIONS	RELATIONS	GOVERNANCE	LINKAGE	OTHER
July				GP-1 GP-2 GP-3		
August	E-1 E-2		B/SR-1 B/SR-2			
September		EL-1 EL-2 EL-3 EL-4				
October				GP-4 GP-5 GP-6		
November	E-3 E-4		B/SR-3 B/SR-4			
December		EL-5 EL-6 EL-7 EL-8	B/SR-5 B/SR-5-E			
January				GP-7 GP-8 GP-9		
February	E-1 E-2		B/SR-1 B/SR-2			
March		EL-9 EL-10 EL-11 EL-12				
April				GP-10 GP-11		
May	E-3 E-4		B/SR-3 B/SR-4			
June		EL-13 EL-14 EL-15 EL-16	B/SR-5 B/SR-5-E			

**NORTHERN OZAUKEE SCHOOL DISTRICT
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**GP-8
BOARD MEMBERS' CODE of CONDUCT**

The Board commits itself and its members to ethical and professional conduct, including proper use of authority and appropriate decorum.

Accordingly:

1. Board members will represent the interests of the citizens of the entire school district. This accountability to the whole district supersedes:
 - (b) Any conflicting loyalty a member may have to other advocacy or interest groups.
 - (b) Loyalty based upon membership on other boards or staffs.
 - (c) Conflicts based upon the personal interest of any Board member who is also a parent of a student in the district.
 - (d) Conflicts based upon being a relative of an employee of the district.
2. Board members may not attempt to exercise individual authority over the school district, except as explicitly set forth in Board policies.
 - (a) Members' interaction with the superintendent or with staff members must recognize the lack of authority vested in individuals, 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 will not publicly express individual negative judgments about superintendent or staff performance. Any such judgments of superintendent performance will be made only by the full Board, meeting in executive (closed) session.
3. Members shall maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the Board, especially those matters discussed in executive (closed) session.

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**GP-9
BOARD MEMBER COVENANTS**

In order to build and maintain productive and effective relationships, Board members shall maintain a system of communication and interaction that builds upon mutual respect and trust, embodies civility, and respects decisions made by the full Board.

In order to facilitate communication and respect Board time, members will attempt to utilize the following format for items they would like to see the Board deliberate:

1. Define the issue.
2. Propose a possible solution.
3. Propose possible Board action.
4. Propose possible administrative action.
5. Define expected results.

Accordingly, the Board and its members will:

1. Practice open communication.
2. Build, extend, and expect trust.
3. Demonstrate leadership.
4. Demonstrate respect for each other and staff members.
5. Maintain a focus on achieving common goals.
6. Demonstrate the ability to compromise for the good of the team and district.
7. Exercise honesty and integrity in all communications.
8. See adequate training necessary to govern with excellence.
9. Hold themselves and each other accountable to those we serve, to each other, and to themselves.
10. Focus on the welfare of the district and Board team, rather than satisfying needs of individual personalities.

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**GP-10
BOARD MEMBER CONFLICT of INTEREST**

Board members are expected to avoid conflicts of interest involving any matter pending before the Board. A conflict of interest is deemed to exist when a member is confronted with an issue in which the member has a personal or pecuniary interest, or an issue of circumstance which could render the member unable to devote complete loyalty and singleness of purpose to the public interest.

Accordingly:

1. If a Board member has a personal or private interest in any matter pending before the Board, the member shall disclose such interest to the Board, shall not vote on the matter, and shall not attempt to influence the decisions of other Board members.

If the Board lacks a quorum without the member's participation, the member may vote if his/her participation is necessary to enable the Board to act (statutes 19.59 and 946.13). If a member votes under such circumstances, the member shall state for the record the fact and nature of the potential conflict of interest.

2. The Board shall not enter into any contract with any of its members or with a firm in which a member has a financial interest, except upon prior full disclosure to the Board.
3. A Board member is expected to avoid conflict of interest in the exercise of the member's fiduciary responsibility. Accordingly, a Board member may not:
 - (a) Disclose or use confidential information acquired during the performance of official duties as a means to further the Board member's own personal financial interests or the interests of a member of the Board member's immediate family.
 - (b) Accept a personal gift of any value or economic benefit which would tend to improperly influence a reasonable person, or which the Board member knows or should know is primarily for the purpose of a reward for official action.
 - (c) Engage in a substantial financial transaction for private business purposes with a person whom the Board member directly or indirectly supervises.

Monitoring Method: Internal Report
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**NORTHERN OZAUKEE SCHOOL DISTRICT
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**GP-11
PROCESS for ADDRESSING BOARD MEMBER VIOLATIONS**

The Board and its members are committed to faithful compliance with the provisions of the Board's policies. In the event of a member's willful and/or continuing violation of policy, any Board member(s) may seek remedy through the following process:

1. Notification of the violation presented to the Board president, unless it is the Board president who is in violation. In that case, notification is presented to the Board vice president.
2. Conversation to resolve the issue takes place in a private setting between the offending member and the Board president; vice president, in the event of a president's violation; or other individual member.
3. If not resolved in Step 2, discussion to resolve the issue takes place in an appropriate closed session between the offending member and the full Board.
4. Public censure of the offending Board member.

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