

SCHOOL BOARD GOVERNANCE

FILE: B

TITLE: Global Governance Commitment

POLICY:

- (1) The purpose of the Orange County School Board (Board), on behalf of the people of Orange County, is to ensure that Orange County Public Schools:
 - (a) achieves appropriate results for appropriate persons at an appropriate cost, and
 - (b) avoids unacceptable actions and situations.
- (2) The Board holds itself accountable to the citizens of Orange County by ensuring that all action it takes is consistent with the Board's policies.
- (3) In fulfillment of this commitment, the Board will rigorously and continually improve its capacity to govern effectively by using its policies and the strategic plan to define its concerns in terms of values and its vision in terms of expectations.

SPECIFIC AUTHORITY: Sections 1001.30; 1001.32; 1001.33; 1001.41; 1001.42; 1001.43, Florida Statutes

TITLE: Governance Style

POLICY:

- (1) The Board will govern with an emphasis on:
 - (a) encouragement of diversity in viewpoints;
 - (b) strategic leadership more than administrative detail;
 - (c) clear distinction of Board and Superintendent roles;
 - (d) collective decisions; and
 - (e) proactivity.
- (2) Accordingly:
 - (a) The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual's judgments for the Board's values.

- (b) The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts on learners, not on the administrative or programmatic means of attaining those results.
- (c) The Board will enforce upon itself whatever discipline is needed to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, adherence to policy making principles, respect of roles, and ensuring the continuance of governance capability.
- (d) Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion and evaluation of process to ensure continued improvement.
- (e) The Board will monitor and discuss the Board's process and performance at an annual Board Accountability and Assessment Meeting, provided however, the Board may waive this requirement by consensus.
- (f) The Board may, in it's discretion, hold Board annual planning sessions which shall be subject to all Sunshine Law provisions.

SPECIFIC AUTHORITY: Sections 1001.30; 1001.32; 1001.33; 1001.41; 1001.42; 1001.43; Florida Statutes

TITLE: Board Job Description

POLICY:

The specific job responsibilities of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance. The job of the Board is to represent the citizens and lead the district by determining and demanding excellent organizational performance.

- (1) The Board will develop and use proactive strategies to produce the link between the Orange County Public Schools and the citizens of Orange County to ensure understanding of and support for the Board's vision, mission, goals, and objectives.
- (2) The Board will monitor district performance through reports provided by the Superintendent.
- (3) The Board will be responsible for selecting names for schools.
- (4) The Board will be responsible for approving charter schools.

SPECIFIC AUTHORITY: Sections 1001.30; 1001.32; 1001.33; 1001.41; 1001.42; 1001.43; 1002.33, Florida Statutes

TITLE: Chair's Role

POLICY:

The Chair ensures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties. Accordingly, the Chair has the following authority and duties:

- (1) Endeavor to ensure that the Board's behavior is consistent with its own policies and those obligations legitimately imposed upon it from outside the organization;
- (2) Endeavor to ensure that the Board discusses only those issues which, according to Board policy, generally belong to the Board to decide, not the Superintendent;
- (3) Endeavor to ensure that Board meeting deliberation is fair, open, and thorough, but also efficient, timely, orderly, and to the point;
- (4) Chair Board meetings with consistent application of the Board's rules and all the commonly accepted power of that position (e.g., ruling, recognizing);
- (5) Refrain from making decisions about policies created by the Board. Therefore, the Chair has no authority to supervise or direct the Superintendent;
- (6) Represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the areas delegated to the Chair, regardless of the Chair's personal position or vote on the issue;
- (7) Conduct periodic meeting debriefings and self-assessments of the Board to ensure process improvement;
- (8) Compile and facilitate the summative evaluation of the Superintendent;
- (9) Sign all contracts authorized by the Board;
- (10) Appoint members of all Board committees, as necessary, to support the work of the Board; and
- (11) In conjunction with the Superintendent and Board legal counsel, approve draft Board meeting agendas prior to their release.
- (12) In the event of the Chair's absence, the Vice-Chair shall fulfill the role of the Chair as described herein. In the event of the Vice-Chair's absence, the previous Vice-Chair shall fulfill the role of the Chair as described herein.

SPECIFIC AUTHORITY:

Sections 1001.32; 1001.372; 1001.41; 1001.42; 1001.43, Florida Statutes

TITLE: Board-Established Advisory Committees

POLICY:

- (1) Creation of Board-established Advisory Committees.

Board-established advisory committees shall be created by the Board, by resolution, to provide recommendations to the Board on issues within certain standing areas of responsibility. In the resolution, the Board shall establish the name of the advisory committee, a general purpose and scope for the advisory committee, the duration of the advisory committee, appoint initial advisory committee members entitled to vote at any meeting of the advisory committee, and any other aspect in the sole discretion of the Board. The Board shall then approve any committee membership changes.

- (2) Recommendations by Board-established Advisory Committees are Not Binding.

Board-established advisory committees are intended to provide recommendations from a community perspective on specific areas as directed by the Board or Superintendent. The recommendations and opinions of these advisory committees are not binding upon the Board and do not necessarily reflect the positions and opinions of the Board or of individual Board Members or the Superintendent.

- (3) Conflicts.

In the event of a conflict between the provisions of this Policy and those contained within any other policy or within any Board-established advisory committee by-laws, the provisions of this Policy shall govern.

- (4) General Principles. Board-established advisory committees:

- (a) are to help the Board do its job, not to help or advise the staff. These advisory committees ordinarily will assist the Board by preparing policy alternatives, implications, or recommendations for Board deliberation. In keeping with the Board's broader focus, Board-established advisory committees normally will not have direct dealings with current staff operations;
- (b) may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. These advisory committee expectations and authority will be carefully stated to ensure that committee authority will not conflict with any authority delegated to the Superintendent;
- (c) cannot exercise authority over staff. Because the Superintendent works with the full Board, he or she will not be required to obtain approval of a Board committee before an executive action. Any direction to the Superintendent will come from the full Board;

- (d) will be used sparingly and ordinarily in an ad hoc capacity; and
 - (e) shall operate in the accordance with the Sunshine Law.
- (5) This Policy does not apply to any advisory committees that may be established by the Superintendent to advise the school district administration on operational issues within the school district.
 - (6) Nothing herein shall restrict the Board's ability to establish a joint committee with another agency or entity such as the bargaining units.

SPECIFIC AUTHORITY: Sections 1001.30; 1001.32; 1001.33; 1001.41; 1001.42; 1001.43, Florida Statutes

TITLE: Board Sub-Committees

POLICY:

- (1) Board sub-committees may be established from time to time by the Board. Each Board sub-committee shall consist of two (2) or more Board members. All Board members are eligible to serve on the Board sub-committee and all Board members are welcome to attend meetings, which shall be properly noticed. A Board sub-committee may be established only if its existence and charge come from the Board and its work is intended to support the Board's work.
- (2) Notwithstanding anything contained herein, the Board shall have a Board sub-committee to address Legislative and Budget issues.
- (3) Board sub-committees shall be created by motion of the Board. At such time as a Board sub-committee is formed, the Board shall establish:
 - (a) the purpose of the Board sub-committee;
 - (b) the number of members that will serve on the Board sub-committee;
 - (c) who will appoint the members to the Board sub-committee, and
 - (d) the length of time the Board sub-committee will exist.
- (4) The Chair shall appoint a Board sub-committee Chair on an annual basis.
- (5) Board sub-committees shall operate in accordance with the Sunshine Law.
- (6) Only members who have been appointed to a particular Board sub-committee may vote on an item before that Board sub-committee and bring such an item as a recommendation back to the Board for subsequent action.
- (7) Board sub-committees created as a result of law or referendum shall be exempt from this Policy and subject to the requirements provided by law or

referendum, as appropriate.

- (8) Nothing herein shall restrict the Board's ability to participate, either as a whole or as a sub-committee, in a joint committee with another agency or entity such as the bargaining units.

SPECIFIC AUTHORITY: Sections 1001.30; 1001.32; 1001.33; 1001.41; 1001.42; 1001.43, Florida Statutes

TITLE: Annual Agenda Planning

POLICY:

- (1) As referenced in Governance Style (2)(e) above, and as part of the annual Board Accountability and Assessment Meeting, to accomplish its strategic plan, the Board will follow an annual agenda that schedules continuing review, monitoring, and refinement of policies, during workshops, to improve Board performance through education, input, and deliberation.
- (2) Annual Agenda Planning Generally:
 - (a) The planning cycle will end each year in January in order that administrative decision-making and budgeting for the forthcoming year can begin and be based on accomplishing the next one-year segment of the strategic plan.
 - (b) The planning cycle will start with the joint review, development, or update to the strategic plan with the Superintendent and will include:
 - (i) Scheduled review of data, discussions, and presentations with selected groups (items of discussion may include, but are not limited to, committees, procedures, etc.);
 - (ii) Discussions on governance matters, including orientation of new Board members in the Board's governance process, and periodic discussions by the Board about means to improve its own performance; and
 - (iii) Review of education related state and federal policies.
 - (c) Throughout the year, the Board will attend to consent agenda items as expeditiously as possible. All questions about consent agenda items will be discussed with the Superintendent by Monday morning at noon before a Tuesday Board meeting, if possible, to allow for administrative discussion.
 - (d) Monitoring of Board policies will be included on the agenda for separate discussion only if a majority of the Board has questions about Superintendent compliance or reasonable interpretation or if policy content is to be debated.

SPECIFIC AUTHORITY: Sections 1001.30; 1001.32; 1001.33; 1001.41;

TITLE: Board Members' Code of Conduct

POLICY:

- (1) The public is represented by the Board acting as a body. Consequently, the school system is answerable to the Board as a body, not to individual Board members. The Board fails to be accountable to the public if it allows any breach in this principle. Therefore, the Board and its individual members are committed to ethical and professional conduct, including proper use of authority and decorum consistent with maintaining the integrity and discipline of effective Board leadership.
- (2) The Board commits itself to act as a body, rather than a collection of individuals. Thus, the Board can determine its expectations for individual member conduct. Consequently, each Board member is expected to:
 - (a) Support Board Decisions. Regardless of individual dissent, once the Board has made a decision, individual Board members will acknowledge the decision of the Board, but may respectfully voice opposing opinions.
 - (i) Board decisions are only those that have been voted upon or have been reached affirmatively through consensus. These decisions may be written as policies, or in the case of short-term projects or processes (e.g. a superintendent search), will be reflected in the minutes of the meeting. Comments by individual Board members, even if they are not challenged, will not reflect a Board decision.
 - (ii) Although all Board members are encouraged to register differences of opinion on Board issues at the Board level, individual members shall direct their differences of opinion in a respectful manner to avoid which would undermining a decision of the Board majority.
 - (iii) Board members' interactions with public, press, or other entities must recognize that individuals have no authority to speak for the Board unless specifically authorized by the Board. None of these official interactions shall expand Board decisions beyond what was authorized by the Board.
 - (iv) Board members will not individually render judgments of Superintendent or staff performance apart from compliance with Board policies as monitored by the Board as a body.
 - (b) Make no attempt to exercise authority over the organization except through setting and following explicit written Board policies.
 - (c) While the Board expects individual members to be given common

courtesy, it does not require the Superintendent and staff to heed any individual Board member's opinions or instructions. Individual Board members' interactions with the Superintendent or staff must recognize that individual Board members have no authority over staff and no authority to insert themselves into staff operations except when explicitly authorized by the Board.

- (i) No Board member can place himself or herself between staff members in their disputes or negotiations.
 - (ii) No Board member can attend or serve on staff committees or engage in solving staff problems unless attendance would not interfere in the operation of the district.
 - (iii) No Board member can direct staff or commit staff time or school system resources.
 - (iv) No Board member may become directly involved in solving a parent or individual complaint at the staff level. Board members shall not be deemed to be in violation of this provision if an issue is brought to the Board member by his/her constituent and the Board member brings the issue to the attention of the Superintendent or the appropriate cabinet member so that he/she may have appropriate staff members respond. The Board member shall be kept informed by the Superintendent or designee of how the issue is resolved.
 - (v) Nothing contained in Section 2 above is intended to restrict or discourage normal and open communication between the Board, staff, and community.
- (d) Respect and never violate the confidentiality of executive and closed sessions. This means that no information, however a Board member may feel about it, will be shared with any person not a part of the executive or closed session.
- (e) Focus on what needs to be accomplished at the Board table (i.e., policy development, monitoring adherence to policies, major issues relating to interaction with other governmental agencies). In order to accomplish this:
- (i) If issues are raised by community members or staff on which the Board already has a policy, the Chair will state the policy. Discussion will center on whether the concerns justify needed changes to the policy or whether additional monitoring of the policy is needed.
 - (ii) The Chair will keep a list of potential issues for policy discussion as they arise so that the Board may discuss issues in the context of policy-making, at an appropriate time, with all necessary information.

- (iii) Responsibilities delegated to the Chair or to another Board member will be followed through by that member and an update or report will be provided to the Board. Members serving on Board sub-committees will provide an update as appropriate.
- (f) Keep personal concerns and differences with other Board members from impacting the functioning of the Board.

SPECIFIC AUTHORITY: Sections 1001.30; 1001.32; 1001.33; 1001.41; 1001.42; 1001.43, Florida Statutes

TITLE: Process for Addressing Board Member Violations

POLICY:

The Board is committed to faithful compliance with the provisions of the Board's policies. In the event of a member's willful and continuing violation of policy, the Board will seek remedy by the following process:

- (1) Conversation in a posted meeting between the offending member and the Board Chair or other individual member.
- (2) Discussion in a posted work session between the offending member and the full Board.
- (3) Public censure of the offending member of the Board.

SPECIFIC AUTHORITY: Sections 1001.30; 1001.32; 1001.33; 1001.41; 1001.42; 1001.43, Florida Statutes

ADOPTED: 11/17/08
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