



BOARD OF EDUCATION BYLAWS

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Lakeview School District
15 Arbor Street
Battle Creek, Michigan 49015
(269) 565-2406
www.LakeviewSpartans.org



ARTICLE I - Board Authority and Powers

AUTHORITY

The official name of the school district shall be the Lakeview School District, Calhoun County, Michigan. The legal basis for the Lakeview School District is vested in the will of the people as expressed in the Michigan Constitution, the statutes pertaining to education, various court interpretations and the powers implied by the above. The supervision of the District shall be conducted by the Board of Education, hereinafter sometimes referred to as the "Board", which is constituted and is governed by the laws of the State of Michigan.

POWERS

The District shall operate as a general powers school district. As such, it has all of the rights, powers, and duties expressly stated in statute as it relates to the operation of the District in the interests of public elementary and secondary education in the District, including, but not limited to, all of the following:

- A. Educating students. In addition to educating students in grades K-12, this function may include operation of preschool, childcare and community services programs.
- B. Providing for the safety of students while traveling overnight on school-sponsored trips.
- C. Acquiring property or disposing of property.
- D. Acting on the hiring or resignation/termination of professional staff.
- E. Borrowing money and pledging District funds for repayment; and qualifying for state-school aid and other public or private money from local, regional, state, or federal sources.
- F. Hiring an independent auditor to annually review District finances.

The Board also has authority, based on statute, to make decisions regarding the following subjects without resort to prior bargaining:

- A. The starting day for the school year and the amount of student contact time to receive full state school aid.
- B. The decision whether or not to participate in Schools of Choice.
- C. The decision whether or not to permit authorization of charter schools (public school academies).
- D. Decisions regarding contracting with outside parties for non-instructional support services.
- E. Decisions regarding the use of experimental or pilot programs.

All administrative responsibilities are delegated to the Superintendent.

SELECTION OF A SUPERINTENDENT

The Board of Education shall exercise its executive power in part by the appointment of a Superintendent who shall enforce the statutes of the State of Michigan, rules of the State Board of Education and the policies of this Board.



ARTICLE II – Global End Statement

The purpose of the Lakeview School District Board of Education is to represent the public’s interest in providing educational programs in a safe learning environment that develop knowledgeable, healthy, socially responsible citizens that can live and work in a global society.

ARTICLE III - Purpose

The Board of Education shall establish policies which will ultimately result in the educational achievement of all District students around the Board’s End Statements. The Board shall establish measures to evaluate progress on their policies. The measurement tool by which the District will be evaluated is through the Board’s End Statements. The Board will do this work within the financial limitations of the District.

ARTICLE IV - Board Legal Functions

The Board considers that its most important legal functions fall into the following categories:

LEGISLATIVE OR POLICY MAKING

The Board is responsible for the development of bylaws and policies and for the employment of a Superintendent who will carry out the Board’s policies through the development and implementation of regulations.

EVALUATION OF BOARD MISSION AND BOARD END STATEMENTS

The Board is responsible for ensuring that data and information collected, analyzed and used demonstrates progress toward the Board’s End Statements. The results of this analysis and discussion will be used to drive future educational program work.

FINANCIAL RESOURCES

The Board is responsible for adopting a balanced budget in support of educational programs. The Board is responsible for exercising control over the finances of the District to assure proper use of and accounting for all District funds.

SCHOOL FACILITIES

The Board is responsible for providing suitable facilities in support of teaching and learning. The Board is also charged with developing a comprehensive long-term facilities plan. Part of this responsibility includes building community support for the comprehensive plan.

JUDICIAL

The Board may serve as a “court of appeal” in instances where there is a direct violation of Board policy and the internal grievance process has been followed and exhausted. The Board may exercise the above legal powers and duties only when convened in a legally constituted Board meeting. The Board shall retain a qualified attorney and/or legal firm to support the Board as it carries out its legal functions.



ARTICLE V - Board Membership, Election and Orientation

MEMBERSHIP

The Board is composed of seven (7) members serving six (6) year terms and elected in accordance with Michigan law. The officers of the Board shall be the President, Vice-President, Secretary and Treasurer. All officers shall be Board members.

SCHOOL BOARD VACANCY

Board vacancies shall be filled in accordance with Michigan Election Law (MCL 168.311). If a majority of the positions are vacant at the same time, the remaining members shall immediately call a special election to fill the vacancies.

RECALL

Any member of the Board may be recalled pursuant to Michigan Election Law (MCL 168.316).

ARTICLE VI - Board Meetings

ANNUAL ORGANIZATIONAL MEETING

The annual meeting of the Board of Education shall be held on or before the fourth Monday of July each year.

BOARD OFFICER ELECTIONS

The election of Board officers shall occur at the January regular meeting of the Board each year. The nominating committee will recommend the slate of officers to the full Board. The most senior Board member will chair the Board's organizational meeting until a new president is elected.

REGULARLY SCHEDULED MEETINGS

The Board shall hold at least one regular meeting each month. A notice of the regular meeting schedule shall be posted within ten days after the organizational meeting. Notice to the public shall contain the name of the District, the address, and the telephone number of the office of the Board of Education. The Board, as provided in current law, may change the schedule of regular meetings or the regular meeting date.

SPECIAL BOARD MEETINGS

The President may call a special Board meeting. A public notice will be posted when a special Board meeting is called. Board members will also be notified.

EMERGENCY MEETINGS

The Board may meet in emergency session in the event of severe and imminent threat to the health, safety or welfare of the District, when at least two-thirds of the members elected to and serving on the Board decide that delay would be detrimental to the efforts to lessen or respond to the threat.

WORK SESSION

A work session of the Board shall be held as called by the President. Such sessions shall be open to the public and properly posted as Board meetings. No action by the Board shall normally be taken at such meetings.



PUBLIC REQUEST

A request by the public to place an item on the Board agenda must be made to the Superintendent or President at least seven days in advance of the meeting at which it is desired to have the item discussed. The request should include a brief statement of the matter to be brought before the Board, along with any background information available which may be provided to the Board in advance of the meeting.

The Superintendent, in consultation with the President, shall determine whether or not the matter is an appropriate agenda item for that meeting or a future meeting. The Superintendent shall notify the person making the request whether or not the item will be placed on the agenda. If the item is placed on the agenda, the person making the request shall be allowed a reasonable amount of time to present or discuss the issue.

PUBLIC COMMENT

To ensure order and fairness, public comment will be under the control of the President or presiding officer using the Board adopted policies. Each person shall be allowed to speak for three minutes following the policies which shall be available at each Board meeting.

The President shall, at the appropriate time, ask those members of the public attending the Board meeting if they have filled out a card and have something to bring to the attention of the Board. All those wishing to address the Board shall be subject to the procedural regulations listed in the Board's Governance Policies.

OPEN MEETINGS ACT (OMA 15.268)

The Open Meetings Act requires that the Board meet in and make all decisions in open session. The Open Meetings Act further requires that all deliberations of the Board constituting a quorum of its members take place at a meeting open to the public with exceptions only as outlined below under "CLOSED SESSION."

CLOSED SESSION (OMA 15.268)

The Board may meet in closed session only as provided for under current law. The minutes of any closed session shall be kept separate from the minutes of the regular or special meeting and shall not be a matter of public record except as provided for under current law. Any Board action taken as a result of a closed session shall be taken in open session and recorded as such.

CAMERAS & RECORDING DEVICES

The use of cameras and recording devices at any Board meeting shall be permitted only when, in the judgment of the Board, the use of any camera or recording device will not be a disruptive influence upon the proceedings, genuinely annoying or harassing to the Board or any member thereof, or operated to attract undue attention to the camera or recording device or the proposed user thereof. No cameras or recording devices shall be allowed at closed sessions of the Board.

MINUTES

The Secretary of the Board shall be responsible for seeing that minutes of every meeting of the Board are kept in accordance with the Open Meetings Act. Copies of proposed minutes of an open meeting shall be provided upon request to members of the public in accordance with the Open Meetings Act.

BOARD RECORDS (MCL 380.1201 & 1202)

The Board shall keep such records as shall be necessary for the understanding of their actions. In addition to those records required to be kept by law, the Superintendent shall be responsible for keeping such records as are necessary for the efficient operation of the District.



BOARD OF EDUCATION GOVERNANCE POLICIES

Governance Process

Adopted: July 26, 2004 | Revised: July 23, 2012; January 11, 2016

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GP I – GLOBAL GOVERNANCE COMMITMENT

The purpose of the Lakeview School District Board of Education, on behalf of its owners and beneficiaries, guarantees the accountability of the Lakeview School District by assuring that it achieves appropriate results for appropriate persons at an appropriate cost and avoids unacceptable actions and situations. The owners of the Lakeview School District are the taxpaying citizens and business owners while the beneficiaries are the students who attend Lakeview School District and their families.

GP II – GOVERNANCE STYLE

The Lakeview School District Board of Education will:

- A. Direct, control and inspire the District through the careful establishment of broad written policies reflecting the Board’s values and perspectives that best serve the educational interests of students.
- B. Establish clear distinction between the role of the Board and the role of the Superintendent.
- C. Govern with an emphasis on outward vision.
- D. Plan into the future and be proactive in thinking.
- E. Encourage diversity in viewpoints and ensure that all divergent views are considered before resolving into a single position.
- F. Use the expertise of individual members to enhance the ability of the Board as a whole.
- G. Cultivate a sense of shared responsibility and make collective decisions.
- H. Focus through policy on the intended long-term impacts outside the operating organization, not on the administrative or programmatic means of attaining those efforts.
- I. Address all or some of these questions in determining the business of the Board:
 - 1. What is the problem?
 - 2. What is the evidence that there is a problem?
 - 3. What is the value that drives the concern?
 - 4. Is this a shared issue?
 - 5. Whose issue is this? The Board’s or the Superintendent’s?
 - 6. What is the broadest way to address this issue so that it is still under existing policy?
 - 7. Does the issue warrant broadening current policy or the creation of new policy?
- J. Enforce upon itself whatever rigor is needed to govern with excellence. Rigor will apply to matters such as: (1) attendance, (2) preparation for meetings, (3) policymaking principles, (4) respect of roles (5) ensuring the continuity of governance capability.
- K. Provide orientation for new members in the Board’s governance process and periodic Board discussion of process improvement.
- L. Allow no officer, individual, committee of the Board or general public to hinder or be an excuse for not fulfilling its commitments.
- M. Monitor and discuss the Board’s process and performance on a regular basis. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff Relationship categories.
- N. Function in a non-partisan, broadly representative manner and emphasize that every Board member should represent open-mindedly the entire District.



GP III - BOARD JOB DESCRIPTION

The role of the Lakeview School District Board of Education is to be a visionary leader, working with owners and beneficiaries to realize the vision and mission of the School District. The Board's role is to create policies to meet this vision and mission, assuring accountability through the examination of monitoring data to measure the organization's performance and progress.

Specific job outputs of the Board, as an informed agent of the ownership and beneficiaries, are those that ensure appropriate organizational performance. Accordingly, the Board has direct responsibility to create:

- A. The link between the ownership and the operational organization.
- B. Written governing policies which address the broadest levels of all organization decisions and situations.
 - **Ends** - Organization products, impacts, benefits, outcomes, recipients and their relative worth (what good for which recipient at what cost).
 - **Superintendent Limitations** - Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - **Governance Process** - Specification of how the Board conceives, carries out and monitors its own tasks.
 - **Board-Management Relationship** - How power is delegated and its proper use monitored; the Superintendent's role, authority and accountability.
- C. Hire and assure the performance of the Superintendent.

Furthermore, the Board, through its operations, is responsible to:

- A. Work directly with the Superintendent when issues arise;
- B. Establish the limits of the Superintendent's authority, by providing sufficient and adequate guidelines for implementing Board policies;
- C. Examine monitoring data and determine whether the Superintendent has used a reasonable interpretation of Board-stated criteria;
- D. Conduct Board business openly, soliciting and encouraging broad-based involvement in the Board's decision-making processes by public, students and staff;
- E. Determine Board training and development needs and provide a report or overview of any participation at a conference or general assembly meeting;
- F. Keep itself informed of pending legislation and actively communicate its concerns and make its position known to elected representatives at both the state and national level.

Individual Board members are responsible to:

- A. Be an active member in the Lakeview community.
- B. Commit to attending special events and Board activities.
- C. Engage in open and meaningful dialogue about the Board's Policies and the implementation of those policies.



GP IV – BOARD MEMBER CODE OF CONDUCT

The Board dedicates itself and its members to ethical, businesslike conduct. This includes proper use of authority and appropriate decorum when acting as Board members. The purpose of this policy is to maintain an impartial administration of the business of the District and to maintain public confidence in the Board.

- A. Members must represent unconflicted loyalty to the interests of the District, its owners and beneficiaries. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of District services. The Board shall inform employees and citizens that only the Board, not individual members, has the right to take official action for the District.
- B. Members must work to avoid conflict of interest, following prescribed constitutional, statutory and/or regulatory procedures, with respect to their fiduciary responsibility.
 - 1. There must be no self-dealing or any conduct of private business or personal services between any Board member and the District except as permitted by law.
 - 2. Board members must not use their positions to obtain employment in the District for themselves, family members or close associates. Should a Board member desire employment, he or she must first resign.
 - 3. Board members will immediately disclose any involvement with any organization which might create a conflict of interest or incompatibility of public office as defined by applicable law.
 - 4. When the Board is to decide upon an issue about which a member has a conflict of interest, that Board member shall abstain from voting, as well as abstain during deliberation.
 - 5. Board members will not solicit or accept a gift or loan of money, goods, services or other things of value, which tends to influence the manner in which the Board member performs his/her official duties.
 - 6. Board members will not endorse any organizations, institutions, instructional resources, political candidate, etc. on behalf of the District or the Board without the express approval of the full Board.
- C. Board members shall not attempt to exercise individual authority over the District.
 - 1. Board members may be contacted for discussion of District business or for complaints. The Board member may listen but shall not make a commitment on behalf of the Board. The individual Board member does not and cannot speak for the Board or the Superintendent.
 - 2. Board members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals.
 - 3. Board members' interaction with public, press and other entities must recognize the same limitation and the inability of any Board member to speak for the Board.
- D. Only the Board as a whole has the authority to evaluate the performance of its Superintendent.
- E. Members understand that certain information is deemed confidential by statute and may not be disclosed.
- F. Board members will strive to be informed of all applicable laws and to comply with them.
- G. Board members will be properly prepared for Board deliberation.



GP V – BOARD OFFICER ROLES

The Lakeview School District Board of Education annually in January elects the following slate of officers: President, Vice President, Secretary, and Treasurer. The Board may, by majority vote, remove a member from a Board officer position and shall elect another Board member to office.

PRESIDENT - *The President shall:*

- Assure the integrity of governance, provide leadership to the Board, and occasionally represent the Board to outside parties;
- Be the spokesperson for the Board. The President is the only Board member authorized to speak on behalf of the Board (beyond simply reporting Board decisions), other than in rare and specifically authorized instances;
- Ensure that Board behavior is consistent with its own policies and rules, as well as those rules legitimately imposed upon it from outside the organization; and
- Preside at all meetings of the Board.

The authority of the President consists in making decisions that fall within the concepts and ideas described in Board policies (under Governance Process and Board-Management Relationship), except where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies. The President may delegate this authority but remains accountable for its use.

The President has no individual authority to make decisions about policies created by the Board. Neither the President nor any individual Board member has authority to supervise or direct the Superintendent.

VICE-PRESIDENT - *The Vice-President shall:*

- Preside at Board meetings when the President is unable to attend;
- Perform other duties appropriate to the office of Vice-President; and
- Succeed to the office of President when a vacancy in that office occurs.

SECRETARY - *The Secretary shall:*

- Be the chief election officer of the District and may delegate this duty to a District staff member;
- Record and sign the minutes of Board meetings, resolutions and contracts and agreements as approved by the Board; and
- Perform other duties appropriate to the office of Secretary.

TREASURER - *The Treasurer shall:*

- Have care and custody of District funds and work with the District Chief Financial Officer to be informed about issues related to budget and finance;
- Speak to the auditor as part of the annual audit report; and
- Perform other duties appropriate to the office of Treasurer.



GP VI – BOARD & ADVISORY COMMITTEE PRINCIPLES & STRUCTURE

The Lakeview School District Board of Education supports the belief that it should work whenever possible as a committee of the whole. Board committees are established to advise the Board. A Board committee or Board advisory committee (a Board appointed committee with no Board members included) is a Board committee only if its existence and charge come from the President. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board’s job and so as never to interfere with delegation from Board to Superintendent. Committees will be used sparingly, with a specific, short-term purpose.

- A. Board committees are advisory only and may not make decisions, take or authorize staff action, or substitute for the full Board’s deliberative process on any decision or action to come before the Board.
- B. Committees will assist the Board by preparing policy alternatives, recommendations for Board action, and providing Board deliberation.
- C. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Superintendent.
- D. Therefore, a Board committee, which has helped the Board create policy on some topic, will not be used to monitor organizational performance on that same subject.
- E. No more than three Board members will participate in any one Board committee. A quorum of Board members may not attend any Board sub-quorum committee meeting. If a quorum inadvertently occurs at such meetings, the particular committee meeting must immediately be adjourned.

Examples of Board Committees:

- Nominating Committee for Board Officers
- Policy and Bylaw Review Committee
- Distinguished Alumni Committee
- Superintendent Evaluation and Compensation Committee – *The Board President will be one of the three members on this committee. The function of this committee is to establish parameters and structure for a Superintendent annual review and to negotiate the Superintendent’s contract.*

GP VII – ANNUAL BOARD PLANNING CYCLE

To accomplish its work with a governance style consistent with Board policies, the Board will have an annual organizational Board meeting in July. During the meeting, the Board will determine its meeting calendar, discuss the cycle for Board Policy and data review and establish Board representatives.

As part of the Board Policy review, Board members will revisit Executive Limitations, Board-Management Delegation, the Governance and the Ends. Through this process, the Board will work to improve its performance through attention to Board education and to enriched input and deliberation.



GP XIII - BYLAW & BOARD POLICY ADOPTION & REVIEW

The Board of Education shall adopt bylaws and policies for the organization and operation of the District. Bylaws and policies shall be adopted, amended, repealed or suspended by a majority vote of the Board. The adoption, modification, repeal or suspension of a Board bylaw or policy shall be recorded in the Board minutes. Bylaws and Policies shall be printed in the Board Policy Manual.

The Superintendent or Board President, as the need arises, shall advise the Board when he/she is of the opinion that a bylaw or Board policy should be changed and/or presented to the Board. The Board shall oversee and review its bylaws and policies and shall, as needed, amend existing bylaws and policies. Bylaws and policies of the Board may be amended at any regular or special Board meeting by a majority vote of the members elected to and serving on the Board.

GP IX - AGENDA PLANNING & MEETING OPERATION

BOARD AGENDA - The Superintendent shall distribute to each Board member a Board agenda at least three calendar days prior to each meeting. The agenda packet will include appropriate material concerning items on the agenda. Meeting discussion content will only be those issues, which, according to Board policy, clearly belong to the Board to decide, not to the Superintendent.

RULES OF ORDER - The Board shall be governed by the policies and procedures as adopted by the Board.

BOARD MEETING PROTOCOL - The President will preside over the Board meeting. The President, or Vice-President in the absence of the President, shall preside at all meetings. In the absence of both the President and Vice-President, the Board secretary will call the meeting to order and then the members present shall select a President pro tempore who will serve only for that meeting or for that part of the meeting in which the President and Vice-President are absent.

A motion must be before the Board in order to discuss a Board action item which has been presented by the Board President for consideration. Board members can at any time express issues at the Board of Education meeting. Deliberation will be open, honest and thorough, but also efficient, timely, orderly, and kept to the point.

The agenda will include:

1. The Opening of the Meeting
2. Approval of the Agenda
3. Recognitions and Comments from Interested Citizens
4. Superintendent and Staff Reports
5. Board Discussion Items
6. Board Consent Agenda
7. Board Action Items
8. Public Comment
9. Items for the Next Board Meeting
10. Board Self Evaluation
11. Adjournment

ACTION ITEMS - The Board agenda will list a Consent Action Agenda and an Action Agenda. The Consent Agenda is for routine action items. The Action Agenda will include, but not be limited to, non-routine action items. Board members have established a practice by which action items, whenever possible, are placed on the Board agenda one month for discussion and then are acted on the next month. The Board realizes there will be exceptions to



this practice. The Board President and/or the Superintendent will inform Board members when an item comes up for discussion and action on the same month. Board members may choose to table action until the next Board meeting.

The Board shall take action by way of motions. No motion may be acted upon until it has been duly supported or seconded by a member of the Board. The vote on all motions shall be by Ayes or Nays or a roll call vote. There must be a quorum before any action. A quorum is defined as a majority of members (four or more Board members present). Following each vote, the President shall announce that the motion passed or failed and, if not a unanimous vote, shall announce the number voting Aye and the number voting Nay. Each Board member may have the privilege of explaining for the record any vote, be it affirmative or negative, at the discretion of the President.

Once a motion is supported and seconded and, if during Board discussion there is support for changing the motion, then the Board member who supported the motion may rescind the motion and a new motion may be stated, moved and supported for further discussion before a vote. A motion may also be amended. The Board member supporting the motion may request the Board amend the motion. If there is agreement to the amendment, the Board may then vote on the amended motion.

The Board President will call a roll call vote for the following actions: Bylaw changes, to go into closed session, or for other action items as defined by law. The Board President may elect to call for a roll call vote. Failure to vote, absent a statutory exception, constitutes a breach of the Board member's duty as a public official.

PUBLIC COMMENT:

- A. The public participation portion of the meeting shall be limited to one-half hour.
- B. Each person shall be allowed to speak for three minutes, except where the number of speakers exceeds the time limit. In those instances, the Board President may either reduce the time for each speaker or the Board may waive the one-half hour time limit and establish a longer time period.
- C. Each person wishing to address the Board will identify him/herself by name and address. If the person is representing an organization or group, the person should indicate whether the comments or presentation represents the official view of the organization or group.
- D. If a delegation is present to address the Board, the delegation may select a representative(s) to speak on its behalf. Any one topic shall be limited to 15 minutes.
- E. All written statements should be given to the recording secretary so that copies may be made available to all Board members. All written statements and documents presented to the Board by an individual or group during the meeting are considered public documents.
- F. Individuals addressing the Board should take into consideration the rules of common courtesy. The public participation portion of the meeting cannot be used to make disparaging remarks against a Board member, District employee, or student which are totally unrelated to the administration of the District. If the comments constitute a complaint against a Board member or employee, the Board member or employee has a right to request a closed hearing.
- G. Board members may question speakers, but are not obligated to answer questions or make statements or commitments in response to issues raised by the public. In general, such issues will be referred to the Superintendent for investigation, study, and recommendation or designated as future agenda items for Board consideration.



MINUTES - A recording secretary, not a member of the Board, may be appointed by the Board and shall attend all meetings and record all actions of the Board. Such minutes shall be reviewed and signed by the Secretary of the Board or acting Secretary. The minutes shall include the date, time, place, members present, members absent, all motions made at open meetings and action taken thereon, the purpose(s) for which closed sessions are called, all votes taken, a reference to reports presented, a record of those speaking at the public comment session and the topic on which they spoke, and items discussed when no action is taken.

STUDENT REPRESENTATIVE - The Board may elect to include as an ad hoc member of the Board a high school student selected annually by the Lakeview High School administration. The student representative shall be invited to attend all regular Board of Education meetings, to promote and communicate educational issues from the eyes of a student and to participate in Board discussions. Student representatives shall not be permitted to vote or introduce or support motions.

GP X - ELECTIONS & BOARD VACANCIES

Following a Board election, the Superintendent or designee shall notify each member-elect of his/her election within five (5) days after the election. Prior to assuming membership on the Board and within ten (10) days of notification of election, each newly elected Board member shall file an acceptance of office and an affidavit of eligibility, and shall take the oath of office as prescribed by law. The President or designee and the Superintendent shall conduct an orientation program designed to acquaint newly elected Board members with the District, Board Policy Governance, as well as Board duties and responsibilities.

When a vacancy on the Board occurs, the Board shall use the following procedures:

1. The President, through public announcements in the news media, shall make known a vacancy has occurred and those persons interested in being considered for appointment should notify the Secretary of the Board by the deadline established by the Board.
2. The full Board or a committee appointed by the Board may establish criteria to screen applications to determine which candidates should be considered for interviews. Screening must be done in public session.
3. The Board shall interview those candidates screened for further consideration in public session. Each candidate will be asked to respond to a series of questions.
4. After completion of the interviews, each Board member will be given the opportunity to comment on the qualities of each candidate.
5. After the interviews, each individual Board member will select his/her top two candidates by writing the names on a form provided. Each Board member will then submit his/her completed form to the President. The President will read aloud the selection(s) of each Board member. A Board member may choose not to vote for any candidate during the process.
6. Those candidates receiving two (2) or more votes will be considered during the second round of voting.
7. In the second round, each Board member will select only one candidate from those candidates remaining using the form provided. Each Board member will then submit his/her completed form to the Board President. The Board President will read aloud the selection of each Board member.
8. If one candidate receives the greatest number of votes (at least four), the President will solicit a motion to appoint that individual to the vacancy of the Board.
9. If, after the second round of voting, there is a tie among two or more candidates, or if no candidate receives at least four (4) votes, the matter will be opened for Board discussion followed by a third round of voting following the same process used in the second round of voting.
10. Repeat the above step as needed until one candidate receives at least four votes or until the President indicates that the Board is not able to make a decision.



- If one applicant receives four (4) or more votes, the President will solicit a motion to appoint that individual as a member of the Lakeview Board of Education. After the motion and support, a roll call vote of the current Board members will be taken.
- If the above process does not result in the selection of a candidate, the Board will re-open the candidate window. The Board will then establish a new timeline (within the 30-day window) and follow the same procedure as outlined above.

In the event the vacancy is in the office of President, the Vice-President shall become President. In the event of a vacancy in any other Board office, the Board shall fill the vacancy by election at the next regular Board meeting.

GP XI - COST OF GOVERNANCE

The Board recognizes the need for continuing Board development and professional development, including Board certification. If a Board member is interested in attending a professional development activity or conference, there must be Board action taken to approve any financial obligation to the District prior to the actual event. In the event that a majority of Board members attend a conference, class or seminar, Board members must refrain from any collective discussion of matters of public policy.

Annually, the Board shall consider memberships in the Calhoun County School Boards Association and the Michigan Association of School Boards (MASB). Through membership in MASB, the Board is an indirect member of the National School Boards Association. The Board and its members shall actively participate in the activities of these organizations insofar as possible.

When recommended by the Superintendent and approved by the Board, the Board may maintain memberships in other educational associations or organizations through which the District may derive benefits.

Dues and membership fees to local, state and national educational organizations shall be budgeted for and provided by the Board. Materials and other benefits of institutional memberships shall be distributed and used to the best advantage of the District.

GP XII - SUPERINTENDENT & BOARD REVIEW

Each year, before the 4th Monday in June, the Board of Education will complete their annual review of the Superintendent's performance. This review will focus on the Board End Statements and Board Policies.

Prior to or following the annual Superintendent performance evaluation, if a member of the Board has a concern about a specific action taken by the Superintendent, that Board member will contact the President, sharing the issue or concern. Following this conversation, if there is still concern on the part of the individual Board member, the President can either resolve the issue with the Board member or call the Superintendent and discuss the issue further. Following that discussion, if there are still concerns, the President can ask that it be a discussion item on the next Board agenda. As this is part of the ongoing performance of the Superintendent, the Superintendent may request that the discussion be in closed session, realizing that no action can take place in closed session.



GP XIII - BOARD-MANAGEMENT RELATIONS

All Administrative Guidelines shall conform to the intent of the Board Bylaws and Governance Policies. The Board shall not normally approve or adopt Administrative Guidelines except in those instances in which the Superintendent or legal counsel believes such formal adoption shall be necessary or desirable because of potential litigation, public attitudes, or possible student or staff reaction. The Board shall delegate to the Superintendent the authority to adopt, amend or repeal Administrative Guidelines.

Staff, students and patrons of the District shall be informed of any administrative guidelines, rules/regulations or procedures affecting them as individuals or as a group. When action must be taken and no guidelines have been provided for administrative action, the Superintendent shall have the power to act.



BOARD OF EDUCATION GOVERNANCE POLICIES

Superintendent Limitations

Adopted: November 18, 1996 | Revised: April 17, 2000; July 26, 2004; February 9, 2009; January 11, 2016

Lakeview School District
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SL I - GENERAL EXECUTIVE CONSTRAINT

The Superintendent will not cause or knowingly allow any practice, activity, decision or organizational circumstance which is either imprudent, unlawful or in violation of commonly accepted educational, business and professional ethics.

SL II - TREATMENT OF OWNERS AND CONSUMERS

With respect to interactions with owners (taxpayers) and consumers (aka beneficiaries: parents and students), the Superintendent will not cause or knowingly condone conditions, procedures, or decisions which are unsafe, disrespectful, inaccessible, or which fail to provide appropriate confidentiality and privacy.

Accordingly, the Superintendent:

- A. Will provide educational opportunities in an equitable manner to all students.
- B. Will create a safe learning environment and implement an educational curriculum that supports all students achieving their academic potential.
- C. Will provide opportunities for employees, owners and consumers to be actively involved in formulating considerations and recommendations to the Board and Superintendent concerning major issues facing the District.
- D. Will exercise reasonable care of safe facilities.
- E. Will support the use of school facilities for the benefit of owners and consumers and will maintain and follow rules and procedures for the use of school facilities.
- F. Will operate with effective safeguards to prevent improper access to confidential records.

SL III - STAFF TREATMENT

With respect to treatment of paid and volunteer staff, the Superintendent will not cause or allow conditions which are unfair, undignified or inequitable.

Accordingly, the Superintendent:

- A. Will acquaint staff with their rights.
- B. Will operate with written guidelines and procedures which clarify personnel rules for staff, provide for effective handling of grievances and protect against wrongful conditions.
- C. Will institute appropriate safeguards and security measures which restrict illegal and/or improper access (through individual or technological means) by unauthorized persons to confidential records.
- D. Will not retaliate against any staff member for non-disruptive expression of dissent.
- E. Will not allow an employee to be supervised by a family member.



SL IV - FINANCIAL PLANNING

Financial planning (budget development and/or budget revision) for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board Ends priorities or risk fiscal jeopardy to the District or its taxpayers.

Accordingly, the Superintendent will not cause or knowingly condone financial planning which:

- A. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and public disclosure of planning assumptions.
- B. Budgets expenditures for any fiscal year for more funds than are conservatively projected to be available.
- C. Endangers the fiscal soundness of future years by not building the District's capacity to endure fiscal hardship.

SL V - FINANCIAL CONDITION

With respect to the actual, ongoing condition of the District's financial health, the Superintendent may not cause or knowingly condone the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Board Ends policies.

Accordingly, the Superintendent:

- A. Will settle payroll and debts in a timely manner.
- B. Will not allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed which might result in a liability to the District.
- C. Will not borrow money for cash flow purposes without prior Board approval.
- D. Will not acquire, encumber, or dispose of real estate without prior Board approval.

Will not allow investment procedures that are not in compliance with the Government Account Standards Board (GASB) Statement #40 and the Revised School Code of Michigan, Act 451 of 1977, as amended, including but not limited to Michigan Compiled Laws sections 380.1221 and 380.1223.

SL VI - EMERGENCY EXECUTIVE SUCCESSION

In order to protect the Board from sudden loss of Superintendent services, the Superintendent will not have fewer than two other administrators familiar with Board and Superintendent issues and processes.



SL VII - ASSET PROTECTION

The Superintendent will not allow assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the Superintendent:

- A. Will insure against theft, casualty and liability losses to Board members, staff or the organization itself in an amount greater than the average for comparable organizations.
- B. Will protect intellectual property, information and files from loss or significant damage.
- C. Will not allow unbonded personnel access to material amounts of funds.
- D. Will not unnecessarily expose the organization, the Board, or staff to claims of liability.
- E. Will not subject property, plant and equipment to improper wear and tear or insufficient maintenance.
- F. Will not make any purchase wherein normally prudent protection has not been given against conflict of interest.
- G. Will not receive, process, or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.
- H. Will not endanger the District's public image, credibility, or its ability to accomplish its Ends.
- I. Will not invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.

SL VIII - COMPENSATION AND BENEFITS

With respect to employment, compensation and benefits to employees, consultants and contracted services, the Superintendent will not cause or knowingly condone jeopardy to fiscal integrity.

Accordingly, the Superintendent:

- A. Will not change his or her compensation and benefits.
- B. Will not promise or imply permanent or guaranteed employment.
- C. Will not establish current compensation and benefits outside any contractual agreements which:
 1. Deviate materially from the geographic or professional market (external comparability) for the skills employed.
 2. Create obligations over a longer term than revenues can be safely projected.



SL IX - COMMUNICATION AND COUNSEL TO THE BOARD

With respect to providing information and counsel to the Board, the Superintendent will not permit the Board to be uninformed.

Accordingly, the Superintendent:

- A. Will submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
- B. Will make the Board aware of:
 1. Relevant educational trends,
 2. Anticipated adverse media coverage,
 3. Material external and internal changes, including professional staff resignations,
 4. Changes in the laws and/or assumptions which may impact previously established Board policy(s),
 5. Critical incidents and emergency situations.
- C. Will report in a timely manner to the Board if, in the Superintendent's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the Superintendent.
- D. Will marshal for the Board as many staff and external points of view, issues and options, as needed, for fully informed Board choices.
- E. Will deal with the Board as a whole except when:
 1. Fulfilling individual requests for information, or
 2. Responding to officers/committees duly charged by the Board.
- F. Will provide a mechanism for official Board communications.
- G. Will communicate with Board members on a regular basis. All communications outside the Board of Education meeting will be informative in nature. No deliberation between or among Board members and/or the Superintendent shall take place using e-mail.

SL X - COMMUNICATIONS

The Superintendent will take steps necessary to establish open, honest communication with Lakeview School District employees, owners and consumers. The Superintendent will communicate with other educational/community organizations and individuals who live and work in the Battle Creek area.

Accordingly, the Superintendent:

- A. Will report data and information around the work of the District to employees, owners and consumers.
- B. Will inform employees, owners and consumers about issues facing the District.
- C. Will take steps necessary to establish open, honest communication within the Lakeview School District and in the greater Battle Creek community.
- D. Will act in ways that encourage open communication.



BOARD OF EDUCATION GOVERNANCE POLICIES

Board-Superintendent Relationship

Adopted: November 18, 1996 | Revised: July 26, 2004; January 11, 2016

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SR I – SUPERINTENDENT’S ROLE

The Superintendent is accountable to the Board acting as a body. The Board will instruct the Superintendent through written policies, delegating to him/her the interpretation and implementation of those policies.

SR II – DELEGATION TO THE SUPERINTENDENT

All Board authority assigned to staff is delegated through the Superintendent. All authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the Superintendent.

- A. The Board will direct the Superintendent to achieve specified results, for specified recipients, at a specified worth through the establishment of Ends policies. The Board will limit the latitude the Superintendent may exercise in practices, methods, conduct and other “means” to the ends through the establishment of *Superintendent Limitations* policies.
- B. As long as the Superintendent *uses any reasonable interpretation of the Board’s Ends and Superintendent Limitations* policies, the Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities as permitted by the Michigan School Code.
- C. Should the Board change its Ends and/or Superintendent Limitations policies, the Board and its members will continue to respect and support the Superintendent’s reasonable interpretations. Furthermore, the Superintendent will work toward the Ends by applying reasonable interpretation and while meeting Superintendent Limitations.
- D. Only decisions of the Board acting as a body are binding upon the Superintendent.
 1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Superintendent except in rare instances when the Board has specifically authorized such exercise of authority.
 2. In the case of Board members or committees requesting information or assistance without Board authorization, the Superintendent can refuse such requests that require — in the Superintendent’s judgment — a material amount of staff time or funds or is disruptive, except for legitimate FOIA requests.

SR III – SUPERINTENDENT JOB CONTRIBUTIONS

The Superintendent’s job contributions can be stated as performance in two areas:

- A. District accomplishment of the provisions of Board policies on Ends.
- B. District operation within the boundaries of prudence and ethics established in Board policies on *Superintendent Limitations*. The Superintendent is authorized to:
 1. Use any reasonable interpretation of the Board’s Ends and Superintendent Limitations policies, thus establishing all non-Board policies, making all decisions, taking all actions, establishing all practices, and developing all activities of the District, as permitted by the Michigan School Code.
 2. Uphold all legal responsibilities of the District, as defined by the Michigan School Code and comply with Board/Superintendent contract.
 3. Recommend the hiring and terminations of all District staff, as appropriate.
 4. Supervise and review the performance of District staff.



SR IV – MONITORING SUPERINTENDENT PERFORMANCE

Systematic and rigorous monitoring of Superintendent performance is synonymous with monitoring District performance against Board policies on *Ends* and on *Superintendent Limitations*. Any evaluation of Superintendent performance, formal or informal, may be derived only from these monitoring data.

- A. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
- B. A given policy may be monitored in one or more of three ways:
 - 1. **Internal Report:** Disclosure of compliance information to the Board from the Superintendent.
 - 2. **External Report:** Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Board. Such reports must assess Superintendent performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.
 - 3. **Direct Board Inspection:** Discovery of compliance information by a Board member, a committee appointed by the Board or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance.
- C. All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule. The standard for compliance shall be any reasonable interpretation by the Superintendent of the policy being monitored.
- D. Each June, the Board will have a formal evaluation of the Superintendent. This evaluation will include monitoring data as defined here as well as a self-evaluation prepared by the Superintendent which will be considered to be synonymous with the district performance as a whole.

SR V – SUPERINTENDENT COMPENSATION & BENEFITS

The Board shall negotiate a contract with the Superintendent that will stipulate compensation and benefits for the Superintendent.

Superintendent remuneration will be decided annually during the month of June, after a review of monitoring reports received in the last year.