



Dr. Kelly Coffin
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**BOARD RETREAT
OF THE BOARD OF EDUCATION
LOC Federal Credit Union
22981 Farmington Road
Farmington, MI 48336
Saturday, November 16, 2024
9:00 AM**

AGENDA

- I. **CALL TO ORDER**
 - A. Roll Call
 - B. Approval of the Agenda
- II. **PUBLIC COMMENTS**
- III. **MASB SCHOOL BOARD SELF-ASSESSMENT (Scott Morrell)**
- IV. **DISCUSSION**
 - A. Review/Finalize Board Protocols
 - B. Review Board Goals
 - C. FPS Data Discussion
- V. **ADJOURNMENT**

****PUBLIC COMMENTS** are intended to provide individuals an opportunity to address the Board of Education. In the interest of fairness, the Board requests each speaker to limit his or her comments to three (3) minutes.*

***ANY PERSON** with a disability who needs accommodation for participation in this meeting should contact the Superintendent's office at 248-489-3338 at least three (3) business days in advance of the meeting to request assistance.*

***ALL MEETINGS**, with the exception of closed sessions, are open to the public. Regular Board of Education meetings and most pre-meetings of the Board of Education are [live-streamed on the District's YouTube Channel](#).*

The official minutes of the Board of Education are stored and available for inspection in the Lewis Schulman Administration Building of the Farmington Public School District.

Indicates already part of board policy

Indicates additional language and action required

1002 Meetings of the Board of Education

Michigan Open Meetings Act The Michigan Open Meetings Act (OMA), MCL 15.261 et seq., governs many aspects of Board of Education meetings. These Bylaws supplement the requirements of the OMA.

Annual Organizational Meeting An organizational meeting will be held annually in the month of June or July. The business of the meeting will include:

- The election of Board officers; the establishment of a schedule of regular Board meetings for the year; and,
- Such other business as the Board may choose to address.

Regular Meetings Regular meetings of the Board will be held in accordance with the schedule established by the Board at the organizational meeting. The agenda for each regular meeting will be developed by the President of the Board in consultation with the Superintendent.

Any time four or more Board members are gathered together to discuss school business that may come up for vote or to deliberate it is considered a meeting (quorum).

Special Meetings Special meetings of the Board may be called by the President or any three (3) Board members by providing not less than 24 hours notice to all Board members. The notice to Board members and the public shall be consistent in manner and form with the requirements of the OMA.

Closed Sessions Consistent with the Open Meetings Act, any agenda item contemplating a closed session of the Board shall state the legally permitted reason(s) for such session. Board members are to refer any inquiries about closed sessions to the Superintendent or the Board President. Any information from a closed session is confidential and shall not be discussed outside of the closed session. Unless otherwise agreed to by the Board, closed session participants are limited to the person requesting the closed session, their counsel, a union representative, students' parent(s) or guardian(s), where applicable, and representatives of the administration that have pertinent information approved by the board.

Meeting Procedures

Broadcasts: All regular meetings will be broadcast unless there are extenuating circumstances (eg. technology failure). Interviews to fill vacant board seats will be broadcast. Any other meetings that may be of broad interest to the public may also be televised at the discretion of the President or the recommendation of 3 or more board members. Committee meetings, organizational meetings, special meetings, and retreats will not generally be broadcast.

Agendas. Agendas are created by the Superintendent and Board President, reviewed by board officers and presented to the Board generally three business days prior to the meeting. Board members must request in writing or verbally to the Superintendent or Board President any item they desire to have placed on the agenda. Board Trustees must request in writing to the Superintendent or Board President at least seven (7) days prior to the Board Meeting any item they desire to have placed on the agenda. An item will be placed on the agenda at the discretion of the Superintendent and Board

President. A request to add an item to the agenda should include a brief statement regarding the matter and should include any background or supporting information related to the requested topic. The Board President or Superintendent shall notify the requesting Trustee whether their item will be placed on the agenda along with a rationale for the decision prior to the regular Board meeting, absent special circumstances. Furthermore, the response to the requesting Trustee will be shared with the entire Board. An item that has been requested by 3 or more board members must be added to the agenda. No item can be placed on the agenda less than 72 hours in advance of the meeting, absent special circumstances.

Use of Consent Agenda: A. When the agenda is prepared, the Superintendent and the Board President shall determine items, if any, that qualify to be placed on the consent agenda. A consent agenda shall include items of a routine and/or recurring nature grouped together under one action item. For each item listed as part of a consent agenda, the Board shall be furnished with background material. All such items shall be acted upon by one vote without separate discussion, unless a Board member requests that an item be withdrawn for individual consideration. The remaining items shall be adopted under a single motion and vote. Consent items typically include but not limited to: 1. All routine items 2. 3. 4. Insurance contracts 5. Association memberships 6. Routine expenditures 7. 8. Routine personnel items 9. Routine bid considerations 10. Items recommended by the Superintendent.

Board member preparation for meetings: Board members will come to Board Meetings prepared to discuss and take action on all agenda items. To the extent possible, provide questions and comments in advance. Board Trustees are expected to be and remain informed about issues that may come before the Board for decision. In furtherance of that commitment:

- Study the material in the Board Packet sent to them prior to the meeting. All meeting participants must be prepared to address items on the agenda. Trustees will read agenda packet materials before the meeting.
- Requests for additional information will be addressed through the superintendent prior to each Board meeting.
- The Administration will ensure that supporting information required for informed decision-making is supplied to each Trustee before a Board Meeting.
- Trustees are not precluded from asking relevant questions about agenda items during meetings. However, the right to question should not serve as an excuse for lack of preparation
- All trustees are encouraged to provide questions in advance by Monday at noon preceding a Tuesday evening board meeting. Board members should consider bccing other members regarding questions related to matters coming up for a vote to avoid “reply all” and potential violations of open meetings act.

Board member participation / conduct during meetings: In addition to the following procedures, at all times Board members shall adhere to the Board Code of Ethics:

1. Board members will maintain professional and courteous behavior throughout the meeting.
2. The President has the responsibility to keep discussion on the motion/item under consideration and shall halt any discussion that does not apply to the business at hand. The President shall not permit any discussion deemed inappropriately derogatory or in ridicule of another person.

3. Board Trustees will maintain professional courteous behavior throughout the meeting, even during emotionally charged discussions over complex issues.
4. Board Trustees will demonstrate respect to fellow Board Trustees and public participants.
5. Listen and treat each other respectfully.
6. Be cordial when disagreeing
7. Say what needs to be said as briefly and clearly as possible.
8. Direct comments solely to the business under deliberation.
9. Address each other, staff, and public by title and last name.
10. Only speak after acknowledgement from the Board president.
11. Support hearing the voice of all Board members on each agenda item that is being discussed and refrain from dominating the conversation.
12. Refrain from condescending or critical comments to members of the staff, public, or Board.
13. Focus on issues, not people or personalities.
14. Courteously accept other viewpoints and Board votes, which were not supported by self.
15. Seek solutions and reasonable compromises or consensus when there are differences of opinions.
16. Make decisions in the context of what is best for all students in the district.
17. Avoid immediate decisions and votes and possible shorter-term solutions when the issue calls for more discussion, understanding, and a more indepth approach or solution to the issue (except in emergency situations).
18. Be willing to publicly apologize to staff, patrons, or Board members if behavior is inappropriate or disruptive to the progress of the meeting.
19. Attempt always to have dialogue (multiple perspectives) rather than simple discussions (yes or no decisions).
20. As a courtesy to others, electronic devices will be set in a non-audible mode during Board meetings. Emergency situations warrant exceptions.

Board member participation in discussion, debate and voting: The board will follow Roberts Rules of order. All Board members shall vote on all action items unless a conflict of interest applies. A Trustee shall recuse him/herself from voting in the case of a legal conflict of interest publicly identified by the Trustee. All Board members may make motions, second motions and enter into debate on all agenda items. In case of tie, the action item fails. The President may bring the item back to the Board on a subsequent agenda. In case of a less than unanimous vote, the Board will support the majority decision and go forward in harmony. A majority of entire board is needed to pass an action item. All Trustees may make motions, second motions, and enter into debate on all agenda items.

Discussion of Motions: All discussions shall be directed solely to the business currently under deliberation. The Board President or designated chair has the responsibility to keep the discussion to the motion at hand and shall halt discussions that do not apply to the business currently before the Board. A Board member prior to giving their comments, shall ask for and receive recognition by the presiding officer. The Board President shall recognize a Trustee prior to giving their comments.

Discussion of Employee/Student Issues The Board will not encourage or actively participate with negative comments on individual employees or students in public session or publicly. The Board will not

permit comments on individual employees or students in public session that are inappropriately derogatory or in ridicule of a person, subject to applicable law.

Hearings, Grievances, Student / Employee Discipline: During hearings, Board members will seek legal counsel as deemed necessary. The Board shall not use a student's name in any discussion. Student / disciplinary hearings will be held in a closed special meeting if requested.

Guidelines for Public Participation at Board Meetings.

Each speaker is limited to 3-5 minutes. Time may be further reduced in cases where there are a large number of participants and public comment is expected to last more than 1 hour at the discretion of the President. The Board President or acting chairperson shall have the authority to terminate the remarks of any individual whose comments are harassing in nature or disruptive to the meeting.

The Board will establish guidelines concerning public participation at Board meetings. The guidelines will include, but not be limited to:

- Limiting the time any individual may address the Board.
- Requesting individuals who wish to address the Board to identify themselves, their address, and any organization they may represent.
- Advising the public that, generally, the Board and individual Board members will not directly respond to comments or questions that arise during the public participation portion of the meeting.
- Requiring individuals who wish to address the Board to direct their comments to the entire Board and not to individual Board members, the Superintendent, other School District employees or members of the audience.
- Prohibiting behavior that is intemperate, abusive, defamatory or discourteous or that otherwise interferes with the orderly conduct and timely completion of the Board meeting.
- Excluding from the meeting an individual who engages in conduct that constitutes a breach of the peace.

Board response to persons addressing the Board: It is the role of the Board to listen to comments made by members of the public. Board members can hear comments. The Board president may direct administration to investigate item(s) and report back to the Board and/or the individual citizen. Board president may exercise discretion in allowing patron comments to exceed minutes. Board Trustees shall not immediately respond or enter into discussion with members of the public during a Board meeting. In rare instances, the board president may respond or request the superintendent respond to matters that are not factually correct.

Board Conferences

Annually, the Board will determine its goals related to board development and develop a budget to provide for at least 1 MASB annual leadership conference for each board member and 1-2 additional classes to cover special interests (eg. President training,

etc.), a small allowance for books, masb representation at retreats, required trainings (superintendent evaluation trainings) and in a year of election, the additional cost for members to go through the entire 100 series in order to get certified.

Based on the above, each board member receives allowance for the year. Any costs over the allowance are at the board members expense. If a board member does not intend to use the entire allowance, at president discretion, funds can be redistributed to other board members.

Role and Authority of Officers

A. No Board member or officer has authority outside the Board meeting. No Board member can direct employees in regard to performance of their duties. All requests directing administration to act should be funneled through the Board President and/or Committee chairs where appropriate.

COMMITTEES AND COMMITTEE MEETINGS

The Board may create various committees to gather information for Board. Committee members will be appointed by the Board President. A committee will not consist of more than 3 Board members.

Committee Structure Committees allow boards to operate more efficiently, since detailed work can be done within committees comprised of a smaller subset of members. Also, since committees are typically staffed with members who have specific, content-rich expertise, more in-depth discussions and analyses can take place, resulting in well-informed recommendations to the full board. Those recommendations are presented to the full board for review and approval at regular board meetings.

Selection and operation of board committees Standing committees are appointed by the Board President . Ad hoc committees are appointed by the board president with notice given to the board. The Superintendent may request an ad hoc committee and will work with the president to identify members. All committees shall comply with the Open Meetings Act, where required. Generally, Board committees are not required to adhere to these OMA requirements. However, should a committee act in such a way so as to deliberate on behalf of the Board – which is expressly prohibited by Board Policy and these Operating Procedures – committee meetings would need to be structured in a manner to comply with the OMA.

The President is authorized to appoint, as soon after the organizational meeting as practicable, Trustees of the Board to the committees where they shall serve a term of one (1) year. Committees will have no more than three (3) Board Trustees. The purpose of each committee is to gather information for the whole Board, review and discuss specific topics that fall within the committee's area of study and share the information and summary of the discussion with the full Board. A committee chair shall preside at each committee meeting. The chairperson shall initially be assigned by the Board President. The chairperson shall be responsible to meet with the Administration to establish the agenda for each committee meeting. The chairperson shall appoint someone to take notes of the meeting if the district/board assistant is not available. The chairperson shall also provide a summary of the meeting to the Board prior to the next board meeting where practical (this may be completed by district assistant). Notes of the committee meeting shall be forwarded to all Board Trustees electronically after the close of the meeting. If a Trustee assigned to a committee cannot attend a committee meeting, either the Board

President or his/her designee may substitute for the Trustee, but it not required. No decisions on any policy matter will be made in the committee. Information reviewed by a committee shall be made available to all Board Trustees. Ad hoc committees may be created and changed at any time by the President or the Superintendent with the approval of the Board.

The board will annually have a Finance and Facilities Committee and a Policy Committee. Other committees may be identified at the discretion of the board president. See below for roles and responsibilities of the various committees.

FINANCE/FACILITIES COMMITTEE (The treasurer is usually the Chair of this committee.)

Specific responsibilities of the Finance/Facilities Committee may include:

- Preliminary review of quarterly financial statements, prior to board review
- Presentation of quarterly financial statements to Board for discussion
- Review of annual student enrollment projections
 - Review budget development timeline and parameters and assumptions annually, allocate resources to support the District's strategic direction, and drive improved student achievement
- Review and recommend approval of the annual budget to the full Board
- Recommend the selection of an auditor, ensuring the District changes audit partner every five or so years
- Meet with auditor prior to full Board audit review and approval
- Provide recommendations to ensure appropriate financial policies and procedures are in place
- Identify strategic and long-term financial issues to address before they become urgent issues
- Establish the District's capital improvement budget
- Review the implementation of all expenditures related to facilities and equipment
- Review building standards for each type of educational facility
- Review and make recommendations regarding the District's Technology Plan
- Review the financial plans to implement the District's physical facilities
- Review and make recommendations on all proposed Board policies related to planning facilities and equipment
- Review and make recommendations on accommodations required for strategic planning

POLICY/BOARD GOVERNANCE COMMITTEE (the president is usually a member of this committee)

Specific responsibilities of the Policy/Board Governance Committee may include:

- Review Board Policies prior to first readings

- Review, update, and make recommendations on policy issues
- Establish Board Operating Procedures
- Make recommendations to the full Board regarding Board Development
- Make recommendations for Board Events/Functions
- Review District Safety Plans for compliance

HUMAN RESOURCES COMMITTEE

Specific responsibilities of the Human Resources Committee may include:

- Make recommendations for revisions to Personnel Policies
- Review revised or newly created job descriptions
- Review revised or newly developed salary structures
- Review negotiated items for Collective Bargaining

ACADEMIC EXCELLENCE

Specific responsibilities of the Academic Excellence Committee may include:

- Assume responsibility for ensuring that students are achieving at the highest levels
- Understand how student achievement is measured at the school and build Board-wide understanding of the most critical measures
- Review survey, test, and evaluation results of the District in partnership with school leaders
- Review the factors affecting performance data and share updates with the full Board ● Review matters related to existing or new curriculum and programs, which may include materials, book selections, etc.
- Review curriculum adoption and implementation schedule
- Review staff development plan and implementation schedule
- Identify strategic and long-term challenges to the academic program before they become urgent issues
- Monitor progress on District Strategic Plan
- Review and make recommendations on modifications regarding strategic planning

- Review Communications Plan

Succession Planning Committee

The Succession Planning Committee will prepare for and manage a planned or unplanned change of leadership of the Superintendent. The Succession Planning Committee will include the Superintendent, Board President, Board Vice President and immediate past Board President. If the immediate past Board President is no longer a member of the Board, the Board Secretary will sit on the Committee.

Annually, the Succession Planning Committee will:

- Review the District's mission, vision and goals which will become the basis for determining the key leadership competencies and qualifications necessary to further the District's progress and review and update the Succession Plan. Changes to the plan require Board approval.
- Consult with the incumbent Superintendent regarding her/his career plans to provide for an informed Succession Plan.
- Review the District's emergency/short-term transition plan which shall include:
 - The Superintendent's recommendation for an Acting Superintendent who would replace him/her in the case of a temporary absence and a timeline for appointment;
 - By the end of September, the Board will authorize the Acting Superintendent to function as Superintendent in the event of the Superintendent's absence through the end of the current school year. If an absence occurs and overlaps two fiscal years, the Board shall reaffirm their approval before the end of the current fiscal year.

Succession Plan Process: Emergency/Short-Term Change in Leadership

- The absence status will be communicated to all stakeholders.
- The Superintendent will review her/his roles and duties with Acting Superintendent.
- The Acting Superintendent shall consult with the Superintendent, if available, on major decisions and continue to implement the annual goals of the Superintendent and District; and
- If the short-term absence is determined to be long-term or permanent, then the Board will decide the process for appointing an Interim Superintendent.

Succession Plan Process, Permanent Leadership Change Upon announcement of the resignation or vacancy of the Superintendent, the Board will put the Succession Plan into effect. The Succession Planning Committee will make recommendations to the Board regarding the specific procedures to be used and the process for filling the vacancy.

Minimally, this plan will include:

- Communication Plan outlining the selection process:

1. Announcement of the Superintendent's resignation or vacancy will be shared with both staff and
 2. Community. Following Board approval, a statement of the Succession Plan and process for filling the vacancy will be announced. (See Attachment A)
 3. Information will be communicated through the following channels: email communications, newspapers, website, parent newsletters, and public meetings.
 4. The official spokesperson representing the District in all media contacts and external inquiries will be the Director of School and Community Relations working in conjunction with the Board President and Succession Planning Committee.
- The process for identifying executive search consulting services. If the Board determines it is necessary, it may choose to retain an executive search firm and issue a request for proposal;
 - A timeline and schedule of recruitment selection activities including opportunities for input from key stakeholders;
 - A transition time period between the outgoing Superintendent and the incoming Superintendent;
 - Negotiation of the Superintendent's contract; and
 - Appointment of the new Superintendent and assistance in the transition during his/her first year of employment.

Attachment A Succession Plan

Process: Timeline for Permanent Change in Leadership.

- Announce resignation or vacancy to staff and community
- Announce transition plan, which may include appointment of an Acting Superintendent
- Board decision on search process
- Process begins with announcements of search process
- If deemed necessary, the Acting Superintendent shall take over the responsibilities of the superintendency until such time it becomes necessary to appoint an Interim Superintendent.
- Board President and Director of School and Community Relations manage communications
- Superintendent search begins
 - o Preparation
 - Timeline
 - Staff and community input
 - o Recruitment
 - Solicitation of applications
 - o Board leadership and support

- Screening of applicants
- Visitations
- Communication
 - o Press release(s) on search process
 - o Communication(s) to staff
- Culminate Superintendent search process
- Negotiate contract
- Appoint new Superintendent
- Outgoing or Acting Superintendent consults with newly appointed Superintendent to assist in the transition

The Board president, vice president, and immediate past president shall serve as a Transition Committee to support the new Superintendent during the first year of his/her superintendency to provide feedback, guidance and support.

BOARD LIASONS (each representative to provide a few sentences on the requirements of the liaison.)

- Board Liaisons are appointed annually by the Board president
- Diversity and Inclusion
- FAAPN
- Head Start
- Legislative (State and County)
- Oakland County School Board Association
- Farmington Area PTA council
- Student Round Table
- Farmington/Farmington Hills Education Foundation

As members of the Farmington Board of Education, we realize that to be the most effective advocates for children, we, as a Board, must function as a team and at all times treat each other and the people we serve with the utmost courtesy, dignity, respect and professionalism. Should we, for whatever reason, fail to follow these guidelines, we ask that our fellow Board members call it to our attention. Should that occur, we pledge to accept the feedback without anger or retribution, and to renew our efforts to follow this Code of Conduct and Board Operating Procedures. We shall promote the best interests of the school district as a whole, and, to that end, all decisions will place the needs of children first by adhering to the following educational and ethical standards. Each Board member will be asked to acknowledge and sign the following code of Ethics: As a member of the Board, I will promote the best interest of the School District as a whole and will adhere to the following ethical standards and principles:

1. I will refrain from using my Board position for personal or partisan gain. I will represent all School District constituents honestly and equally and refuse to surrender my responsibilities to any partisan principal, group or interest. I will avoid any conflict of interest prohibited by law or appearance of such that could result from my position, and will not use my membership on the Board for personal gain, where contrary to the interests of the School District.
2. I will recognize that a Board member has no legal authority as an individual and that decisions can be made only by a majority vote at a public meeting of the Board.
3. I will take no private action that might compromise the Board or administration and will respect the confidentiality of privileged information.
4. I will abide by majority decisions of the Board, while retaining the right to seek changes in such decisions through ethical and constructive channels.
5. I will encourage and respect the free expression of opinion by my fellow Board members and will participate in Board discussions in an open, honest and respectful manner, honoring differences of opinion or perspective.
6. I will prepare for, attend and actively participate in School Board meetings.
7. I will become sufficiently informed about and prepared to act on the specific issues before the Board.
8. I will respectfully listen to those who communicate with the Board, seeking to understand their views, while recognizing my responsibility to represent the interests of the entire school

community.

9. I will strive for a positive working relationship with the Superintendent, respecting the Superintendent's authority to advise the Board, implement Board policy, and administer the School District.

10. I will model continuous learning and work to ensure good governance by taking advantage of Board member development opportunities, including those sponsored by state and national school board associations, and encourage my fellow Board members to do the same.

11. I will focus Board action on policy making, goal setting, planning and evaluation as outlined in state law I will strive to keep the Board focused on its primary work of clarifying the School District purpose, direction and goals, and monitoring District performance.

12. I will bring about desired changes through legal and ethical procedures, upholding and enforcing all laws, administrative rules and regulations, court orders pertaining to schools and district policies and procedures.

13. I will make decisions in terms of the educational welfare of all children in the District, regardless of ability, race, creed, sex, sexual orientation, national origin, disability or social standing.

14. I will recognize that the Board must make decisions as a whole in public, as a body corporate, and make no personal promise or take private action that may compromise the role and integrity of the Board.

15. I recognize that the role of the Board is to govern and oversee the management of the District. I will delegate authority to the Superintendent for the day to day operations of the district. I will not step outside my role to govern and oversee the management of the district by seeking to participate in the administration of the day to day operations of the District.

16. I will hold confidential all matters that if disclosed, may have a negative impact on the District. I will respect the confidentiality of information that is privileged under applicable law, including closed session discussions.

17. •To the extent possible, I will attend all regularly scheduled and specially set Board meetings, arrive on time, and I will be informed of the issues to be considered at the meetings.

18. I will assist in making policy decisions only after full discussion at publicly held Board meetings,

and I will render all decisions based on available facts, and I refuse to surrender judgment to individuals or special groups.

As Board President;

19. I will make sure that persons addressing the Board follow established Board policy guidelines as outlined in Board policy BC.

20. I will make sure that persons addressing the Board do so in a professional manner and not allow inappropriate communication to be directed to the Board or the Superintendent during Board meetings.

21. I will limit my comments/commentary during board meetings and recognize my role to facilitate conversation and ensure that all Board members are given an opportunity to reflect their views. I will work toward building consensus among all Board members.

ADD BOARD ORIENTATION Documents

DRAFT Goal Setting (2024/25)

Proposed Goal	What will success look like	Proposed Measurement
Student Achievement	FPS students experience significant growth gains. Programs are implemented with fidelity. Policies focus on achievement and equity. The Board is educated on and understands District data and regularly reviews data to inform decision making. FPS seen and known as innovators.	Develop our District North Star goals for proficiency and growth, develop a dashboard and mechanism for transparency by June 2025. Consistently outperform Oakland County proficiency measures. 5% increase in the number of students proficient and above proficient. Growth target – 80% of students meet or exceed expected growth targets in math and literacy (k-9). Board will receive continuing education on understanding tools used for measuring student growth and achievement.

Proposed Goal	What will success look like	Proposed Measurement
Ensure resources are aligned to Board and District Priorities and Goals	We have aligned financial and human resources to priority areas. Funding identified for student supports (e.g. tutoring). District has a long-term plan for facilities.	Develop a funding plan for the District (e.g. Decision on sinking fund or bond) December 2025. Develop a plan for equitable facilities space (makers spaces, high school collaboration spaces, etc.)

Proposed Goal	What will success look like	Proposed Measurement
The Board commits to continued professional Development and Governance, particularly around understanding data.	Board has defined key goals and is accountability driven. More time is spent on policies to improve student achievement than on operational issues. Board leads as a unified team, has a collaborative relationship across Board and superintendent with trust and mutual respect. Board takes part in team development and training, is data savvy, and regularly monitors data.	Conduct meet and greet for potential Board members over the summer of 2024. Board maintains MASB certification (new Board member becomes certified by December 2025). Board participates in quarterly retreats. Establish Board protocols (specific to agenda preparation, accessibility to meetings and materials.) Align Board goals to superintendent goals.

Proposed Goal	What will success look like	Proposed Measurement
Build on efforts to establish trust in the community.	Community feels heard	Board adopts practice of responding to all correspondence within 24 -48 business hours. Continue Community engagement meetings to facilitate two-way dialogue. Reinstate joint cities meeting. Build effective lines of communication with District affiliated organizations. Evaluate policies (DEI, Racial slurs, Student behavior)