

**CLARKSVILLE-  
MONTGOMERY COUNTY  
BOARD OF EDUCATION**

**GOVERNANCE  
POLICIES**

# CLARKSVILLE-MONTGOMERY COUNTY BOARD OF EDUCATION POLICIES

## ENDS

- E-1            Governing Statement
- E-2            When Students Graduate . . . .

## EXECUTIVE LIMITATIONS

- EL-1            Global Executive Constraint
- EL-2            Communicating With the Public
- EL-3            Personnel Administration
- EL-4            Financial Planning/Budgeting
- EL-5            Financial Administration
- EL-6            Asset Protection
- EL-7            Emergency Superintendent Succession
- EL-8            Commitment to Accomplishment, Accountability,  
Accreditation, and Reporting to the Public
- EL-9            School Year Calendar
- EL-10          Learning Environment and Student Discipline/Safety
- EL-11          Capital Projects
- EL-12          Rezoning
- EL-13          Career-Technical Education Programs

## **GOVERNANCE PROCESS**

<u>GP-1</u>	Global Governance Commitment – Mission Statement
<u>GP-2</u>	Governing Style
<u>GP-2A</u>	School Board Self-Assessment
<u>GP-3</u>	Board Job Description
<u>GP-4</u>	Monitoring Board Governance Process and Board/Staff Linkage Policies
<u>GP-5</u>	Chair’s Role
<u>GP-6</u>	Board Members’ Code of Conduct
<u>GP-7</u>	Board Members’ Covenants
<u>GP-8</u>	Code of Ethics
<u>GP-9</u>	Process for Addressing Board Member Violations
<u>GP-10</u>	Compensation and Expenses
<u>GP-11</u>	Board Officers and Election
<u>GP-12</u>	Filling of Board Vacancy Role
<u>GP-13</u>	Roll Call Votes
<u>GP-14</u>	Selection of Director and Interim Director
<u>GP-15</u>	Selection of Board Attorney
<u>GP-16</u>	Board Meetings and Agendas

## **BOARD STAFF LINKAGES**

<u>B/SL-1</u>	Accountability of the Superintendent/Director of Schools
<u>B/SL-2</u>	Delegation of the Superintendent/Director of Schools
<u>B/SL-3</u>	Monitoring Superintendent/Director of Schools Performance
<u>B/SL-4</u>	Unity of Control

*Policy Type: Ends*

## **Governing Statement**

Mission: Educate and empower each student to reach their potential.

**Monitoring Method:** Summary Report to Board  
**Monitoring Frequency:** Annually in June

*Policy Type: Ends*

**When Students Graduate. . . . .**

- 1. They can apply the knowledge and skills they have learned.**
- 2. They have the skills to access future knowledge.**
- 3. They view learning and education as something under their control that lasts throughout life.**
- 4. They understand their responsibilities as citizens of our community, nation, and world.**
- 5. They are aware of career opportunities.**
- 6. They are prepared for the work force and/or post-secondary opportunities.**
- 7. They recognize and can build on their strengths.**
- 8. They are confident, productive, and self-reliant.**

**Monitoring Method:** Summary Report to Board

**Monitoring Frequency:** Annually in June

Clarksville-Montgomery County School System

Adopted 12/09/08  
Replacing E-2, E-3, E-4, and E-5  
Originally Adopted 01/13/04

*Policy Type: Executive Limitations*

**Global Executive Constraint**

The Director of Schools, functioning as the superintendent, shall not cause or allow any practice, activity, decision, or organizational condition which is either unlawful, unsafe, imprudent, or in violation of Board Policy or commonly accepted business and professional ethics.

***Policy Type: Executive Limitations*****Communicating With the Public**

The Director of Schools shall assure that the public is adequately informed about the condition and direction of the district.

The Director of Schools will:

1. Provide for timely information, appropriate input, and strategic two-way dialog between the district and the citizens that builds understanding and support for district efforts.
2. Assure that all staff interactions with parents and community build mutual respect, involvement and support.
3. Prepare and publish, on behalf of the Board, annual progress reports to the public that include the following items:
  - a. Data indicating student progress toward accomplishing the Board's Ends policies.
  - b. Information about school district strategies, programs, and operations intended to accomplish the Board's Ends policies.
  - c. Revenues, expenditures, and costs of major programs and a review of the district's financial condition.

***Policy Type: Executive Limitations*****Personnel Administration**

The Director of Schools shall assure the recruitment, employment, development, evaluation and compensation of district employees, consultants, and contract workers in a manner necessary to enable the organization to achieve its Ends policies, and not jeopardize the fiscal integrity or the public image of the District.

Accordingly, the Director of Schools may not:

1. Change his or her own compensation and benefits;
2. Promise or imply permanent employment to any employee;
3. Create obligations over a longer term than revenues safely can be projected or as allowed by law.

The Director of Schools will:

4. Select the most highly qualified and best-suited candidates for all positions.
5. Develop and administer a system for initial hiring, evaluating and rehiring of staff for extra and co-curricular activities sponsored by the District.
6. Administer clear personnel rules and procedures for employees.
7. Effectively handle complaints and concerns.
8. Maintain adequate job descriptions for all staff positions.
9. Protect confidential information.



10. Develop compensation and benefit plans to attract and retain the highest quality employees by compensating employees consistent with the applicable marketplace, including but not limited to organizations of comparable size and type, and within available resources.
  - a. compensate the District's regular certified teaching personnel commensurate with at least the certified teaching personnel's education and prior experience;
  - b. compensate the District's non-certified employees commensurate with their prior related experience.
11. Make all salary adjustments annually and effective July 1.
12. Consistent with the Director's own evaluating, evaluate all employee performance according to their contribution toward achieving the Board's Ends policies and their compliance with the Board's Executive Limitation policies:
  - a. Link performance of the classified/support personnel with continued employment;
  - b. Link performance of the administrative personnel with compensation.
13. Assure that the evaluation of all instructional and administrative personnel is designed to:
  - a. Improve and support instruction;
  - b. Measure professional improvement, development and performance;
  - c. Document both excellent performance and unsatisfactory performance;
  - d. Link teacher and administrator performance with multiple measures of student performance;
  - e. Assure that instructional time is used to students' maximum advantage.

14. Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.
15. Maintain an organizational culture that positively impacts the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.

*Policy Type: Executive Limitations*

**Financial Planning/Budgeting**

Financial planning for any fiscal year shall align with the Board's Ends Policies, not risk fiscal jeopardy, nor fail to be derived from a multi-year plan.

***Policy Type: Executive Limitations*****Financial Administration**

With respect to the actual, ongoing financial condition and activities, the Director of Schools shall not cause nor allow fiscal jeopardy or a material deviation from the annual budget or budget policy adopted by the Board, or any fiscal condition that is inconsistent with achieving the priorities established in Board's Ends Policies.

Accordingly, the Director of Schools may not:

1. Expend more funds than have been received in the fiscal year to date unless revenues are made available through other legal means, including the use of fund balances or the authorized transfer of funds from District reserve funds.
2. Indebt the organization.
3. Expend funds from the Fund Balance.
4. Fail to settle payroll and debts in a timely manner.
5. Commit to any single, non-budgeted purchase or expenditure of greater than \$25,000.
6. Make any purchase inconsistent with the State/District procurement code.
7. Allow reports or filings required by any State or Federal agency to be overdue or inaccurately filed.
8. Receive, process or disburse funds under controls which are insufficient under generally accepted accounting procedures.

**Monitoring Method:** Internal report

**Monitoring Frequency:** March-Revenue, May-Audit, and November-Revenue  
Clarksville-Montgomery County School System

Revised 02/12/08

originally EL-6

Adopted 07/08/03

9. Fail to arrange for the annual audit of all District funds and accounts following the close of the fiscal year.
10. Fail to aggressively pursue receivables.
11. Fail to keep complete and accurate financial records by funds and accounts in accordance with generally recognized principles of governmental accounting.
12. Fail to report any unexpected deviation from the annual budget.

***Policy Type: Executive Limitations*****Asset Protection**

The Director of Schools shall not allow assets of the District to be inadequately maintained, inappropriately used, or unnecessarily risked recognizing budgetary limitations.

Accordingly, the Director of Schools may not:

1. Fail to maintain adequate insurance to protect the District's assets.
2. Allow unbonded personnel access to material amounts of funds.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its Board or Staff to claims of liability.
5. Make any purchase:
  - a. Circumventing the District's central purchasing rules and authorization;
  - b. Wherein normally prudent protection has not been given against conflict of interest;
  - c. Of over \$10,000 without going through formal bid process; and
  - d. In any amount for which funding has not been included in the budget.

Splitting orders to avoid these requirements is not allowed.

6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Receive, process or disburse funds under controls, which are insufficient to meet the Board-appointed auditor's standards.
8. Endanger the organization's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

*Policy Type: Executive Limitations*

**Emergency Superintendent Succession**

In order to protect the Board from sudden loss of Director of Schools services, the Director of Schools may have no fewer than two other executives familiar with Board and Director of Schools issues and processes.



*Policy Type: Executive Limitations*

**Commitment to Accomplishment, Accountability,  
Accreditation, and Reporting to the Public**

The Director of Schools shall not fail to ensure that the School District maintains an accountability program.

*Policy Type: Executive Limitations*

**School Year Calendar**

The Director of Schools shall prepare a District Calendar or School Calendar that best meets the instructional needs of students.

Accordingly, the Director of Schools shall develop a calendar which:

1. provides for multiple years of implementation;
2. provides for the required number of instruction and contact hours/days;
3. includes dates for all district-scheduled professional learning activities.

***Policy Type: Executive Limitations***

**Learning Environment and Student Discipline/Safety**

The Director of Schools shall provide a safe learning environment conducive to effective learning.

Accordingly, the Director of Schools shall:

1. Develop, publish and annually distribute a written student code of conduct to all students and parents after consultation with staff and Board.
2. Assure that discipline policies are fairly and consistently enforced using reasonable judgment;
3. Develop and maintain emergency and disaster plans with regular testing of their effectiveness;
4. Minimize unnecessary disruption that encroaches on instructional time;
5. Prohibit illegal discrimination;
6. Protect confidential information and records.

***Policy Type: Executive Limitations*****Capital Projects**

The Clarksville-Montgomery County School System shall not fail to insure that District facilities are safe and adequate in order to accomplish the Board's policies and priorities.

Accordingly, the Director of Schools shall not:

1. Build or renovate buildings and other facilities without well-documented needs and Board input.
2. Neglect to make data-based decisions that include life cycle costs and preventative maintenance costs.
3. Recommend land purchases that do not include careful analysis of construction and transportation costs.
4. Implement land purchases, permits, design, bid or construction scheduled that increase costs or decrease construction quality.
5. Fail to establish a process for citizen oversight and review of expenditures related to main construction projects.
6. Operate without clear priorities when building, renovating, maintaining, or repairing facilities within available resources.
7. Make contract awards that do not meet best business practices and comply with local, state and federal statutes.
8. Fail to recommend to the Board an architect for the initial design of new school construction and major renovations of \$2 million or more.

***Policy Type: Executive Limitations*****Rezoning**

Because demographic circumstances change and populations increase or decrease with time the Clarksville-Montgomery County School System is required from time to time to implement rezoning initiatives.

Consequently, the Director of Schools shall not fail to recommend and implement rezoning decisions based on the following constraints:

1. No rezoning decision shall be made that does not insure the equitable distribution of resources according to the learning needs of all students.
2. No rezoning decision shall be made that fails to involve key stakeholders in the process of establishing attendance line adjustments.
3. No final rezoning decisions shall be made without the approval of the Board.

***Policy Type: Executive Limitations*****Career-Technical Education Programs**

Because the demand for qualified career-technical related jobs is increasing and there is a need for developing high-quality high school career-technical education programs, the Director of Schools shall not fail to implement appropriate alternatives to meet that need.

Accordingly, the Director of Schools shall:

1. Study, plan, and implement career-technical programs that address career needs in high-demand career vocations;
2. Collaborate with other agencies and seek funding sources to support effective career-technical education programs;
3. Develop and maintain a five-year plan for ensuring a rigorous career-technical education curriculum that responds to the changing needs of students.

**Monitoring Method:** Internal Report  
**Monitoring Frequency:** Annually in May  
Clarksville-Montgomery County School System

Revised 02/12/08  
Originally EL-15  
Adopted 10/03/06

*Policy Type: Governance Process*

**Global Governance Commitment**

The Board, supporting the work of staff, the welfare of students and the interest of the community, holds itself accountable to the citizens of Clarksville-Montgomery County by ensuring that all action it takes is consistent with the Board's policies and beliefs.

**MISSION STATEMENT**

Our mission is to educate and empower our students to reach their potential.

***Policy Type: Governance Process*****Governing Style**

The Board will govern with emphasis on organizational vision 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 Director of Schools roles; make collective rather than individual decisions; exhibit future orientation rather than past or present; and govern proactively rather than reactively.

Accordingly,

1. The Board will cultivate a sense of group responsibility. The Board will work in partnership with the Director of Schools, staff, students, parents, and the community. The Board, not the Director of Schools 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 governing with excellence. This self-discipline will apply to attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuity of governance capability.
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 for students, not on the administrative or programmatic means of attaining those benefits.



4. Continuous Board development will include orientation of new members in the Board's governance process which shall occur after the election of Board members and prior to the election of officers for the Board, and will also include periodic Board discussion and evaluation of process to assure continued improvement. Additionally, the Board will hold an annual retreat to prepare a Board calendar, agenda, and goals for the following year.
5. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for fulfilling its commitments.
6. The Board will monitor the Board's process and performance. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board/Staff Linkage categories.

### **School Board Self-Assessment**

Below is a list of several statements connected with your position as a School Board member. For each item you are requested to give two ratings:

**a. How much is there NOW?**

**b. How IMPORTANT is this to me?**

As you rate the questions, use a scale from **1 to 6** where low numbers represent low or minimum amounts and high numbers represent high or maximum amounts. There are NO right or wrong answers.

<b>Team Building</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
1.1 Each member of our Board is friendly and easy for me to approach.		
1.2 Each member of our School Board pays attention to what I say.		
1.3 Each member of our School Board offers ideas.		
1.4 Each member of our School Board promotes teamwork on the Board.		
1.5 Each member of our School Board supports the decisions of the Board.		
1.6 Other members of our Board have confidence and trust in me.		
1.7 I have confidence and trust in other members of our School Board.		
1.8 Our Board functions as a corporate board.		
<b>Decision Making</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
2.1 The Board considers the Superintendent's recommendation in every decision.		
2.2 Our Board problem solves through policy.		
2.3 Each member of our Board is given the opportunity to influence the opinion of Board members.		
2.4 Differences and disagreements between members of the Board are worked through rather than being neglected and allowed to continue.		
2.5 The Board is the leading advocate for students.		
<b>Governance</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
3.1 The Board ensures that the school district is managed effectively.		
3.2 The Board assures that the school district is provided with needed resources.		
3.3 Our Board is effective.		
3.4 The Board establishes and follows local policies, procedures, and ethical standards governing the conduct of the Board and Board members.		

## **School Board Self-Assessment**

Clarksville-Montgomery County School System

Adopted 12/14/10

<b>School Improvement</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
4.1 Our Board has defined by policy the end results expected for the district.		
4.2 Our Board evaluates the effectiveness of the instructional program through analysis of the district goals and strategic work.		
4.3 Our Board considers the effectiveness of the Director of Schools through an annual evaluation.		
4.4 Our Board discusses student achievement.		
<b>Community</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
5.1 The Board provides for involvement of the public in operating of our schools.		
5.2 Our Board actively promotes the school district to the public.		
5.3 Our School Board is respected by the community.		
5.4 Our Board is accountable to the community.		
<b>Planning</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
6.1 Our Board establishes Ends Policies and monitors the Director of Schools in developing goals and objectives to carry them out.		
6.2 Our Board evaluates the district's progress in achieving annual goals and objectives.		
6.3 Our Board develops long-range plans for the school district.		
6.4 Our Board and Director of Schools have mutually agreed which goals with expected performances will be included in the Director's formal evaluation.		
6.5 Our Board involves the community in developing goals.		
<b>Communications</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
7.1 Information about important activities and circumstances is shared with School Board members.		
7.2 Communication among members of our Board is honest and free from distrust and cover-up.		
7.3 The Board has information about issues it acts upon.		

## School Board Self-Assessment

Clarksville-Montgomery County School System

Adopted 12/14/10

<b>Motivation</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
<b>8.1</b> I enjoy performing activities of the School Board.		
<b>8.2</b> I feel a real responsibility to help the school district to be successful.		
<b>8.3</b> Our Board has a commitment to perform its proper responsibilities.		
<b>8.4</b> Each member of our Board feels responsibility for attaining the goals of the Board.		
<b>8.5</b> My interests are taken into account when decisions are made.		
<b>Influence</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
<b>9.1</b> I have influence about what happens on our Board.		
<b>9.2</b> The Board significantly affects what happens in our school district.		
<b>9.3</b> The Superintendent implements the actions of our Board.		
<b>Policy</b>	<b>How Much NOW?</b>	<b>How Important is this item to me?</b>
<b>10.1</b> Our Board sets policies needed for operation of the school district.		
<b>10.2</b> Our Board actively seeks the contributions of employees, students, and community members before adopting a policy which affects them.		
<b>10.3</b> The Board systematically evaluates policies for their effectiveness.		
<b>10.4</b> Board policies are administered consistent with the intent of the policy.		

***School Board Self-Assessment***

Clarksville-Montgomery County School System

Adopted 12/14/10

***Policy Type: Governance Process***

**Board Job Description**

The job of the Board is to represent the citizens and taxpayers and lead the District by determining and demanding appropriate and excellent organizational performance. To distinguish the Board's own unique job from the jobs of the Director of Schools and staff, the Board will concentrate its efforts on the following:

1. Utilizing appropriate strategies to ensure input from students, staff, 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***: Organizational products, impacts, benefits, or results for specified recipients and their relative worth (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/Staff Linkage***: How authority is delegated and its proper use monitored; the Director of Schools role, authority and accountability.

3. Ensuring Director of Schools performance through monitoring *Ends* and *Executive Limitations* Policies.
4. Ensuring Board performance through monitoring *Governance Process* and *Board/Staff Linkage* Policies.
5. Ensuring that the *Ends* are the focus of organizational performance.
6. Make the final selection of the architect for the initial design of new schools and major renovations of \$2 million or more based on presentations and the recommendation of the Director of Schools.
7. Make final rezoning decisions based on the criteria outlined in EL-12 Rezoning.
8. Approve the naming of facilities and properties.
9. Approve the student code of conduct.

*Policy Type: Governance Process*

**Monitoring Board Governance Process and Board/Staff Linkage Policies**

The purpose of monitoring the Board's Governance Process and Board/Staff Linkage 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 can be used to create the future rather than to review the past.

To accomplish its objectives and job description in a style consistent with Board Policies, the Board will follow an annual agenda, which includes continuing review, monitoring, and refinement of Ends Policies and continually improves Board performance through Board education, enriched input, and deliberation.

These policies are monitored through Board self-assessment according to the frequency identified in the monitoring calendar included with this document.



***Policy Type: Governance Process*****Chair's Role**

The Chair of the Board ensures the integrity of the Board's processes and normally serves as the Board's official spokesperson. Accordingly, the Chair has the following authority and duties:

1. The Chair shall preside over all meetings of the Board. The Chair shall, with input from the Director of Schools, develop an agenda for all Board meetings.
2. The Chair, along with the Director of Schools, may take action in the form of an executive order for management of the School System only when there is insufficient time to call a Board meeting; provided, however, the Chair or the Director shall notify all Board members of such action taken by telephone within 36 hours of taking any such action.
3. Monitor Board behavior to ensure that it is consistent with its own rules and policies and those legitimately imposed upon it from outside 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. Chair Board meetings with all the commonly accepted power of that position as described in *Robert's Rules of Order*, unless otherwise set out herein, and in accordance with law;

4. Make all interpretive decisions that fall within the topics covered by Board Policies on *Governance Process* and *Board/Staff Linkage*, 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 interpretive decisions about Policies created by the Board in the *Ends* and *Executive Limitations* Policy areas;
  - b. Refrain from exercising any authority as an individual to supervise or direct the Director of Schools;
5. Represent the Board to outside parties in announcing Board-state positions and in stating decisions and interpretations within the areas assigned to the Chair, delegating this authority to other Board members when appropriate, but remaining accountable for its use;
6. When necessary, sign contracts authorized by the Board, except employee contracts;
7. When necessary, sign official Board reports.
8. Appoint members to Board-approved committees and from time to time nominate Board members to represent the Board on outside committees. The Chair shall notify all Board members of such appointments.
9. When a Board member accepts the role of Board Chair, the Board member does not give up his or her responsibilities as a Board member, and the Chair has the right and responsibility from time to time to make motions, second motions, state a position on issues being addressed by the Board as any other Board member may; provided, however, the Chair shall relinquish the Chair to the Vice-Chair to so act.

In the absence or inability of the Chair, the Vice Chair shall have all of the powers and duties of the Chair.

*Policy Type: Governance Process*

**Board Members' Code of Conduct**

The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

1. Board members will represent the interests of the citizens of the entire School District. This accountability to the whole District supersedes:
  - a. 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, or
2. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies:
  - a. Members' interaction with the Director of Schools or with staff 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 decision;
  - c. Members will not publicly express individual negative judgments about Director of Schools or staff performance. Any such judgments of Director of Schools performance will be made only by the full Board in a scheduled public meeting.
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 attorney/client privilege sessions.

*Policy Type: Governance Process*

**Board Members' Covenants**

In order to build and maintain productive and effective relationships, Board members shall establish a system of communication that builds upon mutual respect and trust.

Accordingly, members will:

1. Exercise honesty in all communication.
2. Demonstrate respect for each others' opinions.
3. Focus on issues, not on personalities.
4. Assume and practice trust.
5. Maintain focus on shared goals.
6. Communicate in a timely manner to avoid surprises.
7. Accept majority decisions of the Board.
8. Withhold judgment on issues until fully informed.
9. Seek first to understand rather than to be understood.
10. Criticize privately, praise publicly.
11. Maintain confidentiality.
12. Openly share personal concerns, issues and agendas.

13. Assume a non-defensive posture, taking the initiative to communicate and ask questions for clarification.
14. Share information and knowledge.
15. Give direction as the whole, not as individuals.
16. Make every reasonable effort to protect the integrity and promote the positive image of the District and one another.

Members will not:

1. Embarrass each other or the District.
2. Intentionally mislead or misinform each other.
3. Maintain hidden agendas.
4. Undermine majority decisions of the Board.

***Policy Type: Governance Process*****Code of Ethics**

*The Board adopts this Code of Ethics as required by law and recommended by the Tennessee School Boards Association as a guide to its members as they provide educational leadership for the youth of our State. The Board further agrees that ethical issues regarding the Board or its members may be referred to the TSBA Ethics Advisory Council.*

**1. MY RELATIONS TO THE CHILDREN**

- a. I will at all times think in terms of "children first", always determining other important things according to how they affect education and training of children.
- b. I will seek to provide equal educational opportunities for all children regardless of ability, race, color, sex, creed or location of residence.

**2. MY RELATIONS TO MY COMMUNITY**

- a. I will endeavor to appraise fairly both the present and future educational needs of the community and to support improvements as finances permit.
- b. I will represent at all times the entire school community and refuse to represent special interests or partisan politics.
- c. I will endeavor to keep the community informed about the progress and needs of the schools.

3. MY RELATIONS TO TEACHERS AND PERSONNEL

- a. I will support the employment of those persons best qualified to serve as employees and insist on a regular and impartial evaluation of staff.
- b. I will support and protect personnel in performance of their duties.
- c. I will not criticize employees publicly but will make such criticism to the superintendent for investigation and action if necessary.

4. MY RELATIONS TO OTHER BOARD MEMBERS

- a. I will recognize that authority rests only with the Board in official meetings and that the individual member has no legal status outside of such meetings.
- b. I will refuse to make promises as to how I will vote on a matter which should properly come before the Board as a whole.
- c. I will make decisions only after full discussion of matters at a Board meeting.
- d. I will respect the opinion of other members and will accept the principle of "majority rule".

5. MY RELATIONS WITH THE DIRECTOR OF SCHOOLS/  
SUPERINTENDENT

- a. I will support full administrative authority as well as responsibility for the Director of Schools/Superintendent to properly discharge all professional duties.
- b. I will support Director of Schools/Superintendent accountability for working and requiring staff to work within the framework of policies set up by the Board.



- c. I will refer all complaints and concerns to the Director of Schools/Superintendent.

## 6. MY RELATIONS TO MYSELF

- a. I will inform myself about my duties and responsibilities and current educational issues by individual study and through participation in programs providing needed information, such as those sponsored by my State and National School Boards Associations.
- b. I will avoid being placed in a position of conflict of interest, and will refrain from using my Board position for personal or partisan gain.

## 7. STATE LAW REQUIREMENTS

### a. Definitions

- (1) "School District" means Clarksville Montgomery County School System, and includes all boards, committees, commissions, authorities, corporations or other instrumentalities appointed or created by the school district of an official of the school district.
- (2) "Officials and employees" means and includes any official, whether elected or appointed, officer, employee or servant, or any member of any board, agency, commission, authority or corporation (whether compensated or not), or any officer, employee or servant thereof, of the school district.
- (3) "Personal interest" means, for the purpose of disclosure of personal interests in accordance with this Code of Ethics, a financial interest of the official or employee, or a financial interest of the official's or employee's spouse or child living in the same household, in the manner to be

voted upon, regulated, supervised, or otherwise acted upon in an official capacity.

- b. Disclosure of personal interest in voting matters. An official or employee with the responsibility to vote on a measure shall disclose during the meeting at which the vote takes place, before the vote and to be included in the minutes, any personal interest that affects or that would lead a reasonable person to infer that it affects the official's or employee's vote on the measure. In addition, the official or employee may, to the extent allowed by law, recuse himself or herself from voting on the measure.
- c. Pursuant to TCA 49-2-202(3)(i), each member of the board of education who has a relative employed by the board shall declare such relationship prior to voting on any matter of business that shall have an effect upon the employment of the relative. In making the declaration, such board member shall certify that the vote that is about to be cast on the pending matter is in the best interest of the school system. Such matters shall include, but shall not be limited to, the school system annual budget, tenure considerations and personnel policies. The director of schools shall give notice to the board each time there is intent to employ a relative of a school board member or any other city or county elected official. "Relative" means a spouse, parent, parent-in-law, child, son-in-law, daughter-in-law, grandparent, grandchild, brother, sister, uncle, aunt, nephew, niece or any person who resides in the same household as any of the officials referenced in subdivision (3)(i).
- d. Disclosure of personal interest in non-voting matters. An official or employee who must exercise discretion relative to any matter other than casting a vote and who has a personal interest in the matter that affects or that would lead a reasonable person to infer that it affects the exercise of the discretion should describe the interest on the attached disclosure form and file the disclosure form with the school

- district's central office. In addition, the official or employee may, to the extent allowed by law, recuse himself or herself from the exercise of discretion in the matter.
- e. Acceptance of gifts and other things of value. An official or employee, or an official's or employee's spouse or child living in the same household, may not accept, directly or indirectly, any gift, money, gratuity, or other consideration or favor of any kind from anyone other than the school district that a reasonable person would understand was intended to influence the vote, official action or judgment of the official or employee in executing decision-making authority affecting the school district.
  - f. It shall not be considered a violation of this policy or an official or employee to receive entertainment, food, refreshments, meals, health screenings, amenities, foodstuffs, or beverages that are provided in connection with a conference sponsored by an established or recognized statewide association of school board officials or by an umbrella or affiliate organization of such statewide association of school board officials.
  - g. Questions and complaints regarding violations of this Code of Ethics or of any violation of state law governing ethical conduct will be addressed and handled as set forth in GP-9. Any complaint shall be in writing and signed by the person making the complaint, and shall set forth in reasonable detail the facts upon which the complaint is based.
  - h. The interpretation that a reasonable person in the circumstances would apply shall be used in interpreting and enforcing this Code of Ethics. When a violation of this Code of Ethics also constitutes a violation of a personnel policy or a civil service policy, the violation shall be dealt with as a violation of the personnel or civil service provisions rather than this Code of Ethics.

CMCSS CONFLICT OF INTEREST DISCLOSURE STATEMENT

Instructions: This form is for reporting personal interests required to be disclosed under Section 7 of the Code of Ethics as set forth in GP-8. Officials and employees are required to disclose personal interests in matters that affect or would lead a reasonable person to infer that it would affect the exercise of discretion of an official or employee.

- 1. Date of disclosure: \_\_\_\_\_
- 2. Name of official or employee: \_\_\_\_\_
- 3. Office and position: \_\_\_\_\_
- 4. Description of personal interest (describe below in detail):

\_\_\_\_\_  
Signature of official or employee

\_\_\_\_\_  
Witness Signature

\_\_\_\_\_  
Printed name of witness

*Policy Type: Governance Process*

**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 continuing violation of Policy, the Board will seek remedy by the following process:

- a. Conversation in a private setting between the offending member and the Board Chair or other individual member.
- b. Discussion in a public meeting between the offending member and the full Board in a Work Session.
- c. Public censure of the offending member of the Board.

*Policy Type: Governance Process*

**Compensation and Expenses**

Each Board member shall receive as compensation for his/her services as established by the Montgomery County Board of Commissioners pursuant to TCA 49-2-02.

*Policy Type: Governance Process*

### **Board Officers and Election**

The Board shall have two officers, a Chair and a Vice-Chair.

The election of officers shall occur annually at the first formal meeting in September. The Chair and Vice-Chair shall be elected separately. The current Chair shall preside over the election. In the absence of the Chair, the Vice-Chair shall preside. If both the Chair and Vice-Chair are absent, the election shall be presided over by the Board member with the most seniority, defined as length of time as a Board member.

The Chair shall instruct the Board Attorney to take nominations for the Chair. No nomination of officers is required to have a second. After the nominations are complete, the Board Attorney will call for a vote. The Chair must receive at least four votes to be elected. If more than two Board members are nominated and neither receives four or more votes, the Board Attorney shall ask for a re-vote with the top two candidates. If neither member receives four votes, the Board Attorney will call for another re-vote. If after three votes it appears no election is possible, the Board Attorney will reopen the floor for nominations.

Once the election of the Chair is complete, the election of the Vice-Chair shall proceed using the same method.

The new officers shall assume their duties on the first day of October. However, if neither of the previous officers is serving on the new Board, the officers shall assume duties at the next formal or informal Board meeting.

*Policy Type: Governance Process***Filling of Board Vacancy Role**

When a vacancy occurs on the Board, the Board shall fill such vacancy in accordance with the Unification Plan and Tennessee law. The vacancy should be advertised for one month to provide all interested citizens in the District who qualify an opportunity to apply. Any interested candidate should submit a statement of interest and his or her qualifying documents to the Board Secretary by the advertised deadline. The Board shall determine a date to interview the candidates. Depending on the number of candidates, the Board shall decide the method of election. In all cases a candidate must receive at least four votes in order to be elected.



*Policy Type: Governance Process*

**Roll Call Votes**

When a roll call vote is necessary, the Chair shall call the roll by district. However, the district that is called first shall be alternated. The first roll call vote shall begin with District 1; the second roll call vote shall begin with District 2; etc. It shall be the duty of the Board Secretary to track the order of roll call votes as they do not occur very often. In the event of a roll call vote, each member shall cast a vocal yes or no or abstention vote at his or her call.

*Policy Type: Governance Process***Selection of Director and Interim Director**

When a vacancy occurs in the Director's office, the Board shall begin the process of filling that vacancy, and the Board shall comply with the qualifications and requirements for a Director as well as the timeframe for appointing a Director as set forth in Tennessee law.

1. The Board shall decide what type of search to conduct. At a work session, the Board shall determine whether to engage a search firm or other agency to assist with the search or to handle the search internally, and shall select a search firm.
2. If a search firm is selected, the Board shall provide direction to the firm with regard to method, timeframes and process for selection of candidates.
3. The Board shall decide the process by which interviews shall be conducted. Then the top candidates shall be brought in to meet and be interviewed by the Board.
4. The Board shall determine the method by which the Director shall be selected, and then follow such process to select a Director.
5. The Board shall negotiate the contract with the selected Director.

If the search for a Director will leave the District without a Director for a long period, an interim Director shall be appointed by the Board. Board members shall make nominations and vote on the interim Director. The process for nomination and voting shall proceed as in the election of officers as set forth in GP-11, and the interim Director shall receive a minimum of four votes.

*Policy Type: Governance Process***Selection of Board Attorney**

When it becomes necessary to select a Board Attorney, the Director and his staff shall advertise the position and the deadline for applying. From the applicants, the Director and his staff shall provide the Board with a list of applicants who meet the experience and qualifications as set forth in the advertisement. The Board shall then determine the process by which applicants will be interviewed and the selection made. The Board shall then select a candidate in accordance with the process for selection of a Director as set forth in GP-14. The Board retains the discretion to seek additional candidates at any time if the applicants are unsatisfactory to the Board.

*Policy Type: Governance Process***Board Meetings and Agendas**

The Board will meet in a formal voting session once each month where all issues requiring a vote shall be placed, and the Board will receive reports to monitor policy governance. At any formal Board meeting, any Board member may request a roll call vote.

For all formal Board meetings, an agenda shall be prepared by the Board Chair with the input of the Director, and shall be finalized and published on or before the Friday before each Tuesday meeting, and shall contain suggested times for agenda items.

The Board will also meet in work sessions on Tuesday nights as needed to continue the work of the Board, to be provided information from the Director and his or her staff, and to allow Board discussion on Board work. The Board will not vote during work sessions.

The agenda for work sessions shall be set by the Director with input from the Board Chair. Any Board member may request an issue to be placed on a work session agenda and the Board Chair will have such issue placed on the next feasible agenda, recognizing that work sessions are often planned in advance and it could take a few weeks before the issue can be placed on the agenda.

*Policy Type: Board Staff Linkages*

**Accountability of the Director of Schools**

All authority over and accountability of staff is considered to be the responsibility of the Chief Executive Officer, titled Director of Schools.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Director of Schools.
2. The Board will not formally evaluate any staff member other than the Director of Schools.
3. Except as required by law, the Board will not participate in decisions or actions involving the hiring, evaluating, disciplining or dismissal of any employee other than the Director of Schools; except to the extent that the Board serves as an appellate body for review on such matters.

**Monitoring Method:** Board self-assessment

**Monitoring Frequency:** Annually-Board Retreat  
Clarksville-Montgomery County School System

Date      Rev.  
10/03/06    A

Adopted 06/10/03

Description

Added language consistent with Administrative Policy for employee appeals.

***Policy Type: Board Staff Linkages***

**Delegation of the Director of Schools**

The Board will instruct the Director of Schools through written policies that prescribe the organizational “Ends” to be achieved and describe organizational situations and actions (limitations) to be avoided, allowing the Director of Schools to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Director of Schools to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The Board will develop policies, which limit the latitude the Director of Schools may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Director of Schools is authorized to develop Clarksville-Montgomery County School District Policies, Regulations, and the Board retains the authority for final approval.
3. As long as the Director of Schools uses any reasonable interpretation of the Board’s Ends and Executive Limitations policies, the Director of Schools is authorized to establish all further administrative policies and procedures, make all decisions, take all actions, establish all practices, and develop all activities. Administrative policies will set forth the general principles by

**Monitoring Method:** Board self-assessment  
**Monitoring Frequency:** Annually-Board Retreat  
Clarksville-Montgomery County School System

Adopted 06/10/03

## B/SL-2

which the Board is guided and the legal requirements of the School System as set forth in State law, rules and regulations and as promulgated by the State Commissioner of Education and State Board of Education. Administrative procedures will set forth the internal processes by which the staff will achieve/accomplish the results required by Ends policies.

4. The Board may change its "Ends" and "Executive Limitations" policies, thereby shifting the boundary between Board and Director of Schools domains. By doing so, the Board changes the latitude of choice given to the Director of Schools. But as long as any particular delegation is in place, the Board will respect and support the Director of School's choices.
5. The Board will consider changes within 60 days if the Director of Schools – through staff input – identifies a policy which is not effective in its intent.
6. Should the Director of Schools deem it necessary to, or inadvertently, violate a Board policy, she or he shall promptly inform the Board. Informing is simply a guarantee no violation may be intentionally kept from the Board, not to request approval. Board response, either approving or disapproving, does not exempt the Director of Schools from subsequent Board judgment of the action.

***Policy Type: Board Staff Linkages***

**Monitoring Director of Schools Performance**

Director of Schools job performance will be monitored systematically against only the Director of Schools job expectations: organizational accomplishment of Board policies on “Ends” and organization operation within the boundaries established in Board policies on “Executive Limitations”.

1. Monitoring determines the degree to which Board policies are being met. Information that does not contribute to this purpose is not considered monitoring data. The Board will not monitor against any criteria not stated in policy.
2. The Board will acquire monitoring data on “Ends” and “Executive Limitations” policies. Ends policies will be presented to the Board in a summary report in June. Executive Limitations will be presented to the Board every month.
3. All policies, which instruct the Director of Schools, will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but ordinarily will depend on a schedule and method identified by the Board and understood by the Director of Schools.
4. At a designated time, agreed upon by the Board and Director of Schools, the Board will conduct a formal summative evaluation. This evaluation will be based upon data received during the year from monitoring Board policies on “Ends” and “Executive Limitations”. A written evaluation document will be prepared by the Board. The Director of Schools will have the opportunity to review the document with the Board. The report will be signed by the Director of Schools and the Board Chairman.



Nothing in this policy will be construed to imply in any manner the establishment of any personal rights not explicitly established by statute, Board Policy or contract. All employment decisions regarding the Director of Schools remain within the sole and continuing discretion of the Board.

***Policy Type: Board Staff Linkages***

**Unity of Control**

Only officially passed motions of the Board are binding on the Director of Schools.

1. Decisions or instructions of individual Board members, officers or committees are not binding on the Director of Schools except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of the Board members or committees requesting information or assistance without Board authority, the Director of Schools can refuse such requests that require, in the Director of Schools' opinion, a material amount of staff time or funds or is disruptive.