

MAMARONECK UNION FREE SCHOOL DISTRICT BOARD PRACTICES AND OPERATING PROCEDURES

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I. OVERVIEW OF ROLES AND RESPONSIBILITIES

A. BOARD MEMBER ROLES/AUTHORITY OVERVIEW

1. The Board is the policy-setting body, responsible for hiring and supervising the superintendent. The Board delegates the administration of schools to the superintendent and staff.
2. The Board is responsible for financial and legal oversight of the district, as well as for ensuring that educational goals are met.
3. Board members have authority only as members of a corporate board and cannot take individual action. When contacted in their capacities as school board members, they should be careful about expressing individual opinions, and make sure to identify any personal opinions expressed as such.
4. The Board, working with the superintendent and central administration staff, annually sets goals for the District.
5. The Board semi-annually evaluates the performance of the superintendent.
6. The Board annually sets goals related to the internal workings of the Board. These are separate from District goals.
7. The Board annually evaluates its own performance as a board, always holding itself to standards of best practice. At midyear, it conducts a less formal review.
8. The Board strives to reach decisions, whenever possible, by consensus, recognizing, however, that some decisions will need to be made by majority vote after a reasonable period of discussion.
9. Board decisions, once made, are binding on all Board members.
10. Board members try to be a visible presence at school and community events.
11. The Board must approve budgets and/or bonds submitted for voter approval, adopt and oversee policies, approve hiring and tenure decisions, collective bargaining agreements, other contracts, special education services and litigation matters.

B. SUPERINTENDENT'S ROLE/AUTHORITY OVERVIEW

1. The superintendent is responsible for the administration of the School District and serves as its chief executive officer.
2. The superintendent's primary responsibility is to provide oversight and visionary and inspirational leadership that enables the District to improve continually the educational experiences of all students.
3. The superintendent provides the Board with the information and analysis it needs to formulate policy, perform its oversight functions, and take appropriate actions.
4. The superintendent shall have the authority to organize, reorganize, and arrange the administrative and supervisory staff, including instruction and business affairs, to best serve the District.
5. The responsibility for placement and transfer of personnel shall be vested in the superintendent of schools; hiring and tenure shall be subject to the approval of the Board.
6. The superintendent shall implement as appropriate regulations, rules, policies and procedures deemed necessary and shall recommend policies to the Board.

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7. The superintendent tries to be a visible presence in the schools to emphasize that the classroom is one of the most important places in the District.
8. The superintendent sets a tone of collegiality among members of the faculty, staff, and administration, and with the community.
9. The superintendent is responsible for formulating and overseeing the budget and for presenting the proposed budget to the Board and the community.

C. ROLE OF THE BOARD PRESIDENT

The board president:

1. Has no greater authority than any other Board member.
2. Serves as a liaison between the Board and the superintendent.
3. Is responsible for sharing information pertaining to Board work with all Board members on a timely basis.
4. Works with the superintendent to set meeting agendas.
5. Runs meetings in an orderly fashion, using parliamentary procedure. S/he encourages open discussion and deliberation, and guides the Board to reach decisions in a timely manner.
6. Is the spokesperson for the Board with the media.
7. Makes committee and liaison assignments in consultation with the Board members.
8. Responds to communications from the community received by the Board; in the case of emails, copies the Board on both the original correspondence and the response.
9. Takes an active role in orientation of new Board members and assigns mentor(s) for new Board members, taking into account experience, scheduling and other relevant concerns.

D. ROLE OF THE BOARD VICE-PRESIDENT

The vice-president position serves as preparation for the position of president and generally should be held by a Board member with an interest in serving as president. The vice-president:

1. Stands in for the president whenever s/he is not available.
2. Serves as a sounding board for the president.
3. Reviews Board documents carefully prior to Board meetings.
4. Is liaison to PT Council, time-permitting.

E. ROLE OF THE BOARD SECRETARY

1. In the absence of the district clerk, the secretary takes minutes of the meetings, noting opening and closing times of the meetings, and actions taken.

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II. BOARD MEETINGS/COMMITTEES

A. BOARD MEETINGS

1. Scheduled Board meetings will generally be on the first and third Tuesdays of every month. If that Tuesday is a holiday, the meeting will generally be scheduled on either the closest Wednesday or another Tuesday. Meetings on the first Tuesday will be designated study sessions; those on the third Tuesday will be designated business meetings, when more of the routine business matters will be on the agenda. In general, these regularly scheduled Board meetings will begin at 7:00pm. If it is anticipated that the Board will entertain a motion to move into executive session, those sessions typically will be held after the public session.
2. Working Sessions, which are public meetings, are scheduled approximately once a month, generally on a Tuesday morning when there is not a Board meeting scheduled for the evening. These meetings provide more time for the Board to discuss business issues. Generally, business decisions will not be made at the working sessions, except during the summer, when evening meetings are not regularly scheduled.
3. Additional meetings may be required to continue discussion on key topics or for executive sessions to discuss a particular personnel matter, contract negotiations, or litigation. Board members should keep Tuesdays available for these additional meetings.
4. In creating the schedule for the year, the Board will try to have one week each month when no school board meetings are scheduled.
5. Executive Sessions will be held only to discuss matters allowable under the Open Meetings Law (see Attachment 1). Discussions in executive session are strictly confidential.
6. Televising/taping of Meetings. Business meetings will be televised live and taped for future showings. Study sessions may be either televised live or taped for future showing unless otherwise indicated.
7. Agendas and written reports requiring action generally will be prepared and available on Board Docs the Friday before all Board meetings. In addition, paper copies will be made available at all meetings. Responsibility for setting the agenda is shared by the superintendent and the Board president. Board members wishing to include an item on the agenda should contact the Board president a week prior to the meeting.
8. Committee Reports. Board members will report periodically at business meetings on their activities as committee members and liaisons. The reports, which shall be brief and limited to key points, will be posted on the District website as practicable.

B. BOARD MEETING DYNAMICS

1. Members agree to listen to one another with an open mind and not to interrupt.
2. The Board president will try to ensure that everyone has an opportunity to speak. If necessary, the Board president may ask Board members to take turns commenting on an issue and ask that no one speak twice until all have spoken once.

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3. The Board president will try to focus discussion and regularly summarize the points made so that the meeting will move forward.
4. The goal for public meetings is a two-hour time limit.
5. To avoid surprises and make efficient use of meeting time, Board members should inform the superintendent and Board president in advance about items they intend to raise at the Board meeting, especially those that may require preparation or research to answer. The superintendent, in turn, will not raise an issue that is unexpected.

C. PUBLIC PARTICIPATION IN BOARD MEETINGS

1. There will be an opportunity for public participation at both study sessions and business meetings. Civility and mutual respect is expected. Interruption of Board discussion is not permitted.
2. To assure that the Board will have adequate time for discussion and to do its work, it is within the Board president's discretion to impose reasonable limits on the amount of time that will be devoted to public comment. The Board encourages community members to submit copies of any prepared remarks, or to email them to the Board beforehand, especially if the remarks are lengthy and the time for public comment is limited.
3. At study sessions, public commentary will generally follow Board discussion. At business meetings, individuals may ask to be placed on the agenda, generally after Board business has been concluded. Public comment on a specific agenda item may take place directly after the Board discusses that issue. At the president's discretion, public comment may be allowed prior to Board discussion.
4. Should there be a number of individuals wanting to speak, it is within the Board president's discretion to advise the audience that the time allowed for comments may be limited. The Board president will attempt to advise the audience at the beginning of the public comment section as to any limitations that will be imposed. Appropriate limitations may include, but are not limited to, the following:
 - a. The Board president may limit each speaker to two or three minutes per turn so that all may be heard.
 - b. In the interest of hearing a variety of views from community members, the Board president may also decline to permit individuals who have signed up to speak to cede their allotted time to another speaker.
 - c. Once all have been heard, the Board president may invite audience members to take one or more additional turns.
5. In the interest of civility and respect for different points of view, the Board president will remind the audience not to applaud speakers. Under no circumstances will "booing" be tolerated.

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D. COMMITTEES AND LIAISON POSITIONS

1. For most matters, the Board will act as a Committee of the Whole. Per policies #2250 and #2260, ad hoc, standing or citizens advisory committees may be established as needed and may also be terminated at any time.
2. Each standing, or advisory committee will have a written charter, stating its role, responsibilities and general operating guidelines, including membership guidelines.
3. The Audit Committee – a legally required committee - shall consist of at least three members including at least two Board members and may include community members who will be reappointed annually at the reorganization meeting. Members will serve one-year terms. The Audit Committee charter (Attachment 2) outlines its responsibilities.
4. The Board currently has four standing committees: the Law and Policy Committee (Attachment 3); the Communications Committee (Attachment 4); and the Finance Committee (Attachment 5) and the Curriculum Committee (Attachment 6). In addition, there are two citizen’s advisory committees: the Citizen's Building Advisory Committee (Attachment 7); and the Citizen's Finance Advisory Committee (Attachment 8).
5. At least one Board member will serve as a liaison to each advisory committee. In addition, Board members may be asked to serve as liaisons to District committees.
6. Board members will be asked to serve as liaisons to each of the six (6) schools, SEPTA, and to the PTA Council. In addition, Board members may be asked to serve as liaisons to District committees and other key community organizations. The purpose of a liaison role is to facilitate communication between the Board and the liaison organization. Liaisons will attend meetings and key functions of their schools/organizations to serve as a Board presence and will report to the Board on their activities as appropriate. See Attachment 9 for job descriptions for the various liaisons.
7. At the beginning of each school year, generally in early July, Board members will have the opportunity to express their interest in committee and liaison positions. The Board’s objective is to have each trustee serve on a variety of committees and in different liaison positions over the course of his/her service on the Board. Board members will be encouraged to serve for two years in each committee or liaison position in order to gain experience, provide continuity and build relationships in those roles. In assigning members to committees, an effort will be made to assign senior Board members with junior Board members.

E. BOARD HOURS

1. Board Hours are scheduled on an ad hoc basis to provide an opportunity for members of the school community to communicate with Board members. Two or three Board members meet with the interested party/parties at a mutually convenient time. Every effort will be made to rotate Board members in attendance.

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2. Members of the school community may request Board Hours through the District Clerk. The District Clerk will inform the Board president of the request. If the Board president determines that appropriate protocol for expressing a concern has been followed and that the issue is appropriate for Board Hours, the District Clerk will schedule the time and place.
3. No decisions will be made at Board Hours. The role of the Board members is primarily to listen and to share the information with the full Board and the Superintendent, either via email, in conversations with individual Board members or at the next work session.

III. COMMUNICATIONS

A. INTERNAL COMMUNICATIONS/INFORMATION (BOARD AND DISTRICT)

1. Information necessary to the Board's work will be shared consistently with all Board members and with the superintendent.
2. The superintendent will notify Board members promptly in the case of serious events (e.g. accidents, fires, serious injuries) or matters of potential community concern.
3. Superintendent/Board President. The superintendent will be in frequent contact with the Board through the Board president. It is the president's responsibility to share appropriate information with the entire Board in a timely fashion.
4. Contact with the Superintendent. Board members can raise issues or questions for the superintendent directly with the superintendent and should include the Board president in all such communications. The superintendent generally will share the response with the rest of the Board.
5. Contact with Staff. In general, contact with members of the staff occurs through the superintendent when Board members are wearing their "Board hat." An exception is in the case of committee work, when Board members should feel free to contact staff committee members.
6. Communication Vehicles. E-mails will be used for routine, informational communication. E-mail is subject to FOIL and care should be taken to assure that email discussion does not violate the Open Meetings Law (see Attachment 1).
7. Regular Communication. Materials to be discussed at Board meetings will be available on Board Docs, typically by the Friday before a Tuesday meeting. In general, no later than the Sunday evening prior to a scheduled Board meeting, Board members will receive an email or packet that may include the superintendent's report, other news from the District, and materials for upcoming Board meetings that are not on Board Docs. The superintendent's report provides Board members with important background information on key issues and/or updates on critical news items/issues. In addition, the superintendent will update the Board members via email at additional times as appropriate.

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8. Communication Responsibility of Board President to the other Board Members. The Board president, with the assistance of the vice president, will be responsible for sharing information pertaining to Board work with all Board members on a timely basis, including substantive communications between the president and the superintendent, staff members, community members or other Board members.
9. Intra-Board Communication – by telephone, e-mail or in person – is essential, but should be consistent with guidelines for public and executive session decision-making (see Attachment 1 – Open Meetings Law).
10. Communication from Committees and Liaisons. Committee members and liaisons are responsible for providing the Board with an update from their committee meetings on a regular basis. Any minutes prepared by the committees shall be made available to all Board members and, as practicable, a Board member on each committee shall be responsible for providing the Board with timely updates on the committee's work. Upcoming meeting dates should be shared with Board colleagues via the Board calendar so interested Board members may attend. Board members will also have the opportunity to share information about their committee work and community liaisons at the monthly business meetings.

B. EXTERNAL COMMUNICATIONS

1. Formal external communications is the responsibility of the director of public information. When the communication is to come from the Board of Education, members of the Board will be asked for input. Board input may be solicited on other communications as well.
2. Press Contact. All official statements of Board positions, as well as responses to press inquiries, come from the director of public information, the superintendent or the Board president. The vice-president may speak to the press if the Board president is not available. Other Board members should direct the press accordingly.
3. E-mail or other written correspondence from community or staff members. All written correspondence will be promptly acknowledged. The Board president will work with the public information director or the Superintendent to coordinate responses to e-mails and may ask other Board members to respond on behalf of the Board. In some cases, a form response may be developed to facilitate prompt handling of a volume of e-mail on a particular issue.
4. Parental Issues. Board members will direct parents who call with complaints to communicate up the hierarchy of authority – talking to the teacher, the guidance counselor, the principal, and the superintendent before involving Board members. They will not offer to research the problem and call the parent back. Depending on the seriousness of the issue, Board members may also want to make the Board president and superintendent aware of the issue (see below).
5. Board members should relay substantive criticisms, complaints or suggestions to the full Board and the superintendent. The superintendent and staff are expected to address the issue. Board members do not attempt to solve the problem or act as the intermediary between the school and the individual raising the question.

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6. Contact with Municipal Leaders. The Board president joins the superintendent for periodic meetings with the local municipal leaders - the Town, Village, School (TVS) meetings.
7. Nothing in the above is meant to prohibit or discourage Board members from speaking to community members about matters of public interest where the Board member merely provides publicly available information.

IV. BOARD PROCEDURES IN THE AREAS OF FINANCE, PERSONNEL, CURRICULUM AND STUDENT SUPPORT SERVICES

A. FINANCE/OPERATIONS

1. Internal/External Audits and Claims Auditing. The Audit Committee will review and recommend for approval the reports prepared by the internal, external and claims auditors. The Administration will ensure that Board members have sufficient time to review these documents prior to their approval. The external auditors will present key findings at a fall business meeting and discuss any questions with the Board prior to the Board adopting the formal report.
2. Budget.
 - a. Prior to the start of the budget preparation cycle, the Board and superintendent will discuss goals and expectations regarding the budget, including those relating to communication.
 - b. The superintendent will first preview with the Board any new initiatives in the budget, including rationale, and as appropriate, will provide substantiating research and/or data analysis.
 - c. The Board will thoroughly review the superintendent's proposed budget during a series of public meetings on the budget, and will provide input prior to finalizing the Board's proposed budget.

B. PERSONNEL PRACTICES

1. Review of Probationary Staff. In the fall, the Board will meet with the superintendent and central administration to review candidates eligible for tenure during that school year. The superintendent will share his/her recommendations with the Board, based on discussions with the building principals, central administration and his/her own observations. Board members have the opportunity to raise any questions they may have. (Board members who have serious concerns about a particular candidate should make the superintendent aware of their concerns before the meeting.) In February, the Board will meet with the same parties to review probationary staff who are in their first or second years with the District.
2. Procedures for Hiring Assistant Superintendents. Representatives of the Board will have the opportunity to interview finalists for assistant superintendent positions who have been recommended by the superintendent. The superintendent may also ask representatives of the Board to participate in the interview process in cases where the

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person holding a particular position works closely with the Board. The superintendent submits his recommendation for Board approval.

3. Staffing Changes – including Appointments, Grants of Tenure, Separations, Leaves and Other Adjustments are formally approved by the Board at its public meetings. Details are provided on the personnel agendas.
4. Procedures for Non-affiliated Staff Compensation Decisions. In May or June, the superintendent will review with the Board the performance of the assistant superintendents and the compensation recommendations for them and for all non-affiliated staff. Compensation decisions are adopted at Board meetings.
5. Negotiations. The Board may choose two or three of its members to act as observers at collective bargaining sessions. All collective bargaining agreements are subject to adoption by the full Board.

C. EVALUATION OF THE SUPERINTENDENT

1. The Board prepares the superintendent's formal annual review in late May/early June; a less formal mid-year review occurs at the end of January/early February.
2. Evaluations will be based on: 1) progress towards goals; and 2) the performance criteria on the superintendent evaluation form (Attachment 10).
3. The Board president and vice-president will share the current version of the evaluation form with the superintendent at the beginning of the school year and will also review the timetable with him/her, in case any changes are desired.
4. Mid-year Review. In January or February, the Board meets with the superintendent to discuss his/her performance during that school year. This informal mid-year review provides the Board with an opportunity to evaluate the superintendent's performance, including progress towards goals, at a time when adjustments can be made.
5. Annual Review. This more formal review is the basis for the superintendent's salary increase and any other contract changes.
 - a. In May, the superintendent will provide the Board with his/her end-of-year report, including progress toward achieving goals and the evaluations of the individuals who report directly to the superintendent. Board members will complete the superintendent evaluation form (Attachment 10).
 - b. An executive session will be scheduled to discuss the evaluation and to determine a salary increase, if any, and any other changes to the superintendent's contract.
 - c. Following the meeting, the Board president and vice-president will prepare a cover letter highlighting key elements of the performance review, which will be provided to the superintendent for his/her review prior to meeting with the full Board to discuss.
 - d. The Board will determine whether the full Board, or several Board members, will meet with the superintendent to discuss the performance review. That meeting will take place as soon as practicable in June.
 - e. After the meeting with the superintendent, the Board president will then work with legal counsel to formalize any contract changes.

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D. OTHER

1. Board Policies. The Board will maintain an annual policy review process. As policies and regulations are added/revised during the year, the district clerk will provide Board members with current copies of all Board-approved new/revised policies and regulations. Each Board member is responsible for keeping his/her Policy Manual updated. At least annually, the district clerk will prepare an updated table of contents for all Policy Manuals. Policies will also be available on the District website.
2. Goals.
 - a. *District Goals*. There will be a goal-setting meeting with the superintendent and assistant superintendents as early as practical after July 1 to discuss District goals. The superintendent will draft those goals for Board review, and will share the final goals with the community at a public meeting in the early fall of each year. The superintendent will provide reports on progress towards goals throughout the year as appropriate. In addition, the superintendent will report annually on progress towards academic goals.
 - b. *Board Goals*. The Board will develop its own goals, separate from District goals, at its annual retreat in July or as soon thereafter as practicable. Such goals will be related to internal Board workings, not the work of the District. The Board will review its progress on said goals mid-year and at the end of the year.

V. INTERNAL BOARD WORKINGS

A. BOARD MEMBERS' RIGHTS

1. Each Board member is entitled to disagree about any issue, but once an issue is voted and decided, the Board will move on. It is expected that all Board member will support the position of the Board, even if they had been in the minority.
2. Board members maintain their rights as parents. Members should make it clear when they are assuming their parent role, by saying, for example, "I am calling as a parent of [student's name]...."
3. At a meeting in June, the Board president shall ask for a volunteer who is not interested in serving as an officer to canvass other Board members as to their interest in serving as an officer the following year. If there are multiple volunteers for the canvassing position, the Board president shall choose one, generally from among the most senior volunteers.
4. The canvasser shall speak to all Board members to determine the interest of each in becoming an officer and report promptly to those who express an interest as to whether other Board members also are interested in that same position, thus providing an opportunity for a Board member to reconsider whether he or she wishes to run for the officer position. Before the July reorganization meeting, the canvasser shall inform all returning and newly elected Board members of the names of those interested in running for officer positions. It remains within the discretion of each Board member to make nominations at the reorganization meeting.

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5. At the annual July reorganization meeting, the canvasser shall give his/her report, after which elections of Board officers will occur. Any trustee may be nominated for a given position, regardless of the canvasser's report.
6. Public voice votes will be taken for all positions during the reorganization meeting.

B. NEW BOARD MEMBER ORIENTATION

The superintendent, Board president and vice-president will provide new Board members with an overview orientation as close to July 1st as practical (Attachment 11), and outline a suggested formal orientation "program." The key elements include:

1. Individual meetings with each Board member, each assistant superintendent, the director of personnel and each building principal. The purpose of these meetings is to familiarize the new Board member(s) with key district staff, their roles and responsibilities, and any current initiatives that may be underway. The superintendent may have his office arrange the meetings or inform the staff that the new Board member(s) will contact them directly to set up orientation meetings. The new Board member(s) are responsible for scheduling the meetings. At these meetings, each assistant superintendent/director should provide the new Board member(s) with relevant materials for his/her area of responsibility, examples of which follow:
 - a. *Superintendent*: district goals and report on goals for the previous three years;
 - b. *Asst. Superintendent for Business Operations*: budget book, internal, external and claims audit reports;
 - c. *Asst. Superintendent for Curriculum and Instruction*: curriculum guides;
 - d. *Director of Special Education*: Special Education program guide; and
 - e. *Asst. Superintendent for Administration and Personnel*: APPR, PDP and materials on tenure process.
2. Training sessions held by the Westchester Putnam School Boards Association (WPSBA) and by the New York State School Board Association, including the legally required financial and Board governance training. The fees for mandated training will be paid by the District.
3. Reading Material. New Board members will be given a copy of:
 - a. the Board's Operating Procedures;
 - b. an up-to-date Policy Manual;
 - c. a copy of *Becoming a Better Board Member*, a publication by the National School Boards Association; and
 - d. "School District Obligations Under the Open Meetings Law: *Fact and Fiction*," an article prepared by the New York State School Boards Association.
4. List of relevant website resources.
5. Mentor. The Board president will assign a mentor for each new Board member. The mentor will assist the new member to get up to speed on current initiatives/issues as well as to familiarize him/her with the roles, responsibilities and operating procedures of the Board. (See Attachment 12 for role of mentor.)
6. Memberships. The District Clerk will help new Board members register with the New York State School Boards Association and the National School Boards Association.

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C. ONGOING EDUCATION/PROFESSIONAL DEVELOPMENT OF BOARD MEMBERS

1. Board members are committed to staying current on educational issues, including legislative issues affecting the public schools, via various NYSSBA services and information provided by the superintendent and his/her staff, and by our legal counsel.
2. Board members are encouraged to participate in Westchester Putnam School Boards Association meetings, webinars and sessions offered by the New York State School Boards Association, including the annual convention. Individual fees for each event in excess of \$150 must be approved by the Board prior to participation.
3. Each spring, the administration (usually the assistant superintendent for curriculum and instruction) will organize opportunities for Board members to visit classrooms. The visits generally will focus on a particular Board goal or area of interest. Board members are strongly encouraged to participate in the organized visits as much as possible and will be asked to discuss their observations at a subsequent study session.
4. *School Law*, a publication of the New York State School Boards Association, will be available with the District Clerk for Board members' reference. A copy will be provided to the president and vice-president of the Board and to other members as copies become available.

D. BOARD SELF-EVALUATION

1. The Board will have semi-annual retreats to conduct self-evaluation. In addition, it will adopt Board goals annually, as soon as practical. The Board president is responsible for coordinating these meetings.
2. Prior to the retreats, Board members will complete the Board Self-Evaluation form that has been approved by the Board (Attachment 13). Either a facilitator or a Board member will compile the results. The Board will review this evaluation form each year and make necessary revisions.
3. The Board will review its operating procedures annually at or following the retreat and will amend them as necessary.

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CALENDAR

The purpose of this calendar is to give Board members a general overview of when significant recurrent meetings or events occur during the typical school year that involve Board action or that Board members may want to attend. By its nature, the calendar is only general and specifics may change from year to year. This calendar is also not a list of business meetings or study sessions, but many of the events do take place at business meetings and study sessions. The calendar is divided into two parts. The first part is a monthly calendar that shows the Board's action agenda, events at which one or more Board members are traditionally invited to speak, and events that we as a Board have determined important to send at least one representative. The second section is a list of events that are scheduled throughout the year that Board members frequently like to attend if possible.

July

Reorganization meeting
Adopt Board goals
District retreat—begin process of setting District goals

New board member orientation

August

New teacher orientation

September

Superintendent's Conference/Opening Day
Facilities tour (if major construction has been done that summer)
District goals adopted
Report on prior year's academic goals
Back to school nights
Review and agree on superintendent evaluation form with superintendent

October

Tenure review of staff eligible for tenure in current school year
Budget discussions with superintendent begin

November

Hommocks and elementary school visiting days
Veteran's Day observance at Kemper Memorial

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CALENDAR

January

Mid-year retreat
Mid-year goals report
Mid-year superintendent evaluation
Martin Luther King, Jr. HRC Awards Program (community event)

February

Probationary teacher/staff review (staff eligible for tenure in future years)

March

Proposed Budget presented to community
Mamaroneck Schools Foundation awards

March/April

Superintendent's Conference Day

April

School visits and reports

May

Budget vote
Superintendent evaluation begins
Student awards nights
Memorial Day observation at Kemper Memorial

May/June

Superintendent evaluation continues, salary and contract adjustment and presentation of evaluation to superintendent
Non-affiliated staff salary decisions
Year-end goals report
Rockefeller Awards
Tenure awarded
Board self-evaluation

June

Annual dinner
Graduations and award ceremonies
Retirement events

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CALENDAR

Discretionary events scheduled throughout the school year

Athletic events, including homecoming

Art shows

Concerts—instrumental and vocal, including holiday and spring concerts

School plays

PACE programs

Book fairs

Elementary school fairs

Principal meetings

PTA meetings

Summit, League of Women Voters and other community group meetings

Mamaroneck Schools Foundation Gala

Community Resource Center Gala

New York State, Department of State, Committee on Open Government

**OPEN MEETING LAW
PUBLIC OFFICERS LAW, ARTICLE 7 (Excerpts)**

§103. Open meetings and executive sessions.

(a) Every meeting of a public body shall be open to the general public, except that an executive session of such body may be called and business transacted thereat in accordance with section one hundred five of this article.

(b) Public bodies shall make or cause to be made all reasonable efforts to ensure that meetings are held in facilities that permit barrier-free physical access to the physically handicapped, as defined in subdivision five of section fifty of the public buildings law.

(c) A public body that uses videoconferencing to conduct its meetings shall provide an opportunity to attend, listen and observe at any site at which a member participates.

(d) Public bodies shall make or cause to be made all reasonable efforts to ensure that meetings are held in an appropriate facility which can adequately accommodate members of the public who wish to attend such meetings.

1. Any meeting of a public body that is open to the public shall be open to being photographed, broadcast, webcast, or otherwise recorded and/or transmitted by audio or video means. As used herein the term "broadcast" shall also include the transmission of signals by cable.

2. A public body may adopt rules, consistent with recommendations from the committee on open government, reasonably governing the location of equipment and personnel used to photograph, broadcast, webcast, or otherwise record a meeting so as to conduct its proceedings in an orderly manner. Such rules shall be conspicuously posted during meetings and written copies shall be provided upon request to those in attendance.

(e) Agency records available to the public pursuant to article six of this chapter, as well as any proposed resolution, law, rule, regulation, policy or any amendment thereto, that is scheduled to be the subject of discussion by a public body during an open meeting shall be made available, upon request therefor, to the extent practicable as determined by the agency or the department, prior to or at the meeting during which the records will be discussed. Copies of such records may be made available for a reasonable fee, determined in the same manner as provided therefor in article six of this chapter. If the agency in which a public body functions maintains a regularly and routinely updated website and utilizes a high speed internet connection, such records shall be posted on the website to the extent practicable as determined by the agency or the department, prior to the meeting. An agency may, but shall not be required to, expend additional moneys to implement the provisions of this subdivision.

§104. Public notice.

1. Public notice of the time and place of a meeting scheduled at least one week prior thereto shall be given to the news media and shall be conspicuously posted in one or more designated public locations at least seventy-two hours before such meeting.

2. Public notice of the time and place of every other meeting shall be given, to the extent practicable, to the news media and shall be conspicuously posted in one or more designated public locations at a reasonable time prior thereto.

3. The public notice provided for by this section shall not be construed to require publication as a legal notice.
4. If videoconferencing is used to conduct a meeting, the public notice for the meeting shall inform the public that videoconferencing will be used, identify the locations for the meeting, and state that the public has the right to attend the meeting at any of the locations.
5. When a public body has the ability to do so, notice of the time and place of a meeting given in accordance with subdivision one or two of this section, shall also be conspicuously posted on the public body's internet website.

§105. Conduct of executive sessions.

1. Upon a majority vote of its total membership, taken in an open meeting pursuant to a motion identifying the general area or areas of the subject or subjects to be considered, a public body may conduct an executive session for the below enumerated purposes only, provided, however, that no action by formal vote shall be taken to appropriate public moneys:
 - a. matters which will imperil the public safety if disclosed;
 - b. any matter which may disclose the identity of a law enforcement agent or informer;
 - c. information relating to current or future investigation or prosecution of a criminal offense which would imperil effective law enforcement if disclosed;
 - d. discussions regarding proposed, pending or current litigation;
 - e. collective negotiations pursuant to article fourteen of the civil service law;
 - f. the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation;
 - g. the preparation, grading or administration of examinations; and
 - h. the proposed acquisition, sale or lease of real property or the proposed acquisition of securities, or sale or exchange of securities held by such public body, but only when publicity would substantially affect the value thereof.
2. Attendance at an executive session shall be permitted to any member of the public body and any other persons authorized by the public body.

§106. Minutes.

1. Minutes shall be taken at all open meetings of a public body which shall consist of a record or summary of all motions, proposals, resolutions and any other matter formally voted upon and the vote thereon.
2. Minutes shall be taken at executive sessions of any action that is taken by formal vote which shall consist of a record or summary of the final determination of such action, and the date and vote thereon; provided, however, that such summary need not include any matter which is not required to be made public by the freedom of information law as added by article six of this chapter.
3. Minutes of meetings of all public bodies shall be available to the public in accordance with the provisions of the freedom of information law within two weeks from the date of such meeting except that minutes taken pursuant to subdivision two hereof shall be available to the public within one week from the date of the executive session.

<http://www.dos.state.ny.us/COOG/openmeetlaw.htm>

Audit Committee Charter

By resolution dated July 3, 2007, the Board of Education of the Mamaroneck Union Free School District has established an audit committee as required by Education Law § 2116-c. The audit committee acts in an advisory capacity to assist the Board with overseeing the District's internal audit function and external audit. According to §2116-c(4), the role of an audit committee shall be advisory and any recommendations it provides to the Board shall not be substituted for any required review and acceptance by the Board.

Mission

The audit committee will help ensure the District's fiscal accountability by providing independent assistance to the Board in the oversight of the external and internal audits.

Membership

The audit committee is composed of at least 3 members, consisting of at least 2 Board members and may, if the Board determines, include outside individuals. The Board will appoint the members who will serve without compensation for one-year terms. (The term of any Board member serving on the Audit Committee shall not exceed the member's term on the Board.) The Board may also appoint alternate members who may participate in the event that regular members are unable to attend a scheduled meeting.

Members of the audit committee and any alternates are school district officers and must take the District's oath of office. In addition, committee members may not reveal to the public any confidential information obtained during the exercise of their duties. By accepting appointment to the audit committee, any audit committee members who are not members of the Board shall be subject to the confidentiality requirements of General Municipal Law §801-a(1)(b) and shall execute a confidentiality agreement with the school district.

The audit committee should collectively possess knowledge in accounting, auditing, financial reporting and school district finances. The following individuals, if not trustees or board members, are prohibited from serving on the audit committee:

- An employee of the District;

- An individual who within the last two years provided or currently provides services or goods to the District;
- An individual who owns or has a direct and material interest in a company providing goods or services to the District; and
- A close or immediate family member of an employee, officer or contractor providing goods or services to the District. The term “close or immediate family member” includes parent, sibling, nondependent child, spouse, spouse equivalent or dependent, whether or not related.

Duties

1. *External Audit Focus*

- Provide recommendations regarding the selection of the external auditor for the District.
- Meet with the external auditor before the audit.
- Review and discuss with the external auditor any risk assessment of the District’s fiscal operations developed as part of the auditor’s responsibilities under governmental auditing standards for a financial statement audit and federal single audit standards if applicable.
- Receive and review the draft annual audit report and draft management letter and, working directly with the external auditor, assist the Board in interpreting these documents;
- Make a recommendation to the Board on whether to accept the annual audit report.
- Review every corrective action plan developed by the District and assist the Board in the implementation of such plans.

2. *Internal Audit Focus*

- Make recommendations to the Board of Education regarding the appointment of the internal auditor.
- Assist in the oversight of the internal audit function.
- Review the annual internal audit plan to ensure that high-risk areas and key control activities are periodically evaluated and tested.
- Review the results of internal audit activities and significant recommendations and findings of the internal auditor.
- Monitor implementation of the internal auditor’s recommendations by management.

- Provide input on the performance evaluation of the internal auditor.

3. Claims Audit Focus

- Review quarterly reports of claims auditor and schedule meeting with claims auditor as appropriate to follow up on claims auditor's recommendations.
- Report back to full Board after meetings with claims auditor, presenting recommended modifications of procedures, if any.

4. Administrative

- Prepare minutes of each meeting.
- Report to the Board on its activities on an as-needed basis, but not less than annually. Each report must address or include, at a minimum:
 - The audit committee's activities;
 - A summary of the committee meeting minutes;
 - Significant findings brought to the committee's attention;
 - Any indications of suspected fraud, waste or abuse;
 - Significant internal control findings; and
 - Activities of the internal audit function.
- At least annually, review the audit committee charter and present recommended modifications, if any, in writing to the Board.

Meetings

The audit committee will meet at least quarterly and at other times as necessary and appropriate to fulfill its duties hereunder. All audit committee decisions must be made by a quorum, which is a simple majority of the total membership. Audit committee meetings may not be conducted unless a quorum is present.

As a public body, the audit committee is subject to the requirements of the Open Meetings Law. However, the audit committee is authorized to conduct an executive session in accordance with law and Commissioner's regulation. Any member of the Board of Education who is not a member of the audit committee may be allowed to attend an executive session of the committee if authorized by a resolution of the Board.

Law and Policy Committee Charter

The Mission of the Law and Policy Committee is to develop, review, and revise policies that govern the workings of the School District. The policies must be consistent with the requirements of law and of standards established by the Board of Education (BOE). The Committee acts in an advisory capacity to the Board.

Membership

The Committee members shall be two or three BOE members, an administrative representative (Superintendent, assistant superintendent or director), and the District Clerk. The term for the BOE members is one year and is renewable. The chair of the Committee will be chosen yearly.

Meetings

Meetings shall be on a monthly basis at times convenient to the members. Meetings will be “posted” in accordance with the Open Meetings Law.

Duties

- Ensure that policies required by state and federal law are present and current.
- Ensure that all policies that need annual review and vote are current.
- Prior to recommending draft policies to the BOE, the Committee will submit draft policies to legal counsel for review and, if appropriate, solicit feedback from groups and/or individuals affected by the policy.
- Submit draft policies to the BOE for first reading and post same on the District website.
- Revise drafts per Board discussion after the first reading.
- Submit draft policy and/or revision for BOE approval.

Communications Committee Charter

The Mamaroneck Board of Education Communications Committee supports the District's mission of achieving excellence in teaching and learning by advising, evaluating and recommending ways to improve District communications. The Committee's ongoing work seeks to promote trust, understanding and transparency by supporting the District's efforts to inform and engage all stakeholders, including parents, staff, students and the community-at-large. The Committee includes two or three school board members, who serve one-year terms, and the District Director of Public Information.

The Communications Committee's work includes:

- examining the effectiveness of the District's communications and recommending improvements as appropriate;
- considering ways to enhance the District's methods of communication, including fully integrating the website and other electronic communications into our strategies;
- developing a recommended communications plan for key initiatives/news, including budget and bond proposals;
- supporting the District's efforts to build and maintain positive relationships by keeping stakeholders informed and providing them with opportunities to voice their concerns and provide feedback; and
- serving as a sounding board for the District Director of Public Information.

The Communications Committee will meet monthly. On occasion, the Committee might invite various stakeholders to attend. Meetings will be "posted" in accordance with the Open Meetings Law.

At the beginning of each year, goals related to this work will be developed and shared with the entire board for discussion and approval.

Finance Committee Charter

Charge:

Support the Mamaroneck Union Free School District's efforts to provide strong financial oversight, effective budgeting and fiscal planning. The Committee will meet quarterly, and as needed. Members will consist of the Superintendent, Assistant of Operations, and three Board Trustees.

Responsibilities:

Study, deliberate, and make recommendations for full Board consideration/action regarding a variety of financial issues pertaining to financial/business practices and reporting.

Reporting:

The committee shall provide the full Board with an agenda prior to each meeting, as practicable, and a summary report following each meeting. All recommendations for decisions/actions will be brought to the full board for discussion, review and decision.

Activities may include:

- facilitating the development of a multi-year financial plan;
- reviewing and making recommendations regarding reserves, including both existing and potential new reserves such as a capital reserve;
- developing recommendations for annual district budget guidelines as pertains to financial issues (e.g., the amounts of fund balance and/or reserve funds to put toward the proposed budget, assumptions as to revenues, inclusion of capital projects, etc.);
- defining the annual objectives of the Citizen's Finance Advisory Committee, guiding its work and reviewing its recommendations;
- reviewing tax certiorari trends;
- reviewing and making recommendations for enhanced internal financial reporting to the Board in order to improve the Board's understanding and oversight of the District's financial position/outlook throughout the year;
- studying specific areas of district expenditures/revenues (e.g., employee benefits, transportation, etc.); and
- acting as a liaison with other Board and District committees on finance issues.

[To be added – charter for curriculum committee]

Citizens Building Advisory Committee

I. Introduction

The Mamaroneck Union Free School District desires to establish a citizens advisory committee to advise the District regarding its building and facilities needs and practices. The committee is hereafter referred to as the Citizens Building Advisory Committee (Building Committee).

II. Role

The Role of the Building Committee is to:

- A. Advise the Board on issues related to its buildings, grounds, and other physical facilities.
- B. Review the District's Five Year Capital Plan and make recommendations accordingly.
- C. Make recommendations to the Board regarding:
 - i. Renovations, repairs, and new construction of the District's buildings, grounds, and other physical facilities;
 - ii. Selection of professionals such as architects and engineers; and
 - iii. Methods of financing all recommended construction.

III. Membership

- A. The members of the Building Committee shall include:
 - i. The Assistant Superintendent for Business Operations;
 - ii. A liaison from the Mamaroneck Teachers Association;
 - iii. A liaison from the Administrators Association;
 - iv. At least one current member of the Board of Education; and
 - v. Residents of the District with expertise in building professions such as architects, engineers, designers, and others whose occupations make them familiar with related buildings issues;
 - vi. Residents of the District with a strong interest in and familiarity with such issues.
- B. There shall be no set membership term duration.
- C. There shall be no maximum number of members.
- D. The members of the Committee shall be selected by the Assistant Superintendent for Business Operations in consultation with the Superintendent and the Board, and shall serve at the pleasure of the District.

IV. Operations

- A. The Building Committee will operate in accordance with Board Policy 2260 and the Board's resolution authorizing the establishment of the Building Committee.
- B. The Assistant Superintendent for Business Operations shall chair the Committee.
- C. The Building Committee will determine its own meeting dates and times, maintain minutes of all its meetings, and report its progress to the Board of Education as appropriate.
- D. The work of the Building Committee shall be ongoing and there is not a set time for completion of its work. The Board, however, may ask for reports as necessary.

Citizens Financial Advisory Committee--Charter

I. Introduction

The Mamaroneck Union Free School District desires to establish a citizen's advisory committee to advise the District regarding its finances including operations, planning, policies and strategic directives. The committee is referred to as the Citizens Financial Advisory Committee (CFAC).

II. Role

The Role of the CFAC may include:

- A. Advising the board on issues related to finances including revenues, expenses and reserves.
- B. Reviewing short and long term financial obligations.
- C. Making recommendations to the Board regarding planning, procedures and communication of financial information.
- D. Becoming informed on aspects of school finance in general and MUFSD in particular.
- E. Acting as a sounding board to the District/Board of Education on key financial issues.

III. Membership

- A. The members of the CFAC will include:
 - a. The Assistant Superintendent of Business Operations
 - b. The Assistant Business Official/District Treasurer
 - c. Members of the Board of Education Finance Committee
 - d. Residents of the District with a strong interest and expertise in the financial planning of the District
 - e. The Superintendent and the Board of Education President as ex officio members.
- B. There shall be no set membership term duration.
- C. There shall be no maximum number of members.
- D. Every other year the Board will conduct an outreach seeking members for the CFAC.

IV. Operations

- A. The CFAC will be chaired by the Chair of the Finance Committee of the Board.
- B. The CFAC in consultation with the Finance Committee shall determine its meeting schedule, maintain minutes of its meetings and report as appropriate to the Superintendent and the Board of Education.
- C. The work of the CFAC shall be ongoing and will include special projects as needed which may result in presentations to the Board.
- D. Members of the CFAC will commit to attending or watching on TV several meetings specifically related to school finance and/or budget.
- E. The Board of Education will commit to providing ongoing education to the CFAC as needed.

BOARD COMMITTEE AND LIAISON ASSIGNMENTS

Below are descriptions of committee and liaison responsibilities, as they currently exist. See the Committee charters for additional information.

Board Committees:

Audit committee: minimum 2 trustees, 1 community member

- Meets a minimum of 4 times a year during school hours. Meetings are approx 1 hour.
- Reviews with auditors and Business officials the external, internal and claims audits.
- Meets with auditors prior to commencement of yearly audit.
- Preparation requires reading audits and reviewing corrective action plans prior to meetings. Some basic understanding of accounting is helpful but not necessary.

Curriculum: 3 trustees

- Meets once a month, with Assistant Superintendent of Curriculum & Instruction and additionally as needed.
- Occasional work between meetings, usually done by email.

Communication: 3 Trustees

- Meets once a month, except during budget communications season when additional meetings may be added. Meetings generally last an hour to an hour and a half, during the school day as the Director of Public Information is part of the committee.
- Occasional work between meetings, usually done by e-mail.

Finance Committee: 3 trustees

- Meets quarterly, with meetings scheduled according to availability of Board members.
- Superintendent or Assistant Superintendent for Business and Operations provides materials to Finance Committee to review and provide feedback on an ad hoc basis.

- Guides work plan for CFAC.
- Sometimes requires work in between meetings.

Law and Policy Committee: 3 trustees

- Meets monthly during school hours. Meetings are approximately 1 hour. Possible longer meeting in the summer.
- Preparation requires that proposed policies are reviewed prior to the meeting. Follow-up work is often done by email.

Board Membership in District Committees:

Citizens Building Advisory Committee: 3 trustees, community members

- Not active 12-13.
- In active years, meets evenings approximately 4 times a year.
- Walk-throughs of buildings as needed during the school day
- Little preparation
- Report to board to begin discussions on capital improvement needs

District-Wide Technology Committee:

- Did not meet in 11-12

Health Insurance Committee: 1 trustee

- Periodic meetings with Meryl as needed. Timing at the convenience of members.

Safety Committee:

- Meets at least one time per year during school hours
- Reviews District Safety and Security Plan

Wellness Committee:

- Meets 3-4 times a year during the school day/mornings to review Health and Wellness curriculum and plan
- Some email correspondence with Athletic Director Bari Suman.

Board Liaisons:

The purpose of a liaison role is to facilitate communication between the Board and the liaison organization. Liaisons will attend meetings and key functions of their schools/organizations to serve as a Board presence and will report to the Board on their activities as appropriate. When minutes are produced the liaison will share with entire Board.

Central School Liaison

- Do not attend PTA meetings (except for budget meeting) or exec meetings regularly; attend portions of two exec meetings, which are held at lunch; the first, early in the year for introductions as liaison and the second to discuss the budget/bond proposals.
- Attend monthly Wednesday morning planning council meetings.
- Meet on an ad hoc basis with PTA co-presidents and be available for consultation by phone and email, which occur on an ad hoc basis throughout the year.
- Attend school play, Scare Fair, music concerts as available.
- Attend neighborhood budget coffees sponsored by Central parents.

Chatsworth Avenue School /Mamaroneck Avenue School Liaisons

- Do not attend Exec meetings.
- Attend general PTA meetings at in the evening.
- Attend International Fair, schools plays as available.
- Meet with administration and PTA leadership.

Murray Avenue School Liaison

- Do not attend exec meetings.
- Attend evening PTA meetings.
- Meet with administration and PTA leadership.

Hommocks Middle School /Mamaroneck High School Liaisons

- Attend exec meetings once a month during mornings and give the group an update of Board activities.
- Attend evening PTSA meetings.

SEPTA Liaison

- Attend monthly evening exec meetings.
- Attend monthly evening SEPTA/district special ed meetings.

PT Council Liaison

- Attend meetings on Mondays/Fridays, usually once a month, 9-11 am.
- Provide monthly reports on Board activities at meetings.
- Be available for phone call/email discussion re PTA issues.

Collective Bargaining Liaisons: 2-3 trustees

- Afternoon/evening meetings several times a month 3:00-6 for negotiations.
- Occasional earlier meetings with collective bargaining team for strategy.
- Share information with Board as needed.

Kemper Memorial Park Preservation Fund Liaison

- Introduction meeting in fall at invitation of members.
- If available, attend monthly meetings at VFW, usually at 3:45 pm. on the first Thursday of month.

Legislative Liaison

- Responsible for bringing state or federal legislative issues to the attention of the Board.
- May attend WestPut evening meetings several times a year

WPSBA Liaison

- Is the contact person for Westchester-Putnam School Boards Association
- Will provide MUFSD budget information during budget season for area survey

PATHS/PALMS/Latino Parents Group Liaison

- Attend monthly meetings on Thursday, 1:30 - 2:45 p.m.
- No work in between.

Safe Routes to School Liaison

- Attend 2-3 meetings yearly at Town Center during school day; meetings scheduled at convenience of attendees.
- Report to Board on activities as appropriate.

TVS (Town, Villages, Schools) Liaison

- Meets 4-6 times a year from 12-2 with representatives from the municipalities
- Traditionally this role is filled by the Board President

Housekeeping jobs (usually 1-2 trustees each)

Notes of condolence to staff/BOE as needed

Notes of congratulations to staff/BOE

- Weddings
- Births
- Honors

Notes of thanks to performers at Board meetings

Congratulations Cards

- Tenure
- 25 year recognition
- Retirement

Sunshine Fund

- Collect agreed upon amount from trustees.
- Keep account of money spent/available.
- Reimburse trustees as appropriate.

Holiday Gift Shopping

- Purchase gifts (using money from Sunshine Fund) for Central Admin, District Clerk, Treasurer, & Director of Public Information.

**MAMARONECK BOARD OF EDUCATION
EVALUATION OF THE SUPERINTENDENT**

Superintendent's Name _____

Evaluator _____

Academic Year _____

1.Relationship with the Board	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Judge
a. has a good working relationship with the Board						
b. keeps Board informed: timely and open, provides necessary follow up						
c. offers professional advice and provides background information on items requiring Board action						
d. makes sound recommendations for Board action						
e. is receptive to Board member ideas and suggestions						
f. makes effective use of Board meetings—business meetings, study sessions, and executive sessions						
OVERALL has a strong relationship with the Board						

Comments: _____

**MAMARONECK BOARD OF EDUCATION
EVALUATION OF THE SUPERINTENDENT**

2.Community and Public Relations	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Judge
a. makes self-available to meet with community and school groups/individuals						
b. works well with the PTAs						
c. gives appropriate attention to problems and opinions brought to him						
d. works with news media effectively						
e. participates in community life and affairs						
f. works well with municipal governments, local police and other school districts						
g. effectively communicates District's initiatives to the local community						
OVERALL works and communicates well with the community						

Comments: _____

**MAMARONECK BOARD OF EDUCATION
EVALUATION OF THE SUPERINTENDENT**

3. Staff Relations/Personnel Matters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Judge
a. develops sound personnel practices						
b. creates/encourages a collegial environment						
c. recruits high quality staff						
d. is impartial in personnel matters						
e. sets high expectations and clear standards						
f. fosters a good relationship with leadership of bargaining units						
g. make effective use of the skills of the administrative staff						
h. reports any violation of regulations by staff to Board and takes appropriate action						
i. works with and supervises administrators and staff effectively						
j. effectively cultivates staff, teachers, and administrators for leadership positions in the District						
OVERALL handles personnel matters very effectively						

Comments: _____

**MAMARONECK BOARD OF EDUCATION
EVALUATION OF THE SUPERINTENDENT**

4.Leadership in Education (Instructional Leadership)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Judge
a. organizes procedure for staff evaluation						
b. effectively involves community, staff and Board in curriculum development as appropriate						
c. is informed on all matters of education						
d. organizes staff development in support of staff needs and District goals						
e. inspires others to highest professional standards						
f. engages in effective program review and evaluation						
g. uses research and data to support educational decisions and initiatives						
OVERALL is a strong instructional leader						

Comments: _____

**MAMARONECK BOARD OF EDUCATION
EVALUATION OF THE SUPERINTENDENT**

5.Business and Finance	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Judge
a. guides the process of responsible fiscal planning and budget development, balancing educational objectives and financial resources						
b. monitors budget and informs Board on financing needs						
c. is informed on physical needs of system (plant, supplies, equipment) and assists in identifying, planning and implementing capital improvements						
d. ensures compliance with legal and accounting requirements by working with the assistant superintendent for business operations						
e. leads long-term financial planning to position the District for the future, including consideration of options relating to revenues and expenses						
f. leads a transparent budget process						
OVERALL effectively manages/handles business and finance matters						

Comments: _____

**MAMARONECK BOARD OF EDUCATION
EVALUATION OF THE SUPERINTENDENT**

6.Leadership, Management and Communication Qualities	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Judge
a. is respected in the community and schools						
b. works well with others						
c. takes a leadership role in developing organizational goals and objectives, with appropriate Board input						
d. plans well in advance						
e. writes and speaks clearly and effectively						
f. manages crises well and makes good decisions under pressure						
g. acts in a decisive manner and with good judgment						
h. devotes time and energy effectively to job						
i. follows through						
j. takes advantage of opportunities for professional growth and development						
k. demonstrates high standards of ethics						
l. maintains poise and emotional stability in the full range of professional activities						
OVERALL is a highly effective leader (per above qualities)						

Comments: _____

MAMARONECK BOARD OF EDUCATION EVALUATION OF THE SUPERINTENDENT

As part of the superintendent's evaluation, the board will engage in conversation with select district constituents, to be determined in consultation with the superintendent, and discuss the superintendent's performance. Specific discussion questions will be related to the year's goals and objectives set forth and how the superintendent works with constituent groups to achieve the district's goals. For example, does the superintendent conduct meetings in an efficient manner? Does the superintendent stay on track? Areas for discussion include: leadership, organization skills, work ethic, ability to get the point across, and ability to formulate concrete agendas.

EVALUATION SUMMARY

- **Strengths**

- **Areas for Improvement**

**MAMARONECK BOARD OF EDUCATION
EVALUATION OF THE SUPERINTENDENT**

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MAMARONECK BOARD OF EDUCATION NEW BOARD MEMBER TRAINING

1. Board Roles and Responsibilities

The Board's role is one of oversight and policy-making vs involvement in day-to-day operations. However, increased scrutiny by state and community requires the Board to stay more informed, especially about financial matters.

- a. Policies and Regulations: maintain up-to-date policies; develop, review and revise as needed (see policy manual)
- b. Hire and evaluate the superintendent
- c. Set direction for the district, including annual and longer-term goals
- d. Financial oversight:
 - i. Budget: provide guidance, review proposal(s), approve a budget that is voted on by the community
 - ii. Audits: Internal/External Audit reports, Audit Committee, Claims Auditor
- e. Legal oversight: stay informed about all litigation and legal matters involving the district, provide input when requested, and approve all contracts and settlements.
- f. Personnel:
 - i. Tenure
 - ii. Contracts for our five bargaining units and for unaffiliated personnel
 - iii. Disciplinary processes
 - iv. Participation in interviews for key positions
 - v. Grievances
- g. Special Education: approval of IEPs and settlements
- h. Maintain strong relationships/communications with ALL district stakeholders: schools, community, staff, students
- i. Keeps abreast of current educational initiatives/issues
- j. Keeps abreast of current legislative initiatives/issues

2. Board: How We Work

- a. Governed by the Open Meetings Law: all meetings must be held in public with the exception of a few specified items (see policy)
- b. Internal communications/information sharing:
 - i. ALL members have equal access to information
 - ii. Regular updates from superintendent
 - iii. Questions from Board members to the superintendent can go directly to the superintendent with a copy to the Board president
 - iv. Questions for the asst. supt. and building principals are channeled through the Superintendent, with the exception of common committee work, which can go directly to the administrator with a copy to the superintendent
 - v. Modes of communication: written, phone, e-mails
- c. Formal Meetings: monthly study sessions and business meetings

**MAMARONECK BOARD OF EDUCATION
NEW BOARD MEMBER TRAINING**

- i. Agendas set by supt. and Board president
- ii. Review materials ahead of time
- iii. Exercise courtesy: if there are potentially controversial or substantive questions requiring preparation, give relevant parties a heads up
- d. Committees/liason roles
- e. Board Hours
- f. Presence in schools and at community events
- g. External Communications
 - i. Media – public information director, supt. and president/vice-president
 - ii. Community – communications protocols—chain of command
- h. Bi-annual self-evaluation

3. District Overview

- a. Six schools (highlight any current initiatives/issues at each)
- b. Five bargaining units
- c. Central Staff – roles and responsibilities:
 - i. Public Information Director
 - ii. Assistant Superintendent for Administration and Personnel
 - iii. Assistant Superintendent for Business Operations
 - iv. Assistant Superintendent for Curriculum and Instruction
 - v. Director of Special Education
 - vi. Other key Directors
- d. Legal Counsel, both general and special education
- e. District Goals and progress on goals
- f. Major issues that are pending (contracts, personnel issues, litigation)

4. Suggested Formal Orientation

- a. NYSSBA new board member training
- b. NYSSBA governance and financial training (mandatory)
- c. Conversations with each board member
- d. Meetings with each assistant superintendent
- e. Visits to each school/meetings with each building admin team

5. Continuing Education

- a. Mentor
- b. Daily NYSSBA E-clips
- c. Westchester-Putnam School Boards Association meetings
- d. NYSSBA Annual Convention

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NEW BOARD MEMBER TRAINING**

- e. NSBA publication: *Becoming a Better Board Member*
- f. Policy Manual
- g. Websites:
 - i. Westchester-Putnam School Boards Association:
<http://www2.lhric.org/wpsba>
 - ii. New York School Board Association: www.nyssbaa.org
 - iii. New York State Department of Education: www.nysed.gov
 - iv. Mamaroneck Union Free School District, www.mamkschools.org

6. Calendar

- a. Upcoming meetings
- b. Board meeting schedule for upcoming school year
- c. Try to keep all Tuesdays evenings available
- d. NYSSBA governance and financial training (mandatory)
- e. Conversations with each board member
- f. Meetings with each assistant superintendent
- g. Visits to each school/meetings with each building admin team

Job Description for Mentor

The mentor will schedule a meeting with the new Board member within the first month of the member's election. This mentor-new member meeting is in addition to the orientation meeting held with the Board President and Superintendent. Ideally, this orientation meeting should precede the meeting between the mentor and the new member.

At the mentor-new member meeting, the mentor will provide an update on any impending issues before the Board. In addition to providing a verbal update, the mentor should provide the member with any written back-up information.

At this meeting, the mentor should also facilitate a discussion about his or her being available on an ongoing basis for questions from the new member. These questions may be about Board procedures or policies, superintendent reports/updates, or any other areas. The mentor may answer these questions directly or direct the new member as to how to find the requested information or whom to contact.

It is the responsibility of the new member to formulate the questions and approach the mentor for feedback. However, if the mentor does not hear from the new Board member, the mentor should touch base with the new member several times in the first few months.

The mentor should reinforce the suggestion made at the general orientation meeting that the new member meet individually with all Board members, assistant superintendents, directors (as appropriate and necessary) and principals.

MAMARONECK BOARD OF EDUCATION SELF-ASSESSMENT

Instructions: please rate the Board on each item using the following scale:

1. *Strongly agree*
2. *Agree*
3. *Neutral*
4. *Disagree*
5. *Strongly disagree*

1. Board Relationship with the Superintendent

- | | |
|--|-----------|
| a. Relationship is characterized by mutual trust, respect and honesty; commendation and constructive criticism are given as appropriate. | 1 2 3 4 5 |
| b. Areas of disagreement with the superintendent are discussed openly, and effort is made to resolve differences. | 1 2 3 4 5 |
| c. The Board and superintendent publicly support one another. | 1 2 3 4 5 |
| d. Superintendent is given direction by the Board as a whole rather than by individual members. | 1 2 3 4 5 |
| e. The Board channels its communications and questions to the superintendent and not to the administrative personnel, unless requested to do so by the superintendent. | 1 2 3 4 5 |
| f. The Board recognizes its role in establishing policy as differentiated from the day-to-day administrative role of the superintendent. | 1 2 3 4 5 |

Other comments _____

2. Board Relationship with the School and Resident Community. *The Board:*

- | | |
|--|-----------|
| a. Has procedures for responding to and following up on community input/concerns. | 1 2 3 4 5 |
| b. Ensures an effective, planned program of public information that reaches all segments of the community. | 1 2 3 4 5 |
| c. Maintains a good relationship with the media. | 1 2 3 4 5 |
| d. Maintains a good relationship with the leaders of the three municipalities. | 1 2 3 4 5 |
| e. Encourages citizen involvement, including attendance at Board meetings | 1 2 3 4 5 |

**MAMARONECK BOARD OF EDUCATION
SELF-ASSESSMENT**

and participation in advisory committees and ad hoc committees.

- f. Encourages input and different views from all segments of the community at Board meetings and via other mechanisms and is seen as listening. 1 2 3 4 5
- g. Ensures that there are appropriate and clearly defined lines of communication for all stakeholders – staff, parents, other community members. 1 2 3 4 5

Other comments _____

3. Board Relationship with One Another. *The Board members:*

- a. Work together as a team. 1 2 3 4 5
- b. Have confidence and trust in other Board members. 1 2 3 4 5
- c. Can disagree with one another and still maintain an attitude of mutual respect and trust. 1 2 3 4 5
- d. Feel like their views are valued and taken into consideration when decisions are made. 1 2 3 4 5

Other comments _____

4. How the Board Operates

- a. Internal Board and Board/Superintendent Communications
 - i. All Board members are kept informed about matters affecting their work. 1 2 3 4 5
 - ii.
 - iii. Individual Board members follow proper procedure in funneling info/requests to the superintendent and asst. superintendents. 1 2 3 4 5
 - iv. The procedures for funneling info/requests and receiving feedback are 1 2 3 4 5

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satisfactory.

b. Meetings. *The Board:*

- | | | | | | |
|---|---|---|---|---|---|
| i. Adheres to the letter and spirit of the “sunshine law.” | 1 | 2 | 3 | 4 | 5 |
| ii. Selects appropriate topics for study sessions and business meetings, ensuring adequate opportunities for discussion with staff of both new and ongoing programs and operations. | 1 | 2 | 3 | 4 | 5 |
| iii. Schedules Board meetings at times and locations convenient to Board members, the staff and community residents. | 1 | 2 | 3 | 4 | 5 |
| iv. Allows adequate time for Board members to prepare for agenda discussion items by providing necessary background information on a timely basis. | 1 | 2 | 3 | 4 | 5 |
| v. Encourages participation/discussion from all Board members. | 1 | 2 | 3 | 4 | 5 |
| vi. Provides a forum for public commentary. | 1 | 2 | 3 | 4 | 5 |
| vii. Closes discussions in a timely manner. | 1 | 2 | 3 | 4 | 5 |

c. Decision-Making. *The Board:*

- | | | | | | |
|--|---|---|---|---|---|
| i. Exhibits effective decision-making skills. | 1 | 2 | 3 | 4 | 5 |
| ii. Works to find grounds for compromise and consensus where there are disagreements. | 1 | 2 | 3 | 4 | 5 |
| iii. Reaches decisions by studying background information and through careful consideration of the superintendent’s recommendations. | 1 | 2 | 3 | 4 | 5 |
| iv. Bases decisions on its public deliberations and not on small group, private conversations. | 1 | 2 | 3 | 4 | 5 |
| v. Members support decisions of the majority of the Board even when individual views may differ. | 1 | 2 | 3 | 4 | 5 |

d. Oversight and Review. *The Board:*

- | | | | | | |
|---|---|---|---|---|---|
| i. Uses committees effectively. | 1 | 2 | 3 | 4 | 5 |
| ii. | | | | | |
| iii. Has established a means by which a Board member can raise issues of concern. | 1 | 2 | 3 | 4 | 5 |
| iv. Has a procedure for open, clear, and periodic evaluation of the Board. | 1 | 2 | 3 | 4 | 5 |
| v. Avoids burdening the administration with personal information | 1 | 2 | 3 | 4 | 5 |

MAMARONECK BOARD OF EDUCATION SELF-ASSESSMENT

requests that are not necessary for decision-making purposes.

- vi. Deals with policy and allows the administration to operate the schools. 1 2 3 4 5

Other comments _____

5. Board Responsibilities, including Operations and Instruction

a. Instruction/Curriculum. *The Board:*

- i. Keeps abreast of current educational issues. 1 2 3 4 5
- ii. Is informed about the instructional program K-12 and curriculum/education issues via individual study, study sessions and visits to the schools. 1 2 3 4 5

b. Financial Oversight. *The Board:*

- i. Understands the components or the budget. 1 2 3 4 5
- ii. Demonstrates fiscal responsibility in providing guidelines for developing the budget. 1 2 3 4 5
- iii. Understands audit/financial accountability responsibilities. 1 2 3 4 5

c. Personnel Matters. *The Board:*

- i. Acts upon recommendations by the superintendent appropriately. 1 2 3 4 5
- ii. Evaluates the performance of the superintendent on a regular basis. 1 2 3 4 5

d. Policies. *The Board:*

- i. Maintains up-to-date policies and systematically reviews them regularly for effectiveness. 1 2 3 4 5

e. Planning. *The Board:*

- i. Is involved in developing annual goals for the district, superintendent and itself. 1 2 3 4 5
- ii. Evaluates progress in achieving goals. 1 2 3 4 5
- iii. Engages in long-range financial planning, including needs of facilities, equipment and maintenance. 1 2 3 4 5
- iv. Shares vision and goals with the community. 1 2 3 4 5

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f. Legal Matters/Legislation. *The Board:*

- i. Keeps abreast of current state and federal legislation impacting the schools via updates from NYSSBA, legal counsel and other sources. 1 2 3 4 5

Other comments _____

6. Selected Significant Goals (*should include internal goals that are separate from District goals*)

- a. 1 2 3 4 5
- b. 1 2 3 4 5
- c. 1 2 3 4 5
- d. 1 2 3 4 5

Other comments _____

7. List three (3) problems that the Board is facing:

- 1. _____
- 2. _____
- 3. _____

8. List three (3) things that the Board is doing very well.

- 1. _____
- 2. _____
- 3. _____