



# **Clinton-Massie Local Schools**

## **Board of Education**

### **Policy Manual**

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## **Mission, Vision, and Values (M,V,V)**

During the 2019-2020 school year Clinton-Massie Local Schools (CMLS) embarked on a journey to create a strategic plan. With guidance from CF Educational Solutions, CMLS started the year-long process of collecting survey data from multiple sources, reviewing key processes, and self-evaluating where we stand currently in our attempt to create a successful learning environment for all students. CMLS leadership, staff, parents, business leaders, community members and students were all asked to help our district gauge our strengths and our weaknesses. CMLS wanted to see where vested people thought our opportunities existed to improve and what issues were threatening our ability to be our personal best.

*“Clinton Massie Local Schools is a student-centered, family, and community focused school district. Clinton Massie will equip students with the skills needed to be successful in pursuing higher education, ready for work, or ready for service. We will inspire our students to achieve excellence by setting high academic, service, and character standards to serve as a model for others to follow. Lastly, our campus will serve as the hub of our community providing a central location for our Falcon Families to come and participate in the Falcon Experience!”*

*-Clinton-Massie Local Schools Board of Education*

### **M,V,V 1.0 – CMLS Mission Statement**

We will equip and inspire each student for success.

### **M,V,V 2.0 – CMLS Vision Statement**

Inspire Learners, Empower Community, Achieve Excellence

### **M,V,V 3.0 – CMLS Falcon Values**

1. Relationships
2. Whole-Child Focus
3. Student Growth
4. Excellence
5. Lifelong Learner



## **Governance Processes (GP)**

### **GP 1.0 - District-level governance commitment**

The purpose of the board is to assure that Clinton-Massie Local Schools

1. achieves appropriate results for appropriate persons at an appropriate cost and
2. avoids unacceptable actions and situations (as prohibited in board Executive Limitations policies).

### **GP 2.0 - Board job description**

Specific job outputs of the board, as an informed agent for the citizens of the Clinton-Massie Local School District, are those that ensure appropriate organizational performance.

Accordingly, the board has direct responsibility for:

1. The link between the citizens of the Clinton-Massie Local School District and the Clinton-Massie Local Schools organization as represented by its Superintendent.
2. Written governing policies that address the broadest levels of all organizational decisions and situations.
  - a. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - b. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c. Governance Process: Specification of how the board conceives, carries out, and monitors its own work.
  - d. Board-Executive Linkage: How power is delegated and its proper use monitored; the Superintendent role, authority and accountability.
3. Assurance of successful organizational performance by setting Board Aspirational Goals for self-evaluation.

### **GP 3.0 – President of the Board’s role**

The President of the Board, the board chairperson, assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.

Accordingly:

1. The assigned result of the President of the Board’s job is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
2. Meeting discussion content will be on those issues which, according to board policy, clearly belong to the board to decide or to monitor.
3. Information that is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.



4. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
5. The authority of the President of the Board consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Executive Linkage, with the exception of (a) employment or termination of a Superintendent or Treasurer and (b) where the board specifically delegates portions of this authority to others. The President of the Board is authorized to use any reasonable interpretation of the provisions in these policies.
  - a. The President of the Board is empowered to chair board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
  - b. The President of the Board has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the President of the Board has no authority to supervise or direct the Superintendent on non-policy matters.
  - c. The President of the Board may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
  - d. The President of the Board may delegate this authority, but remains accountable for its use.

#### **GP 4.0 - 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.

1. Members must have loyalty to the ownership, uncomplicated by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Members must avoid genuine and apparent conflicts of interest with respect to their fiduciary responsibility.
  - a. There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
  - b. When the board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent her or himself without comment from not only the vote, but also from the deliberation.
  - c. Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates. Should a board member apply for employment, he or she must first resign from the board.
3. Board members may not attempt to exercise individual authority over the organization.
  - a. Members who interact with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.



- b. Members who interact with 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. Except for participation in board deliberation about whether the Superintendent has achieved any reasonable interpretation of board policy, members will not express individual judgments of performance of employees under the supervision of the Superintendent.
- 4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
- 5. Members will attend meetings regularly and will be properly prepared for board deliberation. They should review all board materials from the Superintendent and Treasurer prior to each meeting, absent specific authorization otherwise.
- 4. Members will support the legitimacy and authority of board decisions, irrespective of the member's personal position on the issue.
- 5. Members will be actively engaged and conscientious stewards of CMLS.

### **GP 5.0 – Annual Work Session Planning**

To accomplish its stated objectives, the Board will follow a semi-annual work session schedule for the purpose of continuing review, monitoring and refinement of policies, monitoring of policies, and activities to improve Board performance through education, enriched input and deliberation. These meeting will be held on the third Saturday of September and the third Saturday of February.

### **GP 6.0 – 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 or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the public interest.

No Board member shall engage in or have a financial interest, directly or indirectly, in any activity that conflicts or raises a reasonable question of conflict with his/her duties and responsibilities as a Board member. When a Board member determines that the possibility of a personal or pecuniary interest conflict exists, s/he shall, prior to the matter being considered by the Board, disclose his/her interest. Such disclosure shall become a matter of record in the minutes of the Board. After such disclosure, a Board member shall refrain from participating in any discussion, voting, or action thereon.

If the financial interest pertains to a proposed contract with the CMLS, the following requirements must be met:

- 1. The board member shall disclose the financial interest in the contract to the board with such disclosure made a part of the official board minutes. If his/her direct financial interest amounts to \$250 or more or five percent (5%) or more of the contract cost to the CMLS, the board member shall make the disclosure in one of two (2) ways:



- a) In writing, to the board president (or if the member is the board president, to the board clerk) at least seven (7) days prior to the meeting at which the vote on the contract will be taken. The disclosure shall be made public in the same manner as the board's notices of its public meetings.
  - b) By announcement at a meeting at least seven (7) days prior to the meeting at which a vote on the contract is to be taken. The board member must use this method of disclosure if his/her financial interest amounts to \$5000 or more.
2. The official minutes of the board disclose the name of each party involved in the contract, the nature of the financial interest, and the terms of the contract including the duration, financial consideration between the parties, facilities or services of the CMLS included in the contract, and the nature and degree of assignment of CMLS staff needed to fulfill the contract.
  3. A board member with a financial interest in a contract may participate in discussion and vote on the contract to the extent that the board member's participation is required by law, or two-thirds (2/3's) of the members are not eligible to vote and his/her vote is needed to constitute a quorum, providing the financial interest is less than \$250 and five percent (5%) of the contract cost to the CMLS and the board member files a sworn affidavit to that effect with the board. Such affidavit is to be made a part of the official minutes of the board.

For purposes of this policy, a board member will be deemed to have an interest in any entity in which such board member is an employee, officer, director, or trustee, or in which such board member has a financial interest.

Board members shall not accept any money, goods, or services.

### **GP 7.0 – Process for Addressing Board Member Violations**

The Board and each of 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 consultation with legal counsel.

### **GP 8.0 - Reimbursement of Expenses**

The Board shall pay the actual and necessary expenses of its members and employees in the discharge of official duties or in the performance of functions authorized by the Board. The expenditures shall be a public record and shall be made available to a person upon request.

Accordingly,

1. the following categories of expenses shall be reimbursable:
  - a. mileage for Board related activities and meetings, not to exceed the then current rate established by the Internal Revenue Service;





- b. expenses of attending a Board approved conference, including fees, parking, mileage, meals and housing;
- c. expenses related to purchasing of printed or other materials relating to Board membership; and
- d. expenses of attending a community or CMLS related, if the individual attends, as the designated representative of the Board.

### **Board-executive linkages (BL)**

#### **BL 1.0 - District-level board-executive connection**

The board's official connection to the operational organization, its achievements and conduct will be through the Superintendent.

The CMLS Treasurer and/or the legal counsel are recognized as positions that serve the Board and in collaboration with the Superintendent. In the event there are interests that conflict, of either a legal or ethical nature, between those of the Superintendent and the Board, the CMLS Treasurer and/or the legal counsel will serve the interests of the Board.

#### **BL 2.0 - Unity of control**

Only officially passed motions of the board are binding to the Superintendent.

Accordingly:

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

#### **BL 3.0 - Accountability of the Superintendent**

The Superintendent is the board's link to operational achievement and conduct except in those instances when the Board may interact directly with the legal counsel and/or the CMLS Treasurer. All authority and accountability of staff (outside of the Office of the Treasurer), as far as the board is concerned, is considered the authority and accountability of the Superintendent.

Accordingly:

1. The board will never give instructions to persons who report directly or indirectly to the Superintendent.
2. The board will not evaluate, either formally or informally, any staff other than the Superintendent and Treasurer.





3. The board will evaluate the Superintendent's and the Treasurer's performance through a predetermined evaluation tool. The evaluation tool will be agreed upon beforehand by both parties.

#### **BL 4.0 - Delegation to the Superintendent**

The Board will instruct the Superintendent through written policies which prescribe the organizational mission, vision, and values to be implemented and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Superintendent to achieve specified results, for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels.
2. The Board will develop policies that limit the latitude the Superintendent may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board, even if they were to be effective. 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 Board will never prescribe organizational means delegated to the Superintendent.
3. As long as the Superintendent uses *any reasonable interpretation* of the Board's Mission, Vision, Values and Executive Limitations policies, the Superintendent is authorized to establish all further practices, make all decisions, take all actions, establish all protocols and develop all activities. Such decisions of the Superintendent shall have full force and authority as if decided by the Board.
4. The Board may change its Mission, Vision, Values and Executive Limitations policies, thereby shifting the boundary between board and Superintendent domains. By doing so, the board changes the latitude of choice given to the Superintendent. But as long as any particular delegation is in place, the board will respect and support the Superintendent's choices.

#### **BL 5.0 - Monitoring Superintendent/Treasurer/Board of Education performance on Strategic Plan Governance Action Items**

The Board will make known to the Superintendent and Treasurer their request(s) for performance data on board aspirational goals through the board agenda. Using the section entitled "New Business" requests can be made to the Superintendent, Treasurer or Board of Education Member(s), to prepare data or response(s) to questions posed by the Board. Timelines for responses will be agreed upon by all parties.

The Board may choose to change Strategic Plan Governance Action items based on a review of said items during each scheduled work session. The changes will be passed as an action item.



## **BL 6.0 – Board/Superintendent Covenants**

In order to build and maintain productive and effective relationships between the Board and the Superintendent, both the Board and the Superintendent will maintain a system of communication and interaction that builds upon mutual respect and trust.

### **Executive limitations (EL)**

#### **EL 1.0 - District-level executive constraint**

The Superintendent shall not cause or allow any practice, activity, decision or organizational condition which is unlawful, unethical, unsafe, disrespectful, imprudent or in violation of Board policy. Accordingly, the Superintendent will not:

1. Fail to establish policies and procedures that prohibits discrimination on the basis of religion, race, color, national origin, sex, disability/handicap or marital/parental family status.
2. Fail to establish policies and procedures, that discrimination in its pupil admissions on the basis of intellectual or athletic ability, measures of achievement or aptitude, status as a handicapped person or any other basis that would be illegal if used by the CMLS.

#### **EL 2.0 - Emergency Superintendent Succession**

In order to protect the Board in the event of sudden and unexpected loss of Superintendent services, the Superintendent shall not fail to assure that at least one designated executive staff member is familiar with Board and Superintendent issues and processes and is capable and trained to assume Superintendent responsibilities on an emergency basis, should the need arise.

#### **EL 3.0 – Treatment of Students**

With respect to treatment of students, the Superintendent shall not cause or allow conditions, procedures, actions or decisions which are unlawful, unethical, unsafe, disrespectful, disruptive, undignified or in violation of Board policy.

#### **EL 4.0 – Treatment of Stakeholders**

With respect to treatment of parents and other stakeholders, the Superintendent shall not cause or allow conditions, procedures, actions or decisions which are unlawful, unethical, unsafe, disrespectful, disruptive, undignified or in violation of Board policy. Accordingly, the Superintendent will not fail to establish policies and procedures that will encourage and foster a partnership between families and CMLS for increased parent involvement and in a pupil's education. The plan may include, but not be limited to: establishment of a welcoming student environment; communication to and from parents and CMLS; parents as volunteers, supportive home learning environment, schools as a parent resource center; and parents as decision-makers.



### **EL 5.0 - Treatment of staff**

With respect to treatment of paid and volunteer staff, the Superintendent shall not cause or allow conditions, procedures, actions or decisions which are unlawful, unethical, unsafe, disrespectful, disruptive, undignified or in violation of Board policy. Accordingly, the Superintendent will not

1. Operate without written personnel rules which:
  - a. clarify rules for staff,
  - b. provide for effective handling of grievances, and
  - c. protect against wrongful conditions
2. Undertake recruitment and hiring practices that limits the diversity of volunteer and paid staff.
3. Fail to establish policies and procedures prohibiting the harassment through any means of any staff whether it takes place on or off CMLS property, or at any CMLS sponsored function or in an CMLS vehicle if it is considered to have a negative impact on the CMLS environment.
4. Fail to establish policies and procedures creating a work environment free of threatening speech or actions.

### **EL 6.0 - Financial condition and activities**

With respect to the actual, ongoing financial condition and activities, the Superintendent will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from board policies. Accordingly, the Superintendent will not

1. Expend more than the sum of:
  - a. Prior funds in excess of board established reserve levels.
2. Use any designated funds for purpose other than intended.
3. Acquire, encumber or dispose of real estate on behalf of the CMLS.
4. Fail to establish policies and procedures that prohibits financial transactions, in excess of the dollar amount permitted by the State Statute requiring competitive bids.

### **EL 7.0 - Asset protection**

The Superintendent will not cause or allow CMLS assets to be unprotected, inadequately maintained or unnecessarily risked. The Superintendent may not omit the financial, intellectual and capital assets from his/her interpretation for the word "asset". Accordingly, the Superintendent will not

1. Fail to insure adequately against theft and casualty losses and against liability losses to board members, staff and the organization itself.
2. Compromise the independence of the board's audit or other external monitoring or advice.
3. Engage parties already chosen by the board as consultants or advisers.
4. Create or purchase any subsidiary corporation on behalf of the CMLS.



## **EL 8.0 - Communication and support to the board**

The Superintendent will not permit the board to be uninformed or unsupported in its work. Accordingly, the Superintendent will not

1. Withhold, impede, or confound information relevant to the board's informed accomplishment of its job.
  - a. Allow the board to be unaware of any actual or anticipated noncompliance with any board approved or Executive Limitations policy.
  - b. Allow the board to be without decision information required periodically by the board or let the board be unaware of relevant trends.
  - c. Let the board be unaware of any incidental information it requires including anticipated media coverage, threatened or pending lawsuits, material internal and external changes, major contracts, staff changes and significant purchases.
  - d. Fail to inform the board if, in the Superintendent's opinion, the board is not in compliance with its own policies on Governance Process and Board-Superintendent Linkage, particularly in the case of board behavior that is detrimental to the working relationship between the board and the Superintendent.
2. Withhold from the board and its processes logistical and clerical assistance.
  - a. Fail to provide a workable, user-friendly mechanism for official board, clerk, or committee communications.
  - b. Fail to provide pleasant and efficient setting and arrangements for board and committee meetings.
3. Impede the implementation of board approved policy, misrepresent its processes and role, or impede its lawful obligations.
  - a. Deal with the board in a way that favors or privileges certain board members over others except when
    - i. fulfilling individual requests for information or
    - ii. responding to committees with respect to duties charged to them by the board.
  - b. Fail to submit for the board's consent agenda items delegated to the Superintendent yet required by law, regulation, or contract to be board-approved, along with applicable monitoring information.

## **EL 9.0 – Curriculum and Instruction**

The Superintendent shall not fail to ensure that the CMLS implements curriculum and instruction that includes clearly defined academic standards for specific courses of study. Accordingly, the Superintendent will not

1. Fail to establish policies and procedures designed to ensure good student health and nutrition habits by providing nutritious meals and snacks through the CMLS's meal programs, by supporting the development of good eating habits and by promoting increased physical activity both in and out of school.



2. Fail to establish programs that give students opportunities for introduction to a college education, job placement, career path/future planning, enlistment in the military or enrichment through innovative means.

### **EL 10.0 – Learning Environment/Discipline**

The Superintendent shall not fail to establish and maintain a learning environment that is safe, conducive to effective learning and free from unnecessary disruption.

Accordingly, the Superintendent will not

1. Fail to establish policies and procedures that prohibits students from performing any act of coercing another, including the victim, to perform any act or initiation into any class, group or organization that causes or creates a risk of causing mental, emotional or physical harm.
2. Fail to establish policies and procedures that prohibits sexual harassment by or toward students in the CMLS environment including but not limited to parents, guests, contractors, vendors or volunteers. The policy/procedure applies to all activities on CMLS property, to all CMLS sponsored activities and to CMLS transportation if it is considered to have a negative impact on the CMLS environment.
3. Fail to establish policies/procedures that prohibits the bullying or other aggressive behavior toward a student, whether by other students, staff or third parties including (but not limited to) Board members, parents, guests, contractors, vendors and volunteers.
4. Fail to establish policies and procedures requiring each student of CMLS to adhere to the Code of Conduct established by CMLS and to submit to such disciplinary measures as are appropriately assigned for infraction of those rules.
5. Fail to establish policies and procedures ensuring that standards adopted by the State Board of Education are followed regarding the use of student restraint and seclusion.
6. Fail to establish policies and procedures authorizing CMLS staff to search school property such as lockers and computers used by students and/or student's personal property including vehicles.

### ***Board Approved Policies as required by law (BAP)***

#### **BAP 1.0 – Appendix A**

