

Fremont County School District #2

Leadership Governance Policies and Board Expectation/District Goals



Adopted September 18, 2012

BOARD OF TRUSTEES

Peggy Miller
Karen Chandler
Rene Suda
Jill Judd
Brad Lindsey
Adria Trembly
Laura Yaracz

Martha Gale, Superintendent

Introduction of Governance Policies

One of the essential roles of the board of trustees is to implement and manage a governing process that oversees the entire school district. To effectively encompass that charge, the trustees of Fremont County School District #2 have engaged in a governance model that has allowed them to develop and adopt specific roles and responsibilities for the board and the superintendent of schools. This document addresses those specific issues as well as sharing the school districts vision, mission and performance expectations of our students.

In developing this document the board has strategically focused its roles, taking a broad view of the organizational needs of the school district. The board in its governance policies has committed to work in collaboration with the superintendent, the school staff and the community as a whole. It is strategically focused and begins to make sense as we consider the different roles of the board, school time management, and resource procurement and allocation.

The district's mission, vision and goals describe the fundamental beliefs that are held by the board of trustees and the administration as defined in the district's strategic plan. The alignment of district policy and the commitment of the board to govern within the parameters of its mission, vision and goals is no small task, and it requires a focus on governance through board leadership.

- Fremont Co. School District #2 Board of Trustees

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Policies I



1.1 Commitment

Board members are expected to govern responsibly and hold themselves to the highest standards of ethical conduct.

The Board will provide leadership to the district through the establishment of written policies.

The Board believes that its primary responsibility is to act in the best interests of all students in the district.

The Board is committed to:

- Students
- parents/guardians
- members of the community.
- district employees
- laws pertaining to public education
- the established policies of the district.

The Board will:

- govern with emphasis on organizational vision
- encourage diversity in viewpoints
- focus on strategic leadership rather than administrative detail
- establish, through policy, Board and Superintendent roles and responsibilities
- make collective decisions rather than individual decisions
- govern proactively rather than reactively.

The Board's major policy focus will be on the intended long-term benefits for students. Accordingly:

1. The Board will:
 - cultivate a sense of group responsibility
 - work in partnership with the Superintendent with input from staff, students, parents and the communities
 - use the expertise of individual board members to enhance the ability of the Board to govern as a body.
2. The Board will hold itself accountable for governing with excellence. This self-discipline will apply to:
 - attendance at meetings
 - preparation for meetings
 - respect for differentiation of roles.
3. Existing Board members and the Superintendent will facilitate a review of the Leadership Governance process and policies for new members as soon as possible after being sworn into office. This same process will be followed upon employment of a new Superintendent.
4. The Board will monitor its process and performance regularly.

1.2 Board Member Code of Conduct

The Board commits itself and its members to ethical, businesslike and lawful conduct. The Board acting in its legislative capacity will have the authority and responsibility to interpret and apply standards of conduct.

1. Board members will represent the interests of the students and patrons of the entire school district. This representation supersedes any conflicting loyalties including: interest groups, parental conflicts, and relationships with employees of the district.
2. Board members will recognize that they have no individual authority over the Superintendent or staff unless explicitly authorized by the Board.
3. Individual board members, when formally speaking on behalf of the Board, will only report on explicitly stated board decisions.
4. Board members will not publicly express individual negative judgments about Superintendent, staff or Board performance. Any such expressions should only be made when the Board is meeting in executive session.
5. Board members will maintain the confidentiality of issues discussed in executive session and of other issues of a confidential or sensitive nature.

1.3 Board Member Covenants

Board members shall maintain a system of communication and interaction that builds upon mutual respect and trust.

Accordingly, members will participate within the following guidelines:

General Communications:

- ▶ focus on issues
- ▶ promote candor in discussions while supporting the integrity and promoting the positive image of the Board, individual board members, and the district.

Listening:

- ▶ listen to each person who speaks and respect all points of view
- ▶ when dealing with an individual use appropriate non-verbal behavior
- ▶ avoid engaging in side conversations.

Speaking:

- ▶ stay calm in conversation
- ▶ contest a person's position, but resist questioning his/her integrity or motivation
- ▶ share any knowledge or expertise regarding the issue
- ▶ be brief, honest, and clear when expressing ideas, thoughts or concerns
- ▶ focus on exchange of ideas and consensus.

Decision Making:

- ▶ withhold judgment until fully informed on the issue
- ▶ focus on the district's vision, mission and goals
- ▶ identify areas of agreement and options for solutions
- ▶ support the board's decision.

1.4 Board Member Conflict of Interest

Board members will operate in a manner that will avoid actual and apparent conflicts of interest. A conflict of interest arises when a board member is unable to devote complete loyalty and singleness of purpose to the interests of the district.

1. A Board member shall not furnish directly any labor or equipment to the district without disclosing his/her interest. He/she shall not attempt to influence the Board in making its decision, and will not vote on the issue before the Board.
2. Board members will adhere to the Wyoming Ethics and Disclosure Act and all other applicable conflict of interest laws, which shall include but is not limited to the following:
 - a. A board member shall not apply for a position as an employee of the district until he/she has duly resigned his/her position on the Board.
 - b. No board member will make or vote on an official decision if he or she has a material personal interest in the matter.
 - c. No board member may use the position or any public funds, time, personnel, facilities or equipment for his or her private benefit or that of another unless the use is authorized by law.
 - d. No board member may participate in the employment, transfer, discipline, or advancement of a family member in the district.

1.5 Process for Addressing Board Member Violations

Board members will comply with the provisions of the board's policies. In the event of a member's violation of policy, the Board will seek remedy by utilizing part or all of the following process:

1. Constructive conversation in a private setting between the board member and the board chairman and/or other board member.
2. Discussion in executive session between the board member and the full Board regarding the violation.
3. Mediation may be offered to the board member.
4. As a last resort, public censure of the board member.

1.6 Board Chairman

1. The Chairman of the Board will supervise or direct the Superintendent only when explicitly authorized to do so by the Board.
2. The Chairman of the Board will be the official board spokesperson for stating board positions and decisions to the media. The Chairman may delegate this authority to other board members or the Superintendent.
3. The Chairman will be the official liaison between the Superintendent and the Board, understanding that individual board members may communicate with the Superintendent at any given time.
4. The Chairman will attend a leadership training session specifically for board chairmen as soon as possible after election as Chairman.
5. The Chairman will preside at all meetings and assist in the development of the agenda with the Superintendent and/or the Vice Chairman, and input from the other trustees.

1.7 Board Committees

Board committees, when used, will be used to support the work of the Board.

1. Board committees will speak or act for the Board only when formally given such authority.
2. A board committee will make recommendations to the Board, but any resultant actions from those recommendations will be the responsibility of the Board.
3. The board committee policy applies only to committees that are formed by board action, whether or not the committees include board members.
4. Membership on board committees will be appointed annually and/or as needed.

1.8 Development and Adoption of Policies

It is the Board's responsibility to develop and adopt governing and operational policy. A systematic, predictable means of developing and adopting policy will promote community, school, parent and student involvement in policy decisions of the Board and encourage careful and well informed decision making by the Board. Accordingly, the Board will develop new policy, repeal or substantially revise existing policy as follows:

Policy Introduction

- a. A board member may introduce a new or revised policy if the board member has notified the Board Chairman in sufficient time for the item to be considered and placed on the board agenda.
- b. A community member, student, parent, staff member, teacher or administrator may seek introduction of a new or revised policy by submitting it in writing to the Superintendent or Board Chairman.

First Reading

Any policy that is formally introduced pursuant to "Policy Introduction" above, shall be given a first reading by the Board at the scheduled time on the agenda. After the first reading, the Board will open discussion to those attending the meeting. After all comments have been received, the Board will discuss the policy.

If the policy fails to meet the approval of a majority of the Board, it will be eliminated from further discussion. The policy may be redrafted and resubmitted.

If the policy, with or without amendments, meets with approval of a majority of the Board it will be placed on the agenda for second reading at the next monthly business meeting.

Second Reading

A policy that is placed on the agenda pursuant to "First Reading" above, shall receive a second reading. After the second reading, the Board will open discussion to those attending the meeting. After all comments have been received, the Board will discuss the policy.

Adoption

After the second reading, upon motion and second, the policy may be adopted with or without amendments, by approval of a majority of the Board. If extensive or controversial amendments are necessary the Board may table and reschedule another reading pursuant to "Second Reading" above for the next monthly business meeting.

Form of Readings

Readings may be aloud or silent, at the discretion of the Chairman. Copies of the proposal will be available for review at the district office.

Any portion of this policy may be waived by a majority vote of the Board, for good cause or in case of emergency.

Governance Policies II



2.1 GENERAL

BOARD

1. The Board's link to the operation of the district is through the Superintendent, except as otherwise required by law.
2. The Board's requests, decisions and directives when acting as an entity, are the only requests, decisions and directives binding on the Superintendent.
3. The Board will invest the Superintendent with the authority and the responsibilities that are in accordance with board policy and state and federal laws.
4. The Board will regularly involve the community, parents/guardians, students and staff in developing goals for the district.
5. The Board will provide community leadership on educational issues and will be advocates for public education at the local, state and federal levels.
6. The Board will participate in professional development and commit the time and energy necessary to be informed and effective leaders.
7. The Board will take reasonable steps to ensure conditions, procedures, actions or decisions that result in lawful, ethical, safe, respectful and dignified treatment of students, staff, volunteers and district patrons.

SUPERINTENDENT

1. The Superintendent will report needs of the district to the Board.
2. The Superintendent will collaborate with the board to develop a comprehensive strategic plan to meet goals and student achievement expectations adopted by the Board.
3. The Superintendent will coordinate, supervise and manage the operation of the district.
4. The Superintendent will provide leadership to the Board, staff, students and community in meeting district goals.
5. The Superintendent will keep the Board aware of local, state and national educational developments and changes.

6. The Superintendent is empowered to delegate authority and responsibilities to staff members, as he/she deems appropriate. Ultimate responsibility remains with the Superintendent.
7. The Superintendent will take reasonable steps to ensure conditions, procedures, actions or decisions that result in lawful, ethical, safe, respectful and dignified treatment of students, staff, volunteers, district patrons and board members.
8. The Superintendent will take reasonable steps to avoid causing or allowing conditions, procedures, actions or decisions that are or have the potential of being unlawful, unethical, unsafe, disrespectful, undignified or in violation of board policy.

2.2 POLICY

BOARD

1. The Board will establish all written governance policies and operational policies.
2. The Board, when necessary, will clarify for the Superintendent the intent of board policies.
3. The Board will review and monitor the district vision and mission, governance policies, Strategic Plan, and operational policies.
4. The Board will collaborate with the Superintendent to develop a written Strategic Plan to be implemented District-wide and will be part of the Superintendent's evaluation.

SUPERINTENDENT

1. The Superintendent will implement all board policies.
2. The Superintendent will act as an advisor to the Board in areas needing policy development or revision.
3. The Superintendent will maintain a current manual of adopted governance and operational policies in hard copy and digital format accessible on the District website.
4. The Superintendent will adhere to all prescribed expectations as outlined in governance and operational policies and the Strategic Plan.

2.3 REGULATIONS

BOARD

1. The Board will review and adopt administrative procedures, rules and regulations at its discretion.
2. The Board will direct the Superintendent to revise regulations when, in the Board's judgment, they fail to properly effect the policies adopted by the Board.

SUPERINTENDENT

1. The Superintendent will develop and maintain current, up-to-date handbooks of administrative procedures, rules and regulations.
2. The Superintendent will operate with written procedures, rules and regulations that are consistent with law and board policy.
3. The Superintendent may deviate from administrative procedures, and/or rules and regulations for good cause or in case of emergency and will notify Board Chair as soon as possible.

2.4 MEETINGS

BOARD

1. The Board will conduct all business in public board meetings in accordance with local, state and federal laws.
2. The Board will hold all meetings, including executive sessions, with the Superintendent present, or his/her designated administrator, except when his/her evaluation, contract or salary, are under consideration, or when due process requires his/her absence from the meeting.
3. The Board will utilize and conduct executive sessions in accordance with state statutes. (W.S. 16-4-405)
4. The Board will establish the operational procedures for meetings.
5. The Board chairman and/or vice-chairman, with assistance from the Superintendent will develop the meeting agenda. Other Board members may contribute agenda items through the Board Chairman.
6. The Board will identify, for the superintendent, specific information needed to assist the Board in making final decisions.

SUPERINTENDENT

1. The Superintendent will serve as an advisor to the Board during official meetings.
2. The Superintendent will ensure compliance with all legal requirements relative to the posting of notices and maintenance of recordings and written minutes.
3. The Superintendent will ensure that board meetings, including executive sessions, meet the requirements of law.
4. The Superintendent will assist the chairman and/or vice-chairman in developing the meeting agenda.
5. The Superintendent will give to the Board as much information as deemed necessary to allow board members to make informed decisions.
6. The Superintendent will provide the Board with the agenda and supporting materials in an agreed upon time frame.

2.5 BUDGET/FINANCE

BOARD

1. The Board will establish priorities for the financial management of the district.
2. The Board will provide the Superintendent with the board's priorities and parameters for development of the budget.
3. The Board will adopt a fiscally responsible budget based on the district's vision and mission, and will continuously monitor the fiscal health of the district.
4. The Board will ensure that internal financial controls are in place.

SUPERINTENDENT

1. The Superintendent will present to the Board a detailed budget that is based upon the board's priorities and parameters.
2. The Superintendent will administer the budget ensuring that all legal requirements are met.
3. The Superintendent shall take reasonable steps to ensure that:
 - the fiscal condition of the district is consistent with the board's vision and expectations
 - the long-term financial health of the district is sound
 - the Board is notified prior to any spending that materially deviates from the annual budget adopted by the Board
 - the Board's ultimate authority to determine the financial matters of the district is adhered to.
4. The Superintendent shall ensure that assets are reasonably protected, adequately maintained and appropriately used.
5. The Superintendent will act as a resource to the Board on all financial matters of the district.

2.6 INSTRUCTION

BOARD

1. The Board will establish the vision, mission and goals for the district.
2. The Board will review and adopt changes to standards and instructional programs as appropriate to meet district, state and federal requirements.
3. The Board will review and adopt changes to graduation requirements conforming to district, state and federal standards.
4. The Board will annually report to the community the status of education in the district.
5. The Board will approve the annual district calendar.

SUPERINTENDENT

1. The Superintendent is responsible for the continuous development, implementation, and evaluation of the instructional programs that focus on student learning.
2. The Superintendent will provide leadership in meeting the district, state and federal standards.
3. The Superintendent will schedule presentations and reports by staff on assessments and instructional programs.
4. The Superintendent will recommend a district calendar with an academic focus for the next school year.

2.7 PERSONNEL

BOARD

1. The Board will employ and evaluate the Superintendent.
2. The Board will give direction only to the Superintendent, except as required by law.
3. The Board will review and adopt job descriptions and a comprehensive evaluation system for all staff upon recommendation of the superintendent.
4. The Board will participate in disciplining employees, only when required by law.
5. The Board will employ certified and classified staff after consideration of the recommendation of the Superintendent.
6. The Board in dealing with personnel complaints, or concerns, will adhere to the district's chain of responsibility.
7. The Board will act on personnel matters only after consideration of the superintendent's recommendations.
8. A member of the Board may move for the dismissal of certified or classified staff.

SUPERINTENDENT

1. Except as otherwise provided by law, all authority over staff members of the district shall rest with the Superintendent and all staff members of the district shall be accountable to the Superintendent through the chain of responsibility.
2. The Superintendent will make a recommendation to the Board regarding the employment of all certified and classified staff.
3. The Superintendent will develop and recommend to the Board job descriptions, and a comprehensive evaluation system for all staff.
4. The Superintendent will serve as the board's liaison with staff.
5. The Superintendent will make reasonable background inquiries and checks prior to hiring any paid personnel.
6. The Superintendent will evaluate district administrators.
7. The Superintendent will report to the Board those employees who are under a disciplinary action.

8. The Superintendent will report to the Board when any plan of improvement is implemented, without divulging details.
9. The Superintendent is empowered to delegate authority to staff members, as he/she deems appropriate.

2.8 COMMUNITY RELATIONS

BOARD

1. The Board will hold itself accountable to the citizens of the district by focusing on the vision, mission and goals of the district.
2. The Board will actively acquire input from students, staff, parents, and the community in order to maintain an awareness of community values, concerns and interests.
3. The Board will channel all complaints and/or grievances through the district's chain of responsibility. [referenced in Other Resources section]
4. The Board will appoint members to standing and/or advisory committees at its discretion.

SUPERINTENDENT

1. The Superintendent will provide leadership to inform district patrons of school programs and activities.
2. The Superintendent will establish a working relationship with the news media.
3. The Superintendent will make recommendations to the Board for resolution of complaints not resolved at the administrative level.
4. The Superintendent, when serving on a committee, will serve as the board's liaison with standing and advisory committees.
5. The Superintendent will take reasonable steps to ensure that the district maintains accountability to all district standards and programs.

2.9 LABOR RELATIONS

BOARD

1. The Board will establish a Budget Committee to meet and confer with certified and classified personnel regarding compensation packages.
2. The Board will adopt compensation packages for all employees.
3. The Board is responsible for the Superintendent's contract, benefits and salary.

SUPERINTENDENT

1. The Superintendent will provide factual data to the Board, certified and classified personnel, and Budget Committee for the consideration of compensation packages.
2. The Superintendent will recommend to the Board, the compensation packages.
3. The Superintendent will administer contracts and/or agreements in accordance with all regulations.

2.10 STUDENT SERVICES

BOARD

1. The Board will establish district policies and goals for student programs.
2. The Board will focus the district on learning and achievement for all students
3. The Board will require that the Superintendent develop and implement administrative procedures, and/or rules and regulations for maintaining student services.
4. The Board will require that the Superintendent develop and consistently maintain administrative procedures, and/or rules and regulations for maintaining student services.

SUPERINTENDENT

1. The Superintendent will take reasonable steps to create and maintain a school environment that is safe, conducive to the learning process and free from unnecessary disruption.
2. The Superintendent will develop and implement administrative procedures, and/or rules and regulations to maintain quality student services including, but not limited to, admission, attendance, activities, discipline, rights and responsibilities.
3. The Superintendent will develop and implement administrative procedures, and/or rules and regulations to deal with health and safety issues, including emergencies.
4. The Superintendent will promote a safe educational environment that focuses on success for all students.
5. The Superintendent will provide for the direction and supervision of student services.

2.11 FACILITIES, TRANSPORTATION, FOOD SERVICES

BOARD

1. The Board will develop and adopt policies for governing the use of public buildings, grounds and equipment.
2. The Board will prioritize construction and building renovation needs of the district.
3. The Board will develop and adopt policies for governing facilities, transportation and food services.

SUPERINTENDENT

1. The Superintendent will implement administrative procedures, and/or rules and regulations that adhere to district policy, for the supervision of public use of buildings, grounds, facilities and equipment.
2. The Superintendent will be responsible for the upkeep of facilities and prioritize long-range plans for preventive maintenance of buildings, grounds and equipment.
3. The Superintendent will implement administrative procedures, and/or rules and regulations that adhere to district policy, for the supervision of the district's transportation service, food service program and assign staff as appropriate.

2.12 BOARD SUPERINTENDENT RELATIONSHIPS

BOARD

1. The Board will support the distinction between the Board's role and the role of the Superintendent.
2. Individual board members will avoid interference with the Superintendent's duties.
3. The Board encourages open discussion and diverse opinions in addressing issues.
4. The Board will have open communication with the Superintendent.

SUPERINTENDENT

1. The Superintendent interprets, clarifies, assembles data, and provides professional guidance and assistance to the Board.
2. The Superintendent provides recommendations for Board action on agenda items.
3. The Superintendent is responsive to Board requests and directives for information.
4. The Superintendent provides regulations, instructions, and follow-up for employees regarding district policies.
5. The Superintendent keeps the Board informed of district programs, operations, condition of the schools, and other issues.
6. The Superintendent brings special issues to the attention of the Board in a timely fashion.
7. The Superintendent will assist the Board in board development leadership training.

2.13 PLANNING

BOARD

1. The Board sets the direction for the district, by establishing the district vision, mission, goals, and student achievement expectations.
2. The Board annually establishes expectations for student achievement and regularly monitors progress toward those expectations during the school year.
3. The Board and Superintendent collaborate on the development of long and short term goals and a process for the assessment of progress and performance through the use of the monitoring guide, an annual Superintendent Evaluation and Board Self Evaluation.
4. The Board will require the Superintendent to report progress on goals and student achievement expectations at designated intervals during the year.

SUPERINTENDENT

1. The Superintendent will provide assistance to the Board in setting the direction as they establish the district vision, mission, goals, and student achievement expectations.
2. The Superintendent will provide assistance to the Board in the establishment of annual expectations for student achievement.
3. The Superintendent will provide assistance to the Board as they regularly monitor progress on goals and student achievement expectations.
4. The Superintendent will report progress to the Board on goals and student achievement expectations at designated intervals during the year.

2.14 BOARD/SUPERINTENDENT ORIENTATION AND PROFESSIONAL DEVELOPMENT

BOARD

1. The Board has a process in place to orient newly-elected or appointed board members and/or a newly hired Superintendent.
2. This process of orientation shall include, but not be limited to the following components:
 - * details the differences in responsibilities between the board and administration,
 - * explains selective policies in the Policy Manual for the board and superintendent team,
 - * explains the educational relationships and chain of responsibility.
3. The Board will subscribe to and read professional publications and educational periodicals.
4. The Board will stay informed and promote its own professional development.
5. The Board will attend training opportunities, i.e. conferences, workshops and training sessions.
6. The Board uses pertinent data, research, and consulting services as needed.

SUPERINTENDENT

1. The Superintendent will assist the Board in establishing and will participate in the process to orient newly-elected or appointed board members.
2. The Superintendent will provide the Board with updates on professional development, conferences and workshops.
3. The Superintendent will provide the Board with relevant data and research as deemed timely and appropriate.
4. The Superintendent will stay informed and promote his/her own professional development.

Vision Mission Goals Values



3.1 Vision

The vision of Dubois Schools is purposeful learning and empowerment through continuous education for all.

3.2 Mission

Fremont County School District #2 has a mission to provide innovative educational leadership and progressive educational programs that develop the unique potential of each individual.

3.3 Goals

The Fremont County School District #2 Board of Trustees determines and approves the district goals, areas of focus and the performance measures annually as outlined in the current school year's Strategic Plan.

3.4 Values

We value each member of our learning community as an individual, a global approach to learning that leads to independent thinking, a climate based on mutual respect and cooperation, and the path of continuous improvement.



Fremont County School District 2

Strategic Plan 2015-2016



FCSD #2
Dubois,
WY

**The vision of Dubois Schools is purposeful learning and empowerment through continuous education for all.
Fremont County School District #2 has a mission to provide innovative educational leadership and progressive educational programs
that develop the unique potential of each individual.**

Standards	Goals	Areas of Focus	Performance Measures
<p>Standard 1 The school maintains and communicates a purpose and direction that commit to high expectations for learning as well as shared values and beliefs about teaching and learning.</p>	<ul style="list-style-type: none"> • <i>The Board of Trustees and Superintendent will engage all stakeholders in the process of determining the district vision and mission.</i> • <i>District administrators will monitor district data, provide feedback with training for improvement and maintain high expectations for professional practice.</i> 	<ul style="list-style-type: none"> • Develop a cooperative system that provides several avenues for meaningful input. • Promote challenging educational programs that include active student engagement. • Ensure that all certified staff use student/teacher and/or staff/supervisor feedback surveys. 	<ul style="list-style-type: none"> • Restructure and promote the community advisory group by December 2, 2015. • Design and lead follow up activities immediately following Center for College/Career Readiness trainings 8/25/15; 10/5/15; 11/2/15; 1/18/16; 4/4/16. • All feedback surveys completed by May 1, 2016.
<p>Standard 2 The school operates under governance and leadership that promote and support student performance and school effectiveness.</p>	<ul style="list-style-type: none"> • <i>The Board of Trustees will operate responsibly and effectively and establish policies and support practices that ensure effective staff supervision and evaluation processes.</i> • <i>The Board of Trustees will foster a culture consistent with the system's purpose and direction.</i> 	<ul style="list-style-type: none"> • Review and refine the FCSD#2 Board Governance Policies and identify tools and timelines for district admin evaluations as well as their own. • Foster a sense of community among staff and stakeholders by having a visible presence at school activities. 	<ul style="list-style-type: none"> • By January 1, 2016, meet in a retreat or work session format with leadership from WSBA and/or other facilitation. • Be represented at 80% of all home activities and report at monthly board meeting.
<p>Standard 3 The school's curriculum, instructional design, and assessment practices guide and ensure teacher effectiveness and student learning.</p>	<ul style="list-style-type: none"> • <i>The Curriculum Director and teaching staff will monitor and adjust the curriculum, instruction and assessments on an ongoing basis in response to student learning data and examination of professional practice.</i> • <i>The district will operate as a collaborative organization through structures that support improved instruction and student learning.</i> • <i>The district will design a structure in all schools whereby each student is well known by at least one adult advocate in the student's school who supports that student's educational experience.</i> 	<ul style="list-style-type: none"> • The Curriculum Director will lead regular curriculum committees for each academic area with the focus of adding curriculum activities with increased depth of knowledge. • Certified staff will participate in PLCs that address gaps in learning, homework and grading practices across grade levels/content areas to ensure all students are ready for the next level of learning. • Staff will develop a system that ensures each student has an adult advocate within the district. 	<ul style="list-style-type: none"> • Core curriculum units will have activities that include depth of knowledge levels 3 and 4 by September 15, 2016. • By January 1, 2016 PLC groups will meet regularly. • Establish and implement the system by January 1, 2016.
<p>Standard 4 The school has resources and provides services that support the purpose and direction to ensure success for all students</p>	<ul style="list-style-type: none"> • <i>The Board of Trustees will demonstrate resource management that includes long-range planning in support of the purpose and direction of the system.</i> • <i>The district will coordinate and evaluate the effectiveness of information resources, technology and related personnel to support educational programs throughout the system.</i> 	<ul style="list-style-type: none"> • Administration and department heads will use data to determine personnel necessary to fill all the roles and responsibilities to support the school purpose and goals. • Administration and department heads will increase district-wide communication with all staff and stakeholders. 	<ul style="list-style-type: none"> • The Board will present budget options with an 80-20 labor to non-labor scenario by June 1, 2016. • Regular department head meetings monthly beginning August 27, 2015. • Quarterly technology committee meetings will include all relevant stakeholders beginning November 1, 2015.
<p>Standard 5 The school implements a comprehensive assessment system that generates a range of data about student learning and system effectiveness and uses the results to guide continuous improvement.</p>	<ul style="list-style-type: none"> • <i>Professional and support staff continuously collect and analyze data about learning from a variety of sources.</i> • <i>The K-12 principal will hold teaching staff accountable for and evaluate the overall quality of the implementation of all instructional activities, interventions and strategies.</i> 	<ul style="list-style-type: none"> • Certified staff will identify and design action plans for improving areas of weakness identified by student achievement data and the AdvancEd accreditation visit. • Establishes an effective process for teaching assessment based on evidence that promotes teacher learning by identifying strengths and weaknesses. 	<ul style="list-style-type: none"> • Committees based on the five domain areas will meet by November 1, 2015 to review data and design an action plan based on the indicators identified as opportunities for growth. • By October 1, 2015, design a schedule of both formal and informal observations that includes a monthly classroom walk-through providing the teacher with useful feedback after each visit.

We value each member of our learning community as an individual, a global approach to learning that leads to independent thinking, a climate based on mutual respect and cooperation, and the path of continuous improvement.

GLOSSARY OF TERMS

Assessments

Instruments used throughout the district to measure individual and group achievement in academic and non-academic areas.

District Chain of Responsibility

A defined means, typically through policy, by which decision-making occurs up and down the line of authority of an organization.

The process by which, persons who have a question or complaint about an issue within the district may address those questions or complaints. Persons with questions are directed to the professional within the district closest to the question or problem, in many instances the classroom teacher. If resolution does not occur, the recommended next person in the chain to be contacted is the building principal, followed by the superintendent. The Board of Trustees is the final link in the chain.

Ethical Conduct

A moral set of rules or principles prescribing the way people ought to behave.

Expectations

Expectations would be the district's goals, areas of focus and performance measures in written statements that specifically address, in policy, district and student performance in clearly stated areas. Expectations state what outcomes are to occur and by whom. Expectations describe what will be achieved, not how the achievement will be attained.

Governance

The process by which the Board of Trustees directs and influences the actions and results of the district through written policies.

Leadership Governance

A process that focuses board effort on student and district expectations, provides written policies that clarify roles/responsibilities, and pledges accountability for the district. The Board of Trustees constructs and adopts governance policies and Expectations that fit the needs of the district. Through a monitoring process, the Board of Trustees will hold itself and staff accountable to those district Expectations, and will hold itself accountable to its governance policies.

Material Deviation

A departure from an established practice or direction.

Material Interest

An interest which may conflict with the duty as a Board Member and could be perceived as unfair, or supportive of personal or professional gain.

Mission Statement

A short written statement that answers the question, “Why does an organization exist.” For example, “Schools exist for the purpose of educating children to be successful people.”

Operational Policies

Written statements that describe specific conduct, procedures and actions that constitute the practical application throughout the district of governance policy statements. (Governance policies state *what* is to happen, while operational policies formulate *how* things are to happen). Operational policies are implemented by the superintendent and his/her staff and are approved by the Board of Trustees.

Policy

Statements that are written and adopted by the Board of Trustees that identify: roles and responsibilities of the board and those of the superintendent, that describe how the board will govern itself and conduct its business, and that state specific student achievement statements for the district. Policies also include district-wide operational standards and form the legal basis for actions within the district.

Proficiency

Individual or group mastery of a subject or concept as defined by the district and/or the state.

Public Censure

Formal or official (generally public) disapproval. A reproach declared for public or professional behavior that is deemed not to be in the best interest of the organization and a violation of commonly accepted and expected behavior.

Reasonable Steps

Includes acting with logic and reason to arrive at a conclusion that is fair, responsible and just.

Rules and Regulations

Specific written standards for conduct and actions that apply to students and district personnel at the building level. These are written and adopted by district personnel and administration.

Student Services

All educational and personal needs of students, which are governed by policies, district procedures, rules and regulations, and are distinct from student organizations.

Other Resources

Fremont County School District No. 2 Policy Manual

The District's operational Policy Manual may be accessed on the District's website home page located at <http://www.fremont2.org>

Wyoming State Statutes

Current Wyoming State Statutes may be accessed at the following website:

<http://legisweb.state.wy.us/statutes/statutes.aspx>

District's (Current School Year) Strategic Plan

The Strategic Plan may be viewed on the page immediately following **3.3 Goals** or it may be accessed on the District's website home page located at

<http://www.fremont2.org>

District's Chain of Responsibility

The District's Chain of Responsibility flow chart may be viewed on the following page.

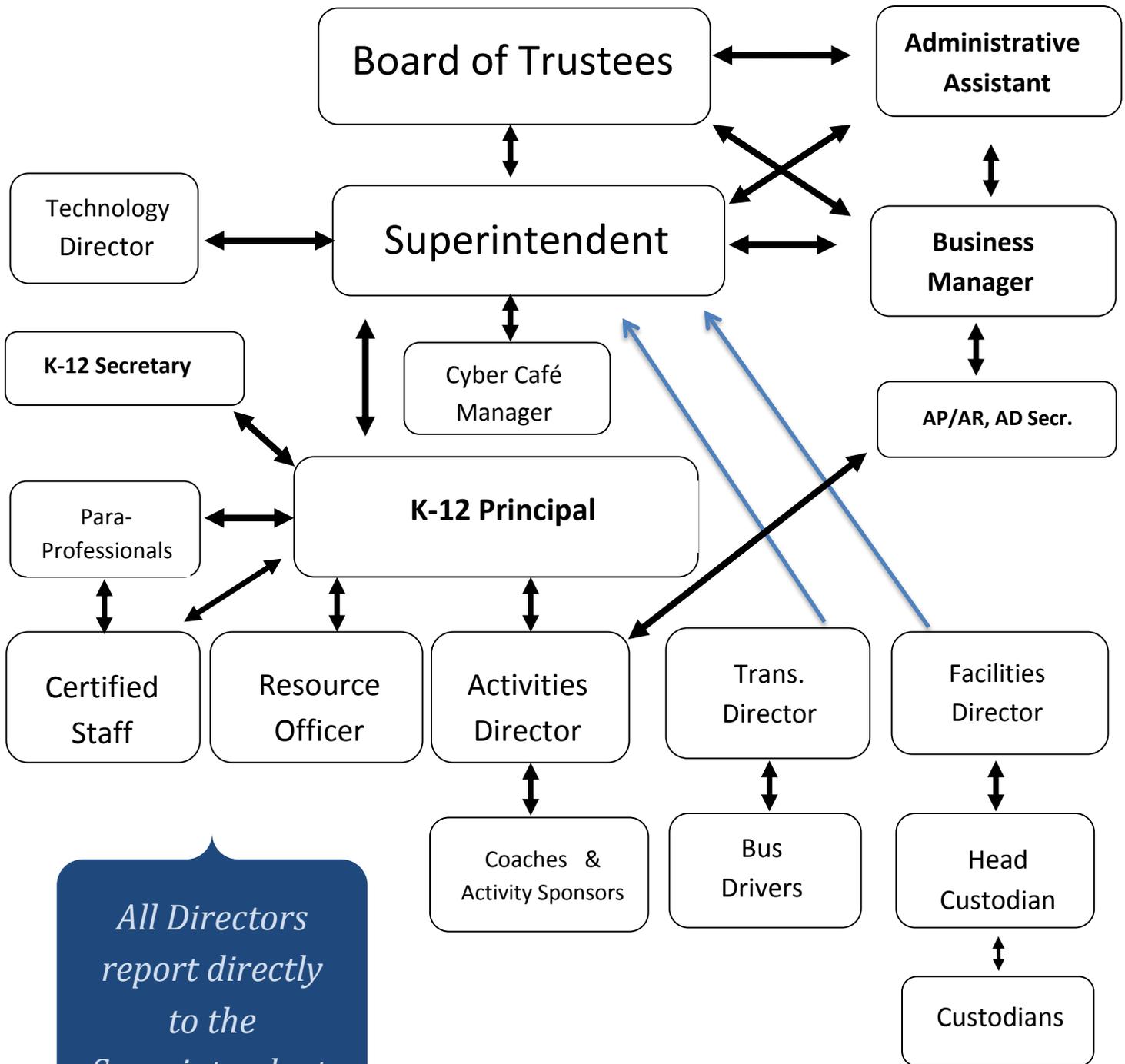
Monitoring Guide

MONTH	Standing Committee Mtgs.	3.1 Vision 3.2 Mission	3.3 Achievement Expectations	Linkage with Community	Other Business
July	Facilities Committee Meeting	Adopt Strategic Plan for upcoming school year			<ul style="list-style-type: none"> Adoption of District's annual budget Publish Board meeting dates/availability of minutes (semi-annual) Approve District Goals (Strategic Plan) for upcoming SY
August	Evaluation/Policy Committee Meeting		(Strategic Plan) with Superintendent & Staff		<ul style="list-style-type: none"> Host new teacher reception for staff and Board members Approve upcoming SY items (handbooks, bus routes, lunch rates, etc.) Approve Tax Collection Report Election filing for School Board, if applicable
September	Facilities Committee Meeting			Report of AYP determination to Community Community Advisory Committee Meeting (last Monday of each mo.)	<ul style="list-style-type: none"> WSBA Annual Fall Round-Up Meeting Approve Fundraising Activities Approve CWC Adult Education Coordinator's MOU
October	Evaluation/Policy Committee Meeting			Community Advisory Committee Meeting (last Monday of each mo.)	<ul style="list-style-type: none"> Designate WSBA Voting Delegate
November	Evaluation/Policy Committee Meeting		New Board member Orientation	Community Advisory Committee Meeting (last Monday of each mo.)	<ul style="list-style-type: none"> WSBA Annual Conference (mid mo.) Approve WSBA Resolutions Final Audit Report (Nov. or Dec.) Approve Final Audit Findings/Financial Statements by Nov. 14th Election of new Board members, if applicable Administer oath of office to new Board members New Board member Orientation
	Bi-Annual Review of Superintendent Review Status & Expectations with Superintendent				

MONTH	Standing Committee Mtgs.	3.1 Vision 3.2 Mission	3.3 Achievement Expectations	Linkage with Community	Other Business
December	Facilities Committee Meeting		Formal Annual Evaluation of Superintendent	Community Advisory Committee Meeting (last Monday of each mo.)	<ul style="list-style-type: none"> • Board Reorganization • Election of Officers • Designate depositories, posting sites, newspaper, auditor, attorney, etc. • Committee/Board appointments • Appoint Superintendent as District Representative • Principal Evaluations • Board member Disclosure of Interest • Annual Bond renewal(s)- (Super, Chair, Treasurer, Bus Mngr., etc.) • Final Audit Report (Nov. or Dec.)
January	Budget Committee Meeting			Community Advisory Committee Meeting (last Monday of each mo.)	<ul style="list-style-type: none"> • Publish Board meeting dates/availability of minutes (semi-annual) • Superintendent Contract Renewal • Appoint 504 Coordinator • Approval of RUS Grant • Publish Gross Salaries (Annual) • Appoint BOCES representatives • Submit Intent to Continue Alternative Schedule to WDE • Budget Review
February	Facilities Committee Meeting			Community Advisory Committee Meeting (last Monday of each mo.)	<ul style="list-style-type: none"> • Approve Alternative Calendar • Certified Horizontal Movement inquiry • Principal(s) contract renewals
March	Facilities Committee Meeting (Pre-Scheduled – 2016 only) Budget Committee Meeting			Community Advisory Committee Meeting (last Monday of each mo.)	<ul style="list-style-type: none"> • Approve continuing teacher contracts • Start budgeting process • Approve contracts for Business Manager, Central Administration staff
April	Budget Committee Meeting			Community Advisory Committee Meeting (last Monday of each mo.)	<ul style="list-style-type: none"> • Establish budget priorities (work session) • Staff contract renewals/termination by April 15th • Approve Directorships (Spec Ed, Title I, Curriculum, Etc.) • Approve CWC BOCHES Budget • Presentation of Preliminary Budget • Authorize Superintendent to apply for Federal Program/Other Grants

MONTH	Standing Committee Mtgs.	3.1 Vision 3.2 Mission	3.3 Achievement Expectations	Linkage with Community	Other Business
May Bi-Annual Review of Superintendent Review Status & Expectations with Superintendent	Evaluation/Policy Committee Meeting	Review and Update District's Mission & Vision 3.1 & 3.2 And Start update of Strategic Plan		Annual Report Card to the Community Community Advisory Committee Meeting (last Monday of each mo.)	<ul style="list-style-type: none"> • Retiree recognition • Publish & distribute Annual District Report Card • Appoint WHSAA Representative • Review CIPA (Child Internet Protection Act)
June	Budget Committee Meeting	Review & Update Goals/ Values 3.3 & 3.4 And Continue update of Strategic Plan			<ul style="list-style-type: none"> • Approval to pay warrants on June 30th • Request for Bids (Gas, diesel, milk, propane) • Approve & Advertise Intent to Levy Mills • Advertise Notice of Budget Hearing • Submit Evaluation on Alternative Schedule to WDE by July 1st • Review Adult Education Budget

FCSD#2 Chain of Responsibility



All Directors report directly to the Superintendent, with the exception of the Athletic Director who reports directly to the K-12 Principal.

Chain of Responsibility
Parents wishing to discuss a school issue should start by talking to their student's Teacher(s). If that does not resolve the issue, then Parents are to contact the K-12 Principal.

If you have any further questions with regard to the Leadership Governance Policies, please either contact the Superintendent, Gerry Nolan or the Board Chairperson, Eileen Grove.

Thank you.



Adopted: September 18, 2012