



BOARD OF EDUCATION OPERATING PROCEDURES

Mission Statement

Lincoln Consolidated Schools provides an exemplary educational experience where students develop the foundation for lifelong learning.

Vision Statement

Lincoln Consolidated Schools will be a premier learning community whose students are consistently high achieving, compassionate, and inspired to make a difference.

Belief Statements

- We believe all students will learn.
- We believe success is achieved when students become lifelong learners and responsible citizens.
- We believe that a Board of Education that works collaboratively, listens to all voices and embraces final Board decisions will benefit all students.
- We believe in all individuals treating each other with dignity and respect.

CODE OF ETHICS

As a member of the Lincoln Consolidated Schools Board of Education, I will promote the best interest of the School District as a whole and will adhere to the following ethical standards and principles:

1. I will represent all School District constituents honestly and equally and refuse to surrender my responsibilities to any partisan principal, group, or interest.
2. I will avoid any conflict of interest prohibited by law or appearance of such that could result from my position and will not use my membership on the Board for personal gain, where contrary to the interests of the School District.
3. I will recognize that a Board member has no legal authority as an individual and that decisions can be made only by a majority vote at a public meeting of the Board.
4. I will take no private action that might compromise the Board or administration and will respect the confidentiality of privileged information.
5. I will abide by majority decisions of the Board, while retaining the right to seek changes in such decisions through ethical and constructive channels.
6. I will encourage and respect the free expression of opinion by my fellow Board members and will participate in Board discussions in an open, honest, and respectful manner, honoring differences of opinion or perspective.
7. I will prepare for, attend, and actively participate in School Board meetings.
8. I will become sufficiently informed about and prepared to act on the specific issues before the Board.
9. I will respectfully listen to those who communicate with the Board, seeking to understand their views, while recognizing my responsibility to represent the interests of the entire school community.
10. I will strive for a positive working relationship with the Superintendent, respecting the Superintendent's authority to advise the Board, implement Board policy, and administer the School District.
11. I will model continuous learning and work to ensure good governance by taking advantage of Board member development opportunities, including those sponsored by state and national school board associations, and encourage my fellow Board members to do the same.
12. I will strive to keep the Board focused on its primary work of clarifying the School District purpose, direction and goals, and monitoring District performance.
13. I will disagree in a professional and respectful manner. I will not hold grudges or seek retribution.
14. I will be firm, fair, just, and impartial in all decisions and actions.
15. I will respect the majority decision as the decision of the Board.

MEETINGS

1. Developing the Board Meeting Agenda

- a. Who can place items on agenda and the guidelines
 - i. Agendas are created by the Superintendent and Executive Committee and presented to the Board on the Thursday prior to the Monday meeting.
 - ii. In accordance with the Michigan Open Meetings Act, no item can be placed on the agenda less than 7 days in advance of the meeting, except in an emergency as defined by law.
 - iii. To have an item placed on the agenda two Board members must submit the request to either the Superintendent's Administrative Assistant or to the Board President by noon three days prior to the Executive Committee meeting.
 - iv. The agenda for each regular meeting shall be posted to the secure LCS Board site no later than 4 (four) days prior to the meeting. The agenda for a special meeting shall be posted at least twenty-four (24) hours before the meeting, consistent with provisions calling for special meetings.

b. Regular Board Meeting Agenda Outline

- i. Meeting Location
 1. Call to Order
 2. Roll Call
 3. Establishment of Quorum
 4. Pledge of Allegiance
 5. Acceptance of Agenda
 6. Presentations
 7. Superintendent and Staff Reports/Correspondence
 8. Board Reports/Correspondence
 9. Public Comments
 10. Consent Agenda
 11. New Business
 12. Old Business
 13. Adjourn

2. Annual Calendar of Board Agenda Items

- a. Following are the
 - i. Current Board of Education Meetings Schedule can be found [here](#).
 - ii. Current Board of Education Committee Meetings Schedule can be found [here](#).

3. Board member preparation for meetings
 - a. Board members will come to Board Meetings prepared to discuss and take action on all agenda items.
 - i. Study the material in the Board Packet sent to them prior to the meeting.
 - ii. Requests for additional information will be addressed through the superintendent up to 8:00 am the morning of the Board meeting.

4. Board member attendance
 - a. Telephonic or video calls will not be allowed for Board meetings. If necessary telephone or video calls will be allowed for committee meetings.
 - b. Closed session attendance must be in person, no telephonic or video calls will be allowed due to legalities.
 - c. You must be present in open meeting for closed session roll call in order to enter in to closed session for discussion.

5. Board member participation and conduct during meetings
 - a. Any time four or more Board members are gathered together to discuss school business it is considered a meeting (quorum).
 - b. In addition to the following procedures, at all times, Board members shall adhere to the Board Code of Ethics.

6. Board Meeting Protocol
 - a. Board members will demonstrate respect to fellow Board members and public participants through the following behavior:
 - i. Listen and treat each other with respect
 - ii. Be cordial when disagreeing.
 - iii. Say what needs to be said as briefly and clearly as possible.
 - iv. Direct comments solely to the business under deliberation.
 - v. Address staff and public by title and last name.
 - vi. Seek acknowledgment from the Board President before speaking.
 - vii. Listen to the opinion of all Board members on each agenda item that is being discussed and refrain from dominating the conversation.
 - viii. Refrain from condescending or critical comments to members of the staff, public or other Board member(s).
 - ix. Focus on issues, not people or personalities.
 - x. Courteously accept other viewpoints and decisions, which differ from your own.
 - xi. Make decisions in the context of what is best for all students in the district
 - xii. Avoid immediate decisions and votes and possible shorter-term solutions when the issue calls for more discussion, understanding, and a more

in-depth approach or solution to the issue (except in emergency situations).

- xiii. Be willing to publicly apologize to staff, patrons, or Board members if behavior is inappropriate or disruptive to the progress of the meeting.
- xiv. Attempt always to have dialogue (multiple perspectives) rather than simple discussions (yes or no decisions).
- xv. As a courtesy to others, electronic devices will be set in a non-audible mode during Board meetings. Emergency situations warrant exceptions.
- xvi. During regular meetings and closed sessions electronic devices will not be used for personal use. Emergency situations warrant exceptions.

7. Person(s) addressing the Board

- a. Audience participation at Board meetings is limited to the portion of the meeting designated as Public Comments. At all other times during a Board meeting, the audience shall not enter into discussion or debate on matters being considered by the Board, unless recognized by the presiding officer.
- b. Participants must be recognized by the presiding officer and will be requested to preface their comments by an announcement of their name and address.
- c. Each statement made by a participant shall be limited to five (5) minute duration. We reserve the right to decrease to three (3) minutes if multiple people are in attendance requesting to speak on the same topic.
- d. No participant may speak more than once.
- e. Delegations of 5 (five) or more persons addressing the same issue shall appoint 1 (one) person to present their view before the Board.

8. Board response to persons addressing the Board:

- a. The Presiding Officer may direct administration to investigate item(s) and report back to the Board.
- b. Board members should not respond or enter into discussion with the audience during the meeting:
 - i. Items on the agenda will be discussed as outlined.
 - ii. Comments or questions not related to agenda items will be answered if applicable by presiding officer or superintendent.
 - iii. The Presiding Officer may exercise discretion in allowing public comments to exceed 5 minutes or to extend the 30-minute time allotted for Public Comments.
 - iv. A majority of Board members present may request that the Presiding Officer extend the Public Comment time.

9. Discussion of Employee/Student Issues

- a. The Board will not encourage or actively participate with negative comments on individual employees or students in public session.

10. Hearings, Grievances, Student /Employee Discipline:

- a. The Board will conduct all hearings or presentments in accordance with the applicable Board policies, law, and Open Meetings Act.
- b. During hearings, Board members will seek legal counsel as deemed necessary.
- c. The Board shall not use a student's name in any discussion.
- d. Student/disciplinary hearing will be held in a closed special meeting if requested.

11. Discussion of Motions:

- a. All discussions shall be directed solely to the business currently under deliberation.
- b. The Presiding Officer has the responsibility to keep the discussion to the motion at hand and shall halt discussions that do not apply to the business currently before the Board.
- c. A Board member shall be recognized by the Presiding Officer prior to giving comments.

12. Board member participation in discussion, debate, and voting

- a. All Board members shall vote on all action items unless conflict of interest applies.
- b. All Board members may make motions, second motions and enter into debate on all agenda items.
- c. In case of tie, the action items fail. Any Board member may ask that the item be brought back on a subsequent agenda.
- d. In case of a less than unanimous vote, all Board members will support the majority decision.
- e. A majority of the attending Board is needed to pass an action item.
- f. Board members must be physically present to have their vote officially recorded in the Board minutes.

13. Board member responses to inquiries about closed sessions

- a. Board members are to refer any inquiries about closed sessions to the Superintendent or the Board President.
- b. Any information from a closed session is confidential and shall not be discussed outside of the closed session.**
- c. It is expected that Board members shall not record nor communicate by any means, electronic or otherwise, with party or parties outside such**

meetings regarding the substance of such meetings either during or after the course of such meetings.

14. Participation by people other than Board members in closed session

- a. Participants are limited to:
 - i. The person requesting the closed session, their council, a union Representative, their parent(s) or guardian(s) where applicable.
 - ii. Representatives of the administration that have pertinent information.
 - iii. Additional person that the Board approves.

15. Board reorganization

- a. Election of Officers
 - i. An individual Board member may remove themselves from consideration for any or all offices of the Board.
 - ii. The Officers shall be a President, a Vice-President, a Secretary, and a Treasurer. The Board may assign a District employee to provide clerical assistance to the Board. Board officers shall serve for a term of one (1) yr., or until a successor is elected. Officers may succeed themselves in office. Each officer shall perform any legal duties of the office and other duties, as required by the Board.
 - iii. Election of officers will take place at the annual Board organizational meeting. Nominations will be accepted for each office, and if only one person is nominated for each office, then a voice vote will be accepted. If more than one person has been nominated per office, votes will be by roll call.
 - iv. A vacancy among officers of the Board shall be filled by majority action of the Board.
- b. Role and Authority of Officers
 - i. No Board member or officer has authority outside the Board meeting.
 - ii. No Board member can direct employees in regard to performance of their duties.

16. Selection and operation of Board committees

- a. Committees of Board members shall perform the duties as assigned by the Board, which may include deliberating, making recommendations or taking other actions specifically authorized by the Board.
- b. All committees shall comply with the Open Meetings Act in accordance with the applicable requirements set forth in 0160 Bylaws. A committee may meet in

- closed session to review the specific contents of an employment application provided when the applicant for employment requests that the information remains confidential. It may not, however, meet in closed session to protect an applicant's identity.
- c. The President is authorized to appoint during the organizational meeting members of the Board to the standing committees where they shall serve a term of one (1) year. Following are the current committees:
 - i. Executive
 - ii. Finance
 - iii. Performance
 - iv. Planning
 - d. Ad hoc committees may be created and changed at any time by the President or a majority of the members present at any meeting at which the need for a committee becomes evident and/or the Superintendent with the approval of the Board.
 - e. Members of ad hoc committees shall serve until the committee is discharged.
 - f. The Superintendent shall serve as an ex-officio member of each committee.
 - g. A member may request (or refuse) appointment to a committee.
 - h. Each Board committee shall be convened by a chairperson who shall report for the committee and shall be appointed by the President.

COMMUNICATION

1. Board member communication with each other
 - a. Board members shall not deliberate issues outside the Board meetings.
 - b. Electronic Communications:
 - c. Shall abide by the spirit and letter of the Open Meetings Act
 - i. Emails more closely resemble phone calls and can therefore amount to a “meeting” under the OPMA under some circumstances (holding email exchange between a majority of Board amounts to a meeting). To amount to a meeting, the email exchange must involve active participation in the exchange by a majority of the governing body. “[T]he mere passive receipt of email does not automatically constitute a ‘meeting’.” The Washington Supreme Court has long recognized that “independent and individual examination of documents by Board Members prior to [an] open meeting” does not violate the act. Thus, as long as a majority of the governing body does not respond, exchange will not violate the Act. Michigan Open Meetings Act
 - ii. Use of e-mail or other electronic communications among Board members during an open meeting – e-mail, texting, or other forms of electronic communications among members of a Board or commission during the

course of an open meeting that constitutes deliberations toward decision-making or actual decisions violates the OMA, since it is in effect a "closed" session. While the OMA does not require that all votes by a public body must be by roll call, voting requirements under the act are met when a vote is taken by roll call, show of hands, or other method that informs the public of the public official's decision rendered by their vote. Thus, the OMA bars the use of e-mail or other electronic communications to conduct a secret ballot at a public meeting, since it would prevent citizens from knowing how members of the public body have voted. Moreover, the use of electronic communications for discussions or deliberations, which are not, at a minimum, able to be heard by the public in attendance at an open meeting are contrary to the OMA's core purpose – the promotion of openness in government.

- iii. Using e-mail to distribute handouts, agenda items, statistical information, or other such material during an open meeting should be permissible under the OMA, particularly when copies of that information are also made available to the public before or during the meeting; restricted to 1 on 1 communications, informal inquires, historical perspectives and the like.

2. Board member's response to community or employee contacts

- a. The Board recognizes that as elected officials there will be requests and contacts from the public and/or employees, therefore strict adherence to this procedure is required.
- b. The Board member should refer the citizen to the appropriate person/chain of command as outlined below:
 - i. On Matters Involving Instruction/Curriculum
 - 1. Classroom Teacher
 - 2. Building Principal
 - 3. Executive Director of Curriculum
 - 4. Superintendent
 - 5. Board of Education
 - ii. On Matters Involving Special Education
 - 1. Classroom Teacher
 - 2. Building Principal
 - 3. Student Services Supervisor
 - 4. Superintendent
 - 5. Board of Education
 - iii. On Matters Involving Athletics
 - 1. Coach
 - 2. Athletic Director

- b. Individual Board members cannot speak in an official capacity outside the Board room, unless designated by the Presiding Officer.
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- 5. Board member social media usage
 - a. A Board member's personal or private use of social media may have unintended, negative consequences to the Board member and/or the District, including possible violations of the Open Meetings Act and issues relating to creation of a public record. Postings to social media should be done in a manner sensitive to the Board member's responsibilities, applicable District policies and legal obligations.
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- 6. Administration communication with Board members
 - a. The Superintendent will exercise their best judgment and discretion to determine when information should be shared with Board members based on the specific situation.
 - b. Three types of communication with Board members:
 - i. (Green) Not urgent or not in the media- Board Weekly Updates.
 - ii. (Yellow) Very important but not crisis-Email or phone call to each Board member.
 - iii. (RED) Crisis/Emergency Situation-Phone call or Text Message to each Board member as follows:
 - 1. In the case of an emergency or crisis, the Superintendent or their designee will provide the following six pieces of information: What, Where, When, Who, action taken and a public statement for the Board. This information may come in increments as situation allows.
 - 2. In the case of phone calls, they will be placed in the following order: President, Vice President, Secretary, Treasurer and Trustees.
 - 3. The Superintendent or their designee will provide updates, as necessary.
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- 7. Web-based communication with the Board
 - a. The Board will have their individual contact information on the District website to allow community members to email their issues to the entire board.
 - b. Any community email inquiries should be forwarded to the Board President.

- c. The Board President/designee shall seek council when necessary and determine the appropriate response. The Board President is the only person to respond on behalf of the Board. Any response shall go to the Board members and Superintendent.

BOARD DEVELOPMENT

1. New Candidate orientation

- a. All candidates who run for the Board of Education will be given the opportunity to meet with the superintendent and Board President.
- b. All candidates will be given a candidate's packet of information to include but not limited to:
 - i. Letter from the Superintendent
 - ii. District information sheet
 - iii. Mission and Goal statement
 - iv. Role of Board members/term
 - v. Issues facing the district

2. New Board Member orientation

- a. All new Board members elected to the Board of Education will have a meeting with the superintendent and Board President prior to being seated at the Board table before their first meeting as a new trustee.
- b. All new Board members will be given a new Board member packet of information to include but not limited to: (Some of this information maybe digital)
 - i. District Info sheet
 - ii. Board member term of office and information
 - iii. Board of Education scheduled monthly meetings
 - iv. Board Bylaws and Policies
 - v. Budget Updates
 - vi. Previous audit report
 - vii. School District Calendar
 - viii. Central office and staff directory
 - ix. Student Code Handbook
 - x. Collective bargaining contracts
 - xi. Superintendent and other employee contracts
 - xii. MASB School revised school code, Public Act 451 of 1976 the Revised School code <http://www.legislature.mi.gov>

- xiii. Board packet
 - xiv. List of Acronyms
3. MASB 100 Level School Board Classes
 - a. All newly seated Board Members will complete all 100 level classes within the first year.
 4. Board officer transition process
 - a. Present officers or Board President to relate duties and responsibilities of the position to their replacements.
 5. Annual Board Goal Setting and Teambuilding
 - a. The Board will schedule two meetings per year to develop Board goals and participate in team building activities.
 6. Annual Board self-evaluation
 - a. Formal evaluations are done annually.
 - b. Informal evaluations are to be done annually.
 - c. Evaluations are conducted in Regular scheduled meeting.
 - d. Evaluations are done as a Board and superintendent.
 7. Board member concerns about another Board members performance
 - a. If a Board member has a concern about another Board members performance, they should first discuss it with the offending member.
 - b. If still unsatisfied with the results of the first meeting, then they should discuss it with the Board President and/or other Board officer. This conflict should never be taken to the Superintendent because they are employed by the Board and it puts them in a precarious and extremely impossible situation.
 - i. Should not be discussed with any employee.
 - ii. Never should these concerns be discussed at the ISD or elsewhere outside of the district.
 8. Procedures for Board travel and training opportunities
 - a. Board members are encouraged to further their professional development through formal training or conferences with MASB.
 - b. Prior approval is required for a training event or travel expenses
 - c. Board members should arrange travel, accommodations, and classes through the superintendent's office.

- d. All Board members are to comply with the Board policy on travel expenditures and submitting travel / training expenses.
- e. Board members should report on their conference/workshop or findings at a subsequent Board meeting.

DISTRICT OVERSIGHT

1. Establishment of the district's vision, mission, and strategic plan
 - a. The superintendent shall create a committee of staff, Board members and the community to develop district vision and mission statements. In addition, critical target issues will be identified, and goals will be established for each target issue.
 - b. The strategic planning committee will review and revise the plan annually.
 - c. The superintendent shall present the strategic plan to the Board for their approval.
2. Approval of District goals and performance objectives
 - a. Using the strategic plan as the basis, district goals and performance objectives are developed collaboratively between superintendent and Board.
 - b. District goals and performance objectives shall be presented by superintendent and approved by the Board.
 - c. Performance objectives should be specific in nature and measurable and will be part of the superintendent's evaluation
 - d. Progress towards these goals and objectives shall be presented according to our presentation calendar.
3. Board's review of the instructional programs
 - a. The Board will annually review the instructional programs for each subject category on a rotating basis every five years.
4. Board's review of non-instructional programs
 - a. The Board will review annually non-instructional programs (i.e. Athletics)
5. Development and adoption of the district budget
 - a. The administration shall present to the Board an annual budget for approval in June.

- b. Superintendent shall submit budget adjustments as necessary when substantial changes occur.
 - c. The Finance committee will meet to review budgets 6 times per year.
6. Board member's campus visits
- a. All Board members are encouraged to visit buildings and attend school events throughout the year.
 - b. All Board members must notify the principal or designee of visits to the campus when they are not attending a scheduled activity.
 - c. Board members will not individually undertake to observe the performance of employees, including classroom teachers, for the purposes of "evaluating" a teacher's performance.

POLICY / PROCEDURES

- 1. Review of Board policy
 - a. Board Policies are reviewed regularly and updated as needed.
- 2. Development of Board policy
 - a. New Board Policies are developed in response to district or administration needs.
- 3. Review of Board Operating Procedures
 - a. Board Operating Procedures are reviewed annually and updated as needed.
- 4. Development of Board Operating Procedures
 - a. New Board Operating Procedures are developed in response to district, Board, or administration needs.

PERSONNEL

- 1. Evaluation of the Superintendent
 - a. The Board shall evaluate the superintendent's performance annually before December 1 of each year.
 - b. MASB Superintendent Evaluation tool will be used. The evaluation will be filled out by each Board member and shall review specific areas of performance:
 - i. Governance & Board Relations
 - ii. Community Relations
 - iii. Staff Relations
 - iv. Business and Finance
 - v. Instructional Leadership
 - vi. Student Growth
 - vii. Specified Goals by the Board

- c. The superintendent may choose to have their review during a closed or open session of the board.
2. Hiring of personnel other than the superintendent
 - a. The Board does not directly hire any personnel other than the superintendent.
 - b. The personnel changes shall be presented to the Board as needed by the administration and approved by the Board.