



# Redlands Unified School District

## Governance Handbook

### Board of Trustees

~~Melissa Ayala-Quintero~~ Alex Vara, President

~~Alex Vara~~ Michele Rendler, Vice-President

~~Patty Holohan~~ Jim O'Neill, Clerk

~~Jim O'Neill~~ Melissa Ayala-Quintero, Trustee

~~Michele Rendler~~ Patty Holohan, Trustee

### Superintendent

Juan J. Cabral

#### EFFECTIVE GOVERNANCE

##### Unity of Purpose, Roles, Responsibilities, Norms and Protocols

*This document reflects the governance team's work on the creation of a framework for effective governance. This process involves **ongoing** discussions and agreements about unity of purpose, roles, norms and protocols that enable the governance team to continue to perform its responsibilities in a way that best benefits all children.*

# Redlands USD Mission Statement

*Redlands Unified School District, as a unifying agent of several unique communities rich in local history, culture, and tradition, is committed to preparing students to become productive participants in a diverse, multi-cultural, democratic society through quality education, high expectations, flexible programs and innovative partnerships. Our students will be empowered with the knowledge and commitment necessary to confront the challenges of our changing world, as they become the leaders of the 21st century.*

## TABLE OF CONTENTS

### UNITY OF PURPOSE

As a Governance Team We Will <i>(not in priority order)</i> .....	2
What We Hope to Accomplish as a Governance Team <i>(not in priority order)</i> .....	2
School Board Agenda and Related Board Actions.....	2
Board Member Actions .....	3
Superintendent Responsibilities .....	3

### ROLES AND RESPONSIBILITIES

What the Board Needs from the Superintendent .....	3
What the Superintendent Needs from the Board .....	4

### POSITIVE GOVERNANCE TEAM CULTURE

Norms .....	5
Meeting Guidelines .....	6
Other Meeting Procedures.....	7

### SUPPORTIVE STRUCTURES AND PROCESSES (Protocols)

Public Comments .....	8
Adding Items to the Agenda.....	9

### GOVERNANCE AGREEMENTS SIGNATURE PAGE.....10

## **UNITY OF PURPOSE**

*Unity of purpose is the common focus, overarching goals, and the core values, beliefs and principles governing body members share in common about children, the District and public education*

### **UNITY OF PURPOSE**

---

#### **As A Coherent Governance Team, We Will:**

1. Speak with a unified voice.
2. Maintain a balanced and responsible budget that supports the academic program.
3. Set policies to support the needs and wellbeing of students and staff.
4. Celebrate the accomplishments of our students and staff.
5. Have beautiful facilities and well-manicured grounds.

#### **As a Coherent Governance Team, We Will Accomplish The Following:**

1. All schools will achieve State performance targets on accountability measures.
2. Increase technology and innovation at all schools.
3. Manage growth or declining enrollment well and provide adequate, appropriate facilities.
4. Provide students a rich, well-rounded instructional program.
5. Remain fiscally sound in order to maintain a positive certification.
6. Ensure funding is allocated and utilized appropriately, on a yearly basis, to support students and staff.
7. Strategically improve and maintain school facilities and grounds.
8. Continue to build capacity of all employees.
9. Develop and sustain creative partnerships by engaging community relationships.
10. Continue to enhance and evaluate systems of assessments, grading, and instruction in order to provide a rigorous curriculum.
11. Provide a safe and secure environment for all students and staff.

#### **School Board Agenda and Related Board Actions:**

1. Recognize that the Board makes decisions as a whole, only at properly scheduled meetings, and that individual Board members have no authority to take individual action in policy or District and campus administrative matters.
2. Support decisions of the majority after honoring the right of the individual members to express opposing viewpoints and vote their convictions.
3. An item will be placed on the Agenda following the agreed upon protocol.

4. Communicate directly with the Superintendent when a question is raised or concern is voiced by staff, students, parents or community members.
5. Govern in a dignified and professional manner, treating everyone with civility, dignity, and respect, while honoring the right to disagree on issues.
6. Board President will respond to all emails and copy all Board Members on responses.

#### Board Member Actions:

1. Cooperate in scheduling quarterly meetings and/or work sessions for goal setting, planning and training purposes.
2. Maintain confidentiality and uphold legal requirement on all matters arising from Board Meeting Executive Sessions, by signing the *Acknowledgement of Prohibited Closed Session Discussions* form on a monthly basis.
3. Objectively evaluate the Superintendent's performance and provide appropriate feedback.
4. Cast a vote on all matters except when a legal conflict of interest arises.
5. Recognize the individual role of constituents rather than responding to special interest groups; understand the importance of using one's best judgment to represent all members of the community.

#### Superintendent Responsibilities:

1. The Superintendent serves as the Chief Administrative Officer for the School District.
2. The Superintendent's responsibility is to manage the School District and to direct employees in District and campus matters.
3. Communications to employees are the responsibility of the Superintendent. All communications to employees are to be sent from or with the Superintendent's authorization.
4. The Superintendent will receive and respond to requests for actions by employees.
5. The Superintendent will work with the Board to develop an effective governance team.
6. Emails directed by the Board President for Superintendent to respond will be copied to all Board Members.

## GAINING CLARITY ON ROLES AND RESPONSIBILITIES

#### What the Board needs from the Superintendent:

#### **The Superintendent will support Trustees in fulfilling their responsibilities by:**

1. Providing the Superintendent's Update (SU) to the Board each ~~Monday~~Friday, but no later than Tuesday.
2. Providing the Board Agenda and back-up materials to the Board by Friday prior to a Board Meeting.

3. Sending a text to the Board, in a timely manner, to make them aware of a sensitive or political issue or to notify them of an email containing sensitive or political issues.
4. Notifying the Board, in a timely manner, of district and community event dates and times.
5. Providing timely reports of data pertinent to the successful operation of the District.
6. Maintain confidentiality and uphold the legal requirement on all matters arising from Board Meeting Executive Sessions, by signing the *Acknowledgement of Prohibited Closed Session Discussions* form on a monthly basis. The Superintendent will also ensure that Executive Cabinet and support staff attending Executive Sessions also sign the *Acknowledgement of Prohibited Closed Session Discussions* form on a monthly basis.

#### What the Superintendent needs from the Board:

##### **The Trustees can support the Superintendent in fulfilling his responsibilities by:**

1. Submitting comments/questions related to the weekly SU by Wednesday morning.
2. Submitting comments/questions related to the most recent Board Agenda by 9:00 a.m. Monday morning.
3. Directing all inquiries to the Superintendent. He will delegate the work to staff, as appropriate and report back to the Board.
4. As a courtesy, and whenever possible, providing him with questions to be asked at a Board Meeting, in advance.
5. Communicating one-on-one with the Superintendent when an individual concern arises.

# Redlands Unified School District Governance Team

## AGREEMENTS TO FACILITATE GOVERNANCE LEADERSHIP

### Governance Team Norms and Protocols:

The Board of Education of the Redlands Unified School District is entrusted by the community to uphold the Constitutions of California and the United States, to protect the public's interest in the schools, and to ensure that a high quality education is provided to each student. To effectively meet district challenges, the Board and Superintendent must function together as a governance leadership team. Agreed upon behaviors or norms, and operating procedures or protocols, support consistent behavior and actions among team members. The purpose of the Redlands USD governance team agreements is to ensure that a positive and productive working relationship exists among Board Members, the Superintendent, district staff, students, and the community. Norms and protocols are developed for and by the members of the governance team, and may be modified over time as needed.

### Our Agreements to Facilitate Governance Leadership:

## Norms:

### We Believe that a Strong Governance Team Is One that...

1. Has unity.
2. Has open communication and communicates well.
3. Has trust in each other.
4. Is transparent.
5. Respects confidentiality.
6. Works collaboratively and cooperatively.
7. Sets and meets goals.
8. Is committed to continuous learning.
9. Listens.
10. Is open to new or opposing ideas.

*To that end we have developed the following Meeting Guidelines...*

## Meeting Guidelines

1. We will remain student focused.
2. We will listen to all ideas, all thoughts, and all concerns in order to make informed decisions.
3. We will debate in a professional and productive manner.
4. We will value everyone's opinions.
5. We will listen to the ideas of others and will look for common ground.
6. We will keep our remarks concise and to the point to allow others to speak.
7. Each member will take responsibility for the work of the team.
8. We will be supportive rather than judgmental.
9. We will speak in a positive and professional manner, even when speaking of concerns.
10. We will celebrate the accomplishments of our staff, students and parents.

## Other Meeting Procedures

### Recognizing Employees of the Month

- ~~1. Employees of the Month will be recognized at one [1] Regularly Scheduled Board Meeting per month.~~
- ~~2. Board President will step down from the dais and introduce the recipients from the podium.~~
- ~~3. The Superintendent will join the Board President.~~
- ~~4. The members of the Board of Education will line up just below the steps of the dais.~~
- ~~5. The Board President will invite the recipient to come forward.~~
- ~~6. The Board President will read the prepared statement regarding the recipient.~~
- ~~7. The Superintendent will present the recipient with the plaque and gift card.~~
- ~~8. The Board President will invite the recipient to say a few words and introduce supporters in the audience.~~
- ~~9. The Board President will direct the recipient towards the members of the Board of Education to allow for congratulatory gestures.~~
- ~~10. A photograph will be taken of the recipient, the members of the Board of Education and the Superintendent.~~

### Recognizing Students and Stakeholders

1. Student and stakeholder recognition events will be held ~~three-six~~ [36] times per year at the Superintendent Awards Ceremony.
2. The recognition events will be held in September, October, November, January February, and April of each year. The date for the events will be decided at the beginning of each school year.
3. These recognition events will not be regularly scheduled Board meetings as they are meant to celebrate student and stakeholder achievements. ~~There will be two [2] Board members assigned to attend each recognition event [if two Board members are available].~~
4. ~~As part of these recognition events, Crystal Apple Award recipients will also be recognized.~~



# Protocols

## STRUCTURE AND PROCESS

Effective governance teams discuss and agree upon the formal structures and processes or protocols used by the Board and Superintendent in their functioning as a team. These structures and processes guide the operations of the governance team and determine how they do business. Protocols are the agreements that ensure that all members of the team are operating within their agreed upon roles.

The following protocols were developed at our Governance Workshops.

### *Protocols to Facilitate Governance Leadership:*

TOPIC:	PROTOCOL:
<b>Public Comment</b>	<p><b><u>Rationale:</u> Members of the public are encouraged to attend Board meetings and to address the Board concerning any item on the agenda or within the Board's jurisdiction.</b></p> <p><b>In order to conduct district business in an orderly and efficient manner and provide consistency in treatment of the public, the Board requires that public presentations to the Board comply with the following procedures:</b></p> <ol style="list-style-type: none"><li>1. Speakers will be recognized by the Board President.</li><li>2. Under normal circumstances individual speakers shall be allowed <del>five</del><u>three</u> minutes to address the Board on each agenda or non-agenda item. The Board President, with consensus of the Board, may decrease or increase the time.</li><li>3. The Clerk will time the speakers.</li><li>4. Visual timers are in place to facilitate helping the speaker gauge their time.</li><li>5. The President may take a poll of speakers for or against a particular issue and may ask that additional persons speak only if they have something new to add.</li><li>6. On behalf of the Board, the Board President will acknowledge the speaker-at the end of his/her comments.</li></ol>

TOPIC:	PROTOCOL:
<p><b>Adding Items to the Agenda</b></p>	<p><b><u>Rationale:</u></b> A clear, consistent procedure is needed so that all Board Members understand the process and have the ability to add items to the agenda.</p> <p><b>Therefore, we agree that:</b></p> <ol style="list-style-type: none"> <li>1. Any Board member may request that a matter within the jurisdiction of the Board be placed on the agenda of a regular meeting.</li> <li>2. The request shall be in writing and be submitted to the Superintendent with supporting documents and information, if any, at least one week prior to the scheduled meeting date.</li> <li>3. Items submitted less than a week before the scheduled meeting date may be postponed to a later meeting in order to allow sufficient time for consideration and research of the issue.</li> <li>4. A response to a request to place an item on the Board Agenda will be given within a two-meeting timeframe unless there are extraordinary circumstances that expedite or delay the request.</li> <li>5. The Board President and Superintendent shall determine if the item <u>  </u> is merely a request for information or whether the issue is covered by an existing Board Policy or Administrative Regulation before placing the item on the agenda.</li> <li>6. The Board President and Superintendent shall decide whether an agenda item is appropriate for discussion in either open or closed session, and whether the item should be an action item subject to Board vote, an information item that does not require immediate action, or a consent item that is routine in nature and for which no discussion is anticipated.</li> </ol>

TOPIC:

PROTOCOL:

**Rationale: Goal setting for the Board.**

Therefore, we agree that:

1. A Board Workshop will be scheduled each August to provide the Board the opportunity to discuss goals for the upcoming school year.
2. The goals will be created by a majority consensus of the Board.
3. Those agreed upon goals will be included in the Superintendent's yearly Areas of Focus.
4. The Superintendent will provide a summative report, by May 30<sup>th</sup> of each year, of the progress made toward the completion of the Areas of Focus, which will assist the Board in completing the Superintendent's yearly evaluation.

We have reviewed and agree to follow the aforementioned governance team norms and protocols in order to support a positive and productive working relationship among the Redlands Unified School District Board of Education, Superintendent, staff, students and the community. We shall renew this document annually.

Affirmed on this \_\_\_\_\_ day of \_\_\_\_\_, ~~2022~~2024

~~Melissa Ayala-Quintero~~Alex Vara,  
Board President

~~Alex Vara~~Michele Rendler, Vice-  
President

~~Patty Holohan~~Jim O'Neill, Clerk

~~Jim O'Neill~~Melissa Ayala-Quintero,  
Trustee

~~Michele Rendler~~Patty Holohan, Trustee  
Superintendent

Juan J. Cabral,