



## School Board Work Session Meeting Agenda

September 23, 2025, 5:30 PM

### Location:

Education Center, Board Room #314  
520 NW Wall Street  
Bend, OR 97703

1.	<b><u>Call to Order</u></b>	
	<b>Speaker(s):</b> Chair Marcus LeGrand	
2.	<b><u>Pledge of Allegiance</u></b>	
	<b>Speaker(s):</b> Chair Marcus LeGrand	
3.	<b><u>Review of Agenda</u></b>	
	<b>Speaker(s):</b> Chair Marcus LeGrand	
4.	<b><u>Work Session</u></b>	
	<b>Description:</b> The Board will focus on key Board work and initiatives.	
	A. Review of Governance Process Policies and Board Operating Agreement	2
	<b>Description:</b> Evaluate and create a thoughtful approach to all aspects of the Board's role: governance responsibilities, general operating guidance, Board Ends/Goals, Superintendent evaluation, and Superintendent contract.	
	<b>Attachments:</b>	
	Summary Flowchart of Carver Policy Governance	2
	Summary of Carver Policy Governance	3
	BLS Organizational Workflow in Policy Governance	5
	GP-1: Governance Commitment and Style - DRAFT 9.23.25	7
	GP-2: Board Member Qualifications and Job Description - DRAFT 9.23.25	8
	GP-3: Individual Board Member Authority, Responsibility, and Code of Conduct - DRAFT 9.23.25	10
	GP-4: Board Member Ethics, Nepotism, and Conflicts of Interest - DRAFT 9.23.25	12
	GP-5: Board Member Roles and Board Committees - DRAFT 9.23.25	18
	GP-6: Board Organization and Governance - DRAFT 9.23.25	21
	Board/Superintendent Operational Agreement - DRAFT 9.23.25	23
5.	<b><u>Director Comments</u></b>	
	<b>Description:</b> An opportunity for board members to provide comments or reflections.	
6.	<b><u>Adjourn</u></b>	
	<b>Description:</b> Meeting will be adjourned with next Regular School Board Business Meeting scheduled for October 14, 2025.	

**MISSION,  
VISION,  
VALUES**

**GOVERNANCE  
POLICIES**

**EXECUTIVE  
LIMITATIONS**

**SCHOOL BOARD  
GOALS**

**STRATEGIC  
INITIATIVES**

**RESULTS/OUTCOMES**

**SCHOOL DISTRICT  
LEADERSHIP & GOVERNANCE**

The Carver Model, created by **John Carver**, is a governance framework designed to help boards lead strategically and stay focused on their highest responsibilities. The model emphasizes **clear role distinction** between the **board** (governing body) and the **superintendent** (CEO/administrator). Following is a detailed overview of the **Carver Model of Policy Governance** and how its components connect to a **Superintendent's contract and evaluation** within a school district.

The model has four main components:

### 1. Ends Policies (Results/Outcomes)

#### Definition:

- These policies define the **ultimate results** or **student outcomes** the district should achieve.
- They focus on **why the district exists** and **who benefits**, specifying **what good**, for **which people**, and at **what cost**.

#### Connection to Superintendent:

- The superintendent is **contractually responsible** for achieving these Ends.
- Evaluation is based on **evidence of progress** toward these stated outcomes.

#### Example in Education:

*"Students will graduate prepared for college, career, and life, demonstrating proficiency in critical thinking, collaboration, and civic engagement."*

### 2. Executive Limitations (Guardrails)

#### Definition:

- These policies define what the superintendent **cannot do** while pursuing the Ends.
- They act as **boundaries**, ensuring actions are ethical, legal, and aligned with community values.

#### Connection to Superintendent:

- The superintendent's **contract** often includes adherence to these limitations.
- Breach of these limitations could be grounds for corrective action or contract non-renewal.

#### Examples:

- Prohibitions against unsafe financial practices.
- Requirements for non-discriminatory hiring and equitable practices.

### 3. Governance Process (Board's Own Work)

#### Definition:

- These policies describe how the **board governs itself**, including board member roles, meetings, decision-making, and ethical commitments.

#### Connection to Superintendent:

- While this area doesn't directly govern the superintendent, it ensures the board operates cohesively and **holds itself accountable**, which sets the foundation for a **clear, fair relationship** with the superintendent.

### 4. Board-Management Delegation

#### Definition:

- This defines how the board delegates authority to the superintendent and monitors performance.
- It ensures a **single point of accountability** — the superintendent — rather than board members directing staff individually.

#### Connection to Superintendent:

- The superintendent's **contract explicitly defines this delegation**, making them responsible for district operations and results.
- It clarifies that the board **evaluates only the superintendent**, not other staff.

# SUMMARY OF CARVER POLICY GOVERNANCE

## Top Tier: Purpose & Identity (Why We Exist)

- **Mission, Vision, Values**

*These are at the very top or in the center, representing the foundation of all governance work.*

- Mission = core purpose
- Vision = long-term aspiration
- Values = guiding principles

## Second Tier: Governance Framework (Oversight)

- **Governance Policies**
- **Executive Limitations**

These represent the **board's role** in setting boundaries and expectations for district leadership.

- Governance Policies = What the board expects and prioritizes
- Executive Limitations = What the superintendent and team cannot do when pursuing the mission and goals

## Third Tier: Strategy & Focus (What We Aim to Achieve)

- **School Board Goals**
- **Strategic Initiatives**

These are the **key drivers** that guide district action.

- Board Goals = “*what do we aim to achieve?*” – key drivers that guide district action
- Strategic Initiatives = leadership's plans to achieve those goals

## Bottom Tier: Impact (Evidence of Success)

- **Results/Outcomes**

This is where **student performance and community** impact are measured.

## Relationship Flow

1. **Mission/Vision/Values** → **Governance Policies** → **School Board Goals** → **Strategic Initiatives** → **Results/Outcomes**
2. Executive Limitations provide **guardrails** alongside this flow.
3. A **feedback loop** from Results/Outcomes back to the top, showing continuous improvement.

**BLS ORGANIZATIONAL  
WORK FLOW IN  
POLICY GOVERNANCE**

**WHAT**

**WHO**

**MISSION  
VISION  
VALUES**

Mission = core purpose  
Vision = long-term aspiration  
Values = guiding principles

Created by BOARD  
Guides action of SUPERINTENDENT  
Often influenced by community and corresponding district activities

**SUPERINTENDENT  
CONTRACT & ROLE**

Outlines expectations and compensation. Renewed annually. Operational Agreements support contract and guide relationship between board and superintendent

Reviewed and extended or revoked by BOARD. Represents the legal documentation for the SUPERINTENDENT as the sole employee of the BOARD.

**ORGANIZATIONAL  
GOALS/ ENDS**

Answers the question: What do we aim to achieve? Key drivers that guide district action

Determined by the BOARD. SUPERINTENDENT is responsible for advancing these goals.

**EXECUTIVE  
LIMITATIONS**

Define what the superintendent cannot do while pursuing the Ends. They act as boundaries, ensuring actions are ethical, legal, and aligned with community values.

Created by BOARD. Monitored as part of the yearly SUPERINTENDENT evaluation. Adhered to by SUPERINTENDENT.

**STRATEGIC  
INITIATIVES**

Leadership's plan to achieve the Organizational Goals/ Ends within guardrails of the Executive Limitations.

Directed by SUPERINTENDENT. Executed by LEADERSHIP TEAM. Ongoing feedback received by SUPERINTENDENT from BOARD re: vision and values alignment.

**RESULTS/  
OUTCOMES**

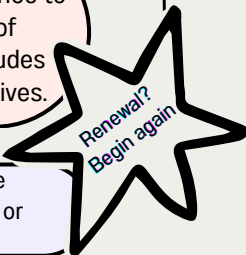
Measurement of advancement of the Organizational Goals. Typically measures Student Performance, Community Impact, and Organizational Initiatives (fiscal, facilities, etc.).

Determined by LEADERSHIP TEAM and SUPERINTENDENT as evidence to demonstrate advancement of Organizational Goals. This includes achievement of Strategic Initiatives.

**SUPERINTENDENT  
EVALUATION**

Executive Limitation adherence?  
Org Goals advancement?  
Personal Goal achievement?

BOARD determines if evidence causes contract to be renewed or revoked.





**EXAMPLES**

**MISSION  
VISION  
VALUES**

“Educating Thriving Students”  
Every student will be known by name, strength, and need, and graduates ready for college, career, community engagement, and life.  
Examining Systems, Affirming Inclusion, Amplifying Voices, Delivering Outcomes, Acknowledging Impact, Honoring Diversity

**ORGANIZATIONAL  
GOALS/ ENDS**

Strong Academic Core  
Passion, Purpose, Plan  
Wellness, Inclusion, and Belonging  
Efficient and Sustainable Systems

**EXECUTIVE  
LIMITATIONS**

The Superintendent shall not fail to ensure that the district implements a program of academic, social, and emotional instruction that includes clearly defined standards, a comprehensive and cohesive curriculum to help students achieve the standards, and the use of assessments to determine student progress toward achieving or exceeding standards and Board Ends.

**STRATEGIC  
INITIATIVES**

Language Arts Adoption and Implementation  
Multi-Tiered Systems of Support Module Adoption and Creation  
Stakeholder Engagement Advancement  
Sustainable and efficient payroll/HR position control system

**RESULTS/  
OUTCOMES**

Second grade reading outcomes: achievement and cohort growth  
Graduation rates  
Youth Truth outcomes: achievement and sub-group advancement  
Bend High construction completion  
Implementation progress in each initiative in early stages



**GOVERNANCE COMMITMENT**

The Board, supporting the work of staff, the welfare of students and the interests of the community, holds itself accountable to the **families citizens** of the district by ensuring that all action taken is consistent with law and the Board's policies. The Board's work is guided by the principles of Policy Governance as outlined by John Carver ("Remaking Governance," *American School Board Journal*, March 2000, pp 26-30).

The Board's purpose is to assure that Bend-La Pine Schools achieves the results described in its **Board Ends policies** and operates within the parameters described in its Executive Limitations policies.

**GOVERNANCE STYLE**

The Board will govern with emphasis on stated **Board Ends policies**, respect diversity in viewpoints, focus on strategic leadership rather than administrative detail, observe clear distinction between the Board and Superintendent roles, make collective rather than individual decisions, and govern proactively rather than reactively.

1. The Board will be responsible for excellence in governing. The Board will use the expertise of individual Board members to enhance the ability of the Board as a body, but will not substitute individual judgments for the Board's collective values. Accordingly, members will:
  - a. Respect decisions of the full board,
  - b. Exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other, and
  - c. Make every reasonable effort to protect the integrity and promote the positive image of the **District** and one another.
2. The Board will exercise self-discipline as it applies to attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuity of governance capability.
3. The Board will lead and inspire the district through the careful establishment of policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term benefits for students, not on the administrative or programmatic means of attaining those benefits. Accordingly, members will not:
  - a. Assume responsibility for resolving operational problems or complaints, or
  - b. Give personal direction to any part of the operational organization.
4. Continuous Board development will include orientation of new members in the Board's governance process. All Board members shall participate in ongoing professional development.
5. The Board will monitor its process and performance on an annual basis.
6. The Board, by majority vote, may revise or amend its policies at any time.

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END OF GOVERNANCE POLICY

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REVIEWED: 9/23/25

APPROVED: 2/23/16



The Board will consist of seven members elected by voters community-wide to represent the entire school district. Board members must reside in one of five zones or be elected to one of two at-large positions. Each member elected to a position of the Board will be elected for a term of four years.

A person is eligible to serve as a Board member if the person is a qualified elector<sup>1</sup> of the district and has been a resident within the district for one year immediately preceding the election or appointment. If the district and the position sought is one elected or nominated by zone, the person must also reside in the zone from which the person is nominated except as authorized by law.

A person who is an employee of the district is not eligible to serve as a Board member while so employed. A person who is an employee of a public charter school may not serve as a member of the Board of the district in which the public charter school that employs the person is located.

The job of the Board of Directors is to represent the **families citizens** of Bend-La Pine Schools by providing visionary leadership through policy and practice that ensures the best possible education for students with respect to local, state, national and international standards of excellence.

The Board will operate within all legal requirements and is responsible for the hiring of the Superintendent, adoption of the annual budget, and ratification of collective bargaining agreements.

To distinguish the Board's work from that of the Superintendent and staff, the Board will concentrate its efforts on the following:

1. Advocating on behalf of the school district, students, and the constituency it serves.
2. Interacting with students, staff, **and parents/guardians, and citizens**, both as individual members of the Board and as a whole Board, to gather feedback that may help guide decisions facing the Board.
3. Developing written governing policies that, at the broadest levels, address:
  - a. **Board Ends**: Organizational impacts, benefits, and results for specified recipients and their relative worth (what end result is desired for whom and at what cost);
  - b. **Executive Limitations**: Constraints on executive authority which establish the practical, ethical, and legal boundaries within which all staff actively and decision-making will take place and be monitored;
  - c. **Governance Process**: How the Board will conceive, carry out, and monitor its own work;
  - d. ~~**Board Staff Linkages**: How authority is delegated and its proper use monitored; the Superintendent's role, authority, and accountability.~~
4. Ensuring the Superintendent's performance through monitoring **Board Ends** and **Executive Limitations** policies.
5. Ensuring Board performance through monitoring **Governance Process and Board Staff Linkages** policies.
6. Ensuring that the **Board Ends** are the focus of organizational performance.

### VACANCIES ON THE BOARD

Vacancies will be filled by appointment by the Board. The Board appointee must be a legally registered voter who will serve until the next regular election, at which a time a replacement will be duly elected. The appointee:

1. Will serve until June 30<sup>th</sup> following the next "election".
  - a. The individual elected will serve the remaining years of the term of office of the Board member being replaced.
2. May be sworn and seated immediately or at the next Board meeting.

In the event of multiple vacancies, the position of the Board member who resigned first will be filled first.

<sup>1</sup> "Elector" means an individual qualified to vote under Article II, section 2, [Oregon Constitution](#).

draft 9.23.25

TITLE: **INDIVIDUAL BOARD MEMBER AUTHORITY, RESPONSIBILITY, AND CODE OF CONDUCT**

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members. Board Members shall demonstrate loyalty to the District's stakeholders. This commitment shall supersede loyalties to staff, other organizations, and personal interests. Members shall act in a manner consistent with the conflict of interest provisions in board policy [GP-4: Board Ethics and Conflicts of Interest](#), and Oregon law.

Members shall at all times endeavor to act as a part of the Board as a whole and avoid circumstances or actions that may be interpreted as an exercise of individual authority. [A Board member has the authority to act in the name of the Board when authorized by a specific Board motion. The affirmative vote of the majority of the members of the Board is required to transact any business.](#) An individual member's interactions with public, press, or other entities should accurately represent board positions or decisions. [When expressing personal opinions in public, the Board member should clearly identify the opinion as their own. Individual opinions should be clearly stated as such.](#) The board chair is authorized to speak for the board; ~~As a courtesy,~~ Board members will inform the Chair of interviews ~~s requests from~~ with the media.

If a Board member chooses to create social media account(s) associated with their role as a Board member, they are responsible for maintaining such account(s) and following the suggested guidelines for use of social media below.

[Board](#) Members will not publicly express individual judgments of staff performance.

[Board Members will recognize the Superintendent as the chief executive officer to whom the Board has delegated authority to establish regulations and oversee the implementation of Board policy. Board Members may visit schools or other facilities to gain information, and may request information from the Superintendent, but no individual Board member may direct the Superintendent to action without Board authorization. Board members will not intervene in the administration of the district or its schools.](#) Formal evaluation of [S](#)uperintendent performance will be a process of the total board.

Board members will abide by appropriate Oregon public meetings law and will conduct the public's business in open meetings. Expected conduct includes the following:

1. Board Members will be properly prepared for Board Meetings and will discharge the duties of the office as prescribed by statute.;
2. Members will contribute to thoughtful governance discussions and decisions by being well informed, open minded and deliberative.;
3. Members will protect the confidentiality appropriate to issues of a sensitive nature and other matters that may compromise the integrity or legal standing of the Board and District.;
4. Board discussions appropriately conducted in executive session under Oregon public meetings law shall be kept confidential by members outside of executive session.;
5. Members should respect the decision of the final vote of the board. It is the responsibility of individual members to express their opinion, including any dissention, during discussion of a topic.
6. Board members may choose to publicly express dissenting opinions after a vote and following the conclusion of a board meeting, but should be respectful of the majority decision and the desire of the board to move on to other matters.

Board members are subject to the same criminal history background checks that are required of school volunteers, including the criminal history records check that will be conducted every two years. If a Board member fails to clear the background check, [they he/she](#) will be required to comply with the provisions of [Administrative Policy regarding](#) [KK-AR: Visitors to District Facilities](#) when entering a school for any purpose.

[When Board members receive complaints or request for action from staff, students, or members of the public, the Board members will direct the individuals to](#) [KL-AR: Public Complaints](#). Such information will be conveyed to the Superintendent.

## **BOARD MEMBER RESIGNATION**

Elected Board members are expected to serve their full term of office. If a member decides to terminate service prior to the completion of their term of office, a letter of resignation addressed to the Board Chair shall be submitted. The letter must have a clear effective date and is binding unless withdrawn in writing and submitted to the Board Chair prior to next scheduled Board meeting.

The Board Chair will announce the resignation and declare the position vacant at the next scheduled Board meeting. The Board will determine the procedures to be used in filling the vacancy. The Board may begin a replacement process and select a successor prior to the effective date of the resignation; however, the actual appointment shall not be made before the resignation date.

## **PROCESS FOR ADDRESSING BOARD MEMBER VIOLATIONS.**

The Board and its members are committed to faithful compliance with the provisions of the Board's policies. In the event of a member's violation of policy, the Board may seek remedy by the following process:

1. Conversation in a private setting between the offending member and the Board Chair or other individual member(s);
2. Removal of the offending member from a committee or other Board-designated responsibility, if appropriate;
3. Public censure of the offending member of the Board.

## **SUGGESTED GUIDELINES FOR USE OF SOCIAL MEDIA BY BOARD MEMBERS**

It is recommended that Board members operate within appropriate guidelines when communicating district business through their Board associated social media account(s). The following are suggested guidelines for Board members when posting on their Board associated social media account(s):

- Members are encouraged to clarify that they are communicating as an individual member of the Board and that their statements reflect their own views and not necessarily the official position of the district or Board. Board members should only post on behalf of the district if they have been delegated to do so by the Board.
- Board members should keep in mind that they may be perceived by the public as official district spokespersons. As such, Board members are encouraged to avoid posting information that has not been verified or has not been made available to the public and should never post anonymously about district business.
- Board members should encourage that community input be provided through the appropriate channels. Individual Board member's social media sites should not be used to conduct discussion or decisions of Board business.
- Board members should avoid posting content that indicates they have already formed an opinion on matters pending before the Board.
- When attempting to communicate about matters from a previous Board meeting, Board members should clarify that the posting is not an official record of the Board meeting and only share information from the open portions of the meeting.
- Board members are encouraged to report communications that are harassing, discriminatory, bullying or defamatory to the Superintendent or designee if the communications involve district officials, staff, students or business.
- Board members are considered mandatory reporters and are required to abide by the same reporting responsibilities in a social media context.
- Board members are reminded that they are subject to the district's records retention requirements and must retain their own posts and the content posting to their social media sites when required to do so by the district's record retention policy.

END OF GOVERNANCE POLICY

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REVIEWED: 9/23/25  
APPROVED: 4/12/16, 5/2022, 6/2022



~~Board Members are expected to avoid conflicts of interest involving any matter pending before the Board and comply with Oregon Government Ethics Law in ORS Chapter 244, portions of which are cited and summarized below. (<http://www.oregonlaws.org/ors/chapter/244>).~~

~~No Board member will A public official may not use or attempt to use their official position or office to obtain personal financial benefit gain or avoidance of financial detriment for themselves public official, a relative, or a member of the household of the public official, or any business with which the Board member, public official or a relative, or a member of the household of the public official is associated. , if the financial gain or avoidance of financial detriment would not otherwise be available but for the public official's holding of the official position or office. [See ORS 244.040 (1)]~~

This prohibition does not apply to any part of an official compensation package, honorarium allowed by [ORS 244.042](#), reimbursement of expenses, or unsolicited awards of professional achievement. Further, this prohibition does not apply to gifts from one without a legislative or administrative interest. Nor does it apply if the gift is under the annual \$50 gift limit from one who has a legislative or administrative interest in any matter subject to the decision or vote of the Board member. District-provided meals at board meetings are acceptable under the reimbursement of expenses exception.

#### **General Definitions for CONFLICTS OF INTEREST**

“Business” means any corporation, partnership, proprietorship, enterprise, association, franchise, firm, organization, self-employed individual or any legal entity operated for economic gain. This definition excludes any income-producing tax exempt 501(c) not-for-profit corporation with which a public official or a relative of the public official is associated only as a member or board director or in a nonremunerative capacity.

“Business with which a Board member or relative is associated” means any private business or closely held corporation of which a Board member or relative is a director, officer, owner, employee or agent or any private business or closely held corporation in which a Board member or relative owns or has owned stock, another form of equity interest, stock options or debt instruments worth \$1,000 or more at any point in the preceding year; any publicly held corporation in which a Board member or relative owns or has owned \$100,000 or more in stock or another form of equity interest, stock options or debt instruments at any point in the preceding calendar year; or any publicly held corporation of which a Board member or relative is a director or officer.

“Relative” means spouse<sup>1</sup>, parent, step-parent, child, sibling, step-sibling, son-in-law or daughter-in-law of the Board member; or parent, step-parent, child, sibling, step-sibling, son-in-law or daughter-in-law of the spouse of the Board member. Relative also includes any individual for whom the Board member has a legal support obligation, whose employment provides benefits<sup>2</sup> to the Board member, or who receives any benefit from the Board member’s public employment.

“Member of the household” means any person who resides with the public official.

No Board member will solicit or receive, either directly or indirectly, any pledge or promise of future employment based on any understanding that the Board member’s vote, official action or judgment would be thereby influenced.

No Board member will attempt to use or use for personal gain any confidential information gained through his/her official position or association with the district. A Board member will respect individuals’ privacy rights when dealing with confidential information gained through association with the district.

<sup>1</sup>The term spouse includes domestic partner.

<sup>2</sup>Examples of benefits may include, but not be limited to, elements of an official compensation package including benefits such as insurance, tuition or retirement allotments.

If a Board member participates in the authorization of a public contract, the Board member may not have a direct beneficial financial interest in that public contract for two years after the date the contract was authorized.

Individual Board members and the Board as a public entity are bound by the ethics laws for public officials as stated in Oregon law.

### ACTUAL CONFLICT OF INTEREST

“Actual conflict of interest” ~~is defined in ORS 244.020(1) and~~ means any action or any decision or recommendation by a Board member that ~~person acting in a capacity as a public official, the effect of which would result in a financial~~ be to the private pecuniary benefit or detriment to self or of the person or the person’s relatives or for any business with which the Board member ~~person or a relatives of the person is~~ are associated, unless otherwise provided by law ~~the pecuniary benefit or detriment arises out of a potential conflict of interest as described below.~~

A Board member must publicly declare a potential conflict of interest. A Board member may, after declaring their potential conflict of interest, either vote or abstain on the issue. Abstaining from a vote does not meet the legal requirement of publicly stating a potential conflict.

### POTENTIAL CONFLICT OF INTEREST

“Potential conflict of interest” ~~is defined in ORS 244.020(13) and~~ means any action or any decision or recommendation by a Board member that could result in a financial ~~person acting in a capacity as a public official, the effect of which could be to the private pecuniary~~ benefit or detriment to self or of the person or the person’s relatives, or for any business with which the Board member ~~person or the person’s relatives are~~ is associated, unless otherwise provided by law. ~~the pecuniary benefit or detriment arises out of the following:~~

- ~~1.— An interest or membership in a particular business, industry, occupation or other class required by law as a prerequisite to the holding by the person of the office or position.~~
- ~~2.— Any action in the person’s official capacity which would affect to the same degree a class consisting of all inhabitants of the state, or a smaller class consisting of an industry, occupation or other group including one of which or in which the person, or the person’s relative or business with which the person or the person’s relative is associated, is a member or is engaged.~~
- ~~3.— Membership in or membership on the board of directors of a nonprofit corporation that is tax-exempt under section 501(c) of the Internal Revenue Code.~~

A Board member must publicly declare a potential conflict of interest. A Board member may, after declaring their potential conflict of interest, either vote or abstain on the issue. Abstaining from a vote does not meet the legal requirement of publicly stating a potential conflict.

### CLASS EXCEPTION

It will not be a conflict of interest if the Board member’s action would affect to the same degree a class consisting of all inhabitants of the state, or a smaller class consisting of an industry, occupation or other group including one of which or in which the person, or the person’s relative or business with which the person or the person’s relative is associated, is a member or is engaged. For example, if a Board member’s spouse is a member of the collective bargaining unit, the Board member may vote to approve the contract, as it will affect all members of that class to the same degree. However, if the collective bargaining unit is very small, the class exception may not apply. Similarly, if the contract contains special provisions that might apply only to particular persons, then the class exception may not apply. For example, if a Board member’s spouse is the only one in the bargaining unit that has a doctorate and there is a pay differential for employees with doctorates in the collective bargaining agreement, the Board member should not vote on the contract.

### GIFTS

Board members are public officials and therefore will not solicit or accept a gift or gifts with an aggregate value in excess of \$50 from any single source in a calendar year that has a legislative or administrative interest in any matter subject to the decision or vote of the Board member. All gift related provisions apply to the Board member, their relatives, and members of their household. The \$50 gift limit applies separately to the Board member and to the Board member’s relatives or members of household, meaning that the Board member, each member of their household and relative can accept up to \$50 each from the same source/gift giver. “Gift” ~~is defined in ORS 244.020(7)(a) and~~ means something of economic value given to a Board member

~~public official, a candidate or a relative or member of the household of the public official or candidate: without valuable consideration of equivalent value, including the full or partial forgiveness of indebtedness, which is not extended to others who are not public officials or candidates or relatives or members of the household of public officials or candidates on the same terms and conditions. ; or~~

- ~~1. For valuable consideration less than that required from others who are not public officials or candidates.~~

~~“Gift” does not include the items described in ORS 244.020(7)(b):~~

### **DETERMINING THE SOURCE OF GIFTS**

Board members should not accept gifts in any amount without obtaining information from the gift giver as to who is the source of the gift. It is the Board member’s personal responsibility to ensure that no single source provides gifts exceeding an aggregate value of \$50 in a calendar year, if the source has a legislative or administrative interest in any matter subject to the decision or vote of the Board member. If the giver does not have a legislative/administrative interest, the ethics rules on gifts do not apply and the Board member need not keep track of it, although they are advised to do so anyway in case of a later dispute.

### **DETERMINING LEGISLATIVE AND ADMINISTRATIVE INTEREST**

A ~~“Legislative or administrative interest” is defined in ORS 244.020(10) and~~ means an economic interest, distinct from that of the general public, in any ~~action~~ matter subject to the decision or vote of a person acting in the capacity of a Board member ~~acting in his or her official capacity~~. For example, everyone within a county has a general interest in the fire department, but the person who sells the uniforms to the fire department has a legislative or administrative interest in the fire department that is distinct from the general public.

~~“Relative” is defined in ORS 244.020(16) and means the spouse, parent, stepparent, child, sibling, stepsibling, son-in-law or daughter-in-law of a board member or the board member’s spouse, or any individual for whom a board member has a legal support obligation or provides benefits.~~

### **Process for Conflicts of Interest**

When a board member has a conflict of interest, he or she shall comply with the procedure set forth in ORS 244.120(2), summarized as follows:

- ~~1. The board member must publicly state whether he or she has a potential or an actual conflict of interest and describe 'the nature of the conflict' for the record.~~
- ~~2. If it is a potential conflict of interest he or she can discuss, debate, and vote after announcing the potential conflict.~~
- ~~3. If it is an actual conflict of interest, the board member must not discuss, debate, or vote on the issue except if the rare circumstance described below exists:~~

~~If all members of the governing body are present and the number of members who must refrain due to actual conflicts of interest make it impossible for the governing body to take official action, the public official with an actual conflict of interest may vote. The public official must still make the required announcement and refrain from any discussion. This provision does not apply in situations where there are insufficient votes because of a member’s absence when the governing body is convened.~~

### **Gift Limit**

~~During a calendar year, a public official, a candidate or a relative or member of the household of the public official or candidate may not solicit or receive, directly or indirectly, any gift or gifts with an aggregate value in excess of \$50 from any single source that could reasonably be known to have a legislative or administrative interest. [ORS 244.025 (1)].~~

### **DETERMINING THE VALUE OF GIFTS**

The fair market value of the merchandise, goods, or services received will be used to determine benefit or value.

“Fair market value” is the dollar amount goods or services would bring if offered for sale by a person who desired, but was not obligated, to sell and purchased by one who is willing, but not obligated, to buy. Any portion of the price that was donated to charity, however, does not count toward the fair market value of the gift if the Board member does not claim the charitable contribution on personal tax returns. Below are acceptable ways to calculate the fair market value of a gift:

1. In calculating the per person cost at receptions or meals the payor of the Board member's admission or meal will include all costs other than any amount donated to a charity.

For example, a person with a legislative or administrative interest buys a table for a charitable dinner at \$100 per person. If the cost of the meal was \$25 and the amount donated to charity was \$75, the benefit conferred on the Board member is \$25. This example requires that the Board member does not claim the charitable contribution on personal tax returns.

2. For receptions and meals with multiple attendees, but with no price established to attend, the source of the Board member's meal or reception will use reasonable methods to determine the per person value or benefit conferred. The following examples are deemed reasonable methods of calculating value or benefit conferred:
  - a. The source divides the amount spent on food, beverage and other costs (other than charitable contributions) by the number of persons whom the payor reasonably expects to attend the reception or dinner;
  - b. The source divides the amount spent on food, beverage and other costs (other than charitable contributions) by the number of persons who actually attend the reception or dinner; or
  - c. The source calculates the actual amount spent on the Board member.
3. Upon request by the Board member, the source will give notice of the value of the merchandise, goods, or services received.
4. Attendance at receptions where the food or beverage is provided as an incidental part of the reception is permitted without regard to the fair market value of the food and beverage provided.

#### **VALUE OF UNSOLICITED TOKENS OR AWARDS: RESALE VALUE**

Board members may accept unsolicited tokens or awards that are engraved or are otherwise personalized items. Such items are deemed to have a resale value under \$25 (even if the personalized item cost the source more than \$50), unless the personalized item is made from gold or some other valuable material that would have value over \$25 as a raw material.

#### **ENTERTAINMENT**

Board members may not solicit or accept any gifts of entertainment over \$50 in value from any single source in a calendar year that has a legislative or administrative interest in any matter subject to the decision or vote of the Board member unless:

1. The entertainment is incidental to the main purpose of another event (i.e., a band playing at a reception). Entertainment that involves personal participation is not incidental to another event (such as a golf tournament at a conference); or
2. The Board member is acting in their official capacity for a ceremonial purpose.

Entertainment is ceremonial when a Board member appears at an entertainment event for a "ceremonial purpose" at the invitation of the source of the entertainment who requests the presence of the Board member at a special occasion associated with the entertainment. Examples of an appearance by a Board member at an entertainment event for a ceremonial purpose include throwing the first pitch at a baseball game, appearing in a parade and ribbon cutting for an opening ceremony.

#### **EXCEPTIONS**

The following are exceptions to the ethics rules on gifts:

1. Campaign contributions are not considered gifts under the ethics rules;
2. Gifts from "relatives" and "members of the household" to the Board member are permitted in an unlimited amount; they are not considered gifts under the ethics rules;
3. Informational or program material, publications, or subscriptions related to the recipient's performance of official duties;
4. Contributions made to a legal expense trust fund if certain requirements are met;
5. Food, lodging, and travel generally count toward the \$50 aggregate amount per year from a single source with a legislative or administrative interest, with the following exceptions:
  - a. Organized Planned Events. Board members are permitted to accept payment for travel conducted in the Board member's official capacity, for certain limited purposes:
    - i. Reasonable expenses (i.e., food, lodging, travel, fees) for attendance at a convention, fact-finding mission or trip, or other meeting do not count toward the \$50 aggregate amount IF:
      1. The Board member is scheduled to deliver a speech, make a presentation, participate on a panel, or represent the district; AND

- a. The giver is a unit of a:
  - i. Federal, state, or local government;
  - ii. An Oregon or federally recognized Native American Tribe; OR
  - iii. Nonprofit corporation.
2. The Board member is representing the district:
  - a. On an officially sanctioned trade-promotion or fact-finding mission; OR
  - b. Officially designated negotiations or economic development activities *where receipt of the expenses is approved in advance by the Board.*
- ii. The purpose of this exception is to allow Board members to attend organized, planned events and engage with the members of organizations by speaking or answering questions, participating in panel discussions or otherwise formally discussing matters in their official capacity. This exception to the gift definition does not authorize private meals where the participants engage in discussion.
6. Food or beverage, consumed at a reception, meal, or meeting IF held by an organization and IF the Board member is representing the district. Again, this exception does not authorize private meals where the participants engage in discussion.

“Reception” means a social gathering. Receptions are often held for the purpose of extending a ceremonial or formal welcome and may include private or public meetings during which guests are honored or welcomed. Food and beverages are often provided, but not as a plated, sit-down meal;

7. Food or beverage consumed by Board member acting in an official capacity in the course of financial transactions between the public body and another entity described in ORS 244.020(6)(b)(I)(i);
8. Waiver or discount of registration expenses or materials provided to Board member at a continuing education event that the Board member may attend to satisfy a professional licensing requirement;
9. A gift received by the Board member as part of the usual or customary practice of the Board member’s private business, employment or position as a volunteer that bears no relationship to the Board member’s holding of public office.

#### HONORARIA

A Board member may not solicit or receive, whether directly or indirectly, honoraria for the Board member or any relative or member of the household of the Board member if the honoraria are solicited or received in connection with the official duties of the Board member.

The honoraria rules do not prohibit the solicitation or receipt of an honorarium or a certificate, plaque, commemorative token or other item with a value of \$50 or less; or the solicitation or receipt of an honorarium for services performed in relation to the private profession, occupation, avocation or expertise of the Board member or candidate.

#### NEPOTISM

In order to avoid both potential and actual conflicts of interests, Board members will abide by the following rules when a Board member’s relative or member of the household is seeking and/or holds a position with the district:

1. A Board member ~~A public official~~ may not appoint, employ or promote a relative or member of the household to, or discharge, fire or demote ~~or advocate for such employment decision for~~ a relative or member of the household ~~from, a paid position with the public body that the public official serves or over which the public official exercises jurisdiction or control,~~ unless the Board member ~~public official~~ complies with the conflict of interest requirements of ORS ~~this~~ Chapter 244.

This policy does not apply to decisions regarding unpaid volunteer positions unless it is a Board member position or another Board-related unpaid volunteer position (i.e. a Board committee position).

2. A Board member ~~public official~~ may not participate as a public official in any interview, discussion or debate regarding the appointment, employment or promotion, ~~discharge, firing, or demotion~~ of a relative or member of the household ~~to, or the discharge, firing or demotion of a relative or member of the household from, a paid position with the public body that the public official serves or over which the public official exercises jurisdiction or control.~~ A Board member may still serve as a reference or provide a recommendation. ~~As used in this paragraph, participate does not include serving as a reference, providing a recommendation or performing other ministerial acts that are part of the normal job functions of the public official. [ORS 244.177 (1)(a) and (b)].~~

draft 9.23.25



In accordance with [ORS 332.040](#), the Board shall annually elect a Chair and Vice Chair. The incumbent Board Chair will preside until a successor is elected, whereupon the successor will assume the chair. In the event no incumbent chair or vice chair remains on the Board, the most senior member of the Board will preside. In the event the Chair or Vice Chair is unable to fulfill their duties at any time, the Board shall elect a new Chair or Vice Chair. ~~No member shall serve as a chairperson for more than four years in succession.~~ At the Board's discretion, one additional officer (e.g. Secretary, Treasurer) may also be elected to carry out specific duties.

### BOARD CHAIR ROLE

The Board Chair has the following authority and duties any of which may be explicitly delegated to other members of the Board to capitalize on the interests and strengths of individual Board members:

1. Monitor Board behavior to ensure it is consistent with its own rules and policies and those legitimately imposed upon from outside the organization;
  - a. Conduct and monitor Board meeting deliberations to ensure only Board issues, as defined in Board policy, are discussed;
  - b. Ensure Board meeting deliberations are fair, open, and thorough, but also efficient, timely, orderly and to the point;
  - c. Preside over Board meetings in accordance with the law and modified *Robert's Rules of Order*;
2. Make all interpretive decisions that fall within the topics covered by Board policies on Governance Process and Board/Superintendent [Operating Agreement Relationship](#), except where the Board specifically delegates such authority to others, using any reasonable interpretation of the provisions in those policies;
  - a. Refrain from making any interpretive decisions about policies created by the Board in the Board Ends and Executive Limitations policy areas;
  - b. Refrain from exercising any authority as an individual to supervise or direct the Superintendent.
3. Develop, in coordination with the Vice Chair and Superintendent, and consistent with the interests of the Board, agendas for Board meetings.
  - a. Any agenda item requested by at least three members of the Board will be placed on the agenda.
4. Within the framework of policy governance, approach the Superintendent with concerns or requests that are supported by a majority of the Board.
5. With input from the Board, appoint committee members to standing and ad hoc committees and initiate ad hoc committees to accomplish specific tasks.
6. Participate in the orientation of new Board members.
7. Ensure that Executive Limitations policy monitoring results are documented in a timely way.
8. Coordinate the evaluation process for the Superintendent.
9. **Lead the Board in an annual self-assessment.**
10. Provide oversight of the Board's resources and budget.
11. In dealing with the media and the public in general, the chair or [their his/her](#) designee will serve as the spokesperson of the Board.
12. The Chair [or designee](#) will respond to public emails on behalf of the Board and will facilitate follow-up with those who provide public input at board meetings.
13. Attend events to strengthen the school board's relationship with community partners. The Chair may delegate this to any other willing member.

### VICE CHAIR'S ROLE

The Vice Chair shall preside at Board meetings in the absence of the Chair and shall perform all of the duties of the Chair in case of [their his/her](#) absence or disability. In the absence of the Chair and the Vice Chair, the Board's most senior member present shall preside.

The Vice Chair shall carry out other duties as delegated by the Chair or by a vote of the Board.

### **INDIVIDUAL BOARD MEMBER ROLES**

The authority of individual Board members is limited to participating in actions taken by the Board as a whole when legally in session. The Board or district staff shall not be bound in any way by an action taken or statement made by any individual Board member except when such statement or action is pursuant to specific instructions and official action taken by the Board.

Each Board member shall review the agenda and any study materials distributed prior to the meeting and be prepared to participate in the discussion and decision-making for each agenda item.

Each member is obligated to attend Board meetings regularly. Whenever possible, each director shall give advance notice to the Chair of their his/her inability to attend a Board meeting.

### **BOARD COMMITTEES**

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 policy in order not to conflict with authority delegated to the Superintendent.

Board committees shall be organized by agreement of the majority of the Board with members appointed by the Chair.

### **BUDGET COMMITTEE**

By law, the Budget Committee is charged with making recommendations concerning financial priorities.

The budget committee will have the responsibility for reviewing the financial programs of the district, reviewing the proposed district budget as presented by the superintendent, and recommending an annual or biennial district budget in keeping with the provisions of applicable state laws.

Educational policy decisions are the responsibility of the Board, not the budget committee. The committee does not have the authority to add programs or to approve additional personnel or increase salaries. While the committee may, in effect, delete programs because of a fund decrease, the committee is charged primarily with a fiscal evaluation of programs. The committee may, alternatively, set an amount that changes the recommended budget and may request the administration make such changes in accordance with priorities set by the Board.

The following will govern the make-up and process of establishing the district's budget committee:

1. The budget committee consists of seven members appointed by the Board plus the elected Board members of the district. To be eligible for appointment, the appointive member must:
  - a. Live and be registered to vote in the district;
  - b. Not be an officer, agent or employee of the district.
2. At least one member of the budget committee must be a member of the district's educational equity advisory committee;<sup>1</sup>
3. No budget committee member may receive any type of compensation from the district;
4. The Board will identify vacant budget committee positions which must be filled by appointment of the Board. The Board will announce the vacancies and receive applications from interested persons during the month of December. Such applications will include a signed statement that the applicant is willing to serve as a member of the budget committee and to adhere to the policies of the district. The Board may appoint budget committee members to as many consecutive terms as deemed appropriate;
5. The appointive committee members of a budget committee in a district that prepares an annual budget will be appointed for three-year terms. The terms will be staggered so that, as near as practicable, one-third of the appointive members' terms end each year.

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<sup>1</sup>The budget committee is not required to include a member of the educational equity advisory committee until a vacancy on the budget committee occurs by a member who is not also a member of the school district board.

6. If any appointive member is unable to complete the term for which the member was appointed, the Board will announce the vacancy at the first regular Board meeting following the committee member's resignation or removal. An appointment to fill the position for its unexpired term will be made at the next regular Board meeting.

#### **Budget Committee Responsibilities**

The following items explain the budget committee responsibilities:

1. At its first meeting after appointment, the budget committee will elect a presiding officer from among its members. It may also establish other ground rules as necessary for successful operation of the committee;
2. A majority of the constituted committee is required for passing an action item. Majority for a 14-member budget committee is 8. Therefore, if only 8 members are present, a unanimous vote is needed for passing an action;
3. The budget committee shall hold one or more meetings to receive the budget message, receive the budget document and to provide members of the public with an opportunity to ask questions about and comment on the budget document. The budget officer shall announce the time and place for all meetings, as provided by law. All meetings of the budget committee are open to the public;
4. The budget committee may request any information used in the preparation of or for revising the budget document from the superintendent or business manager. The committee may request the attendance of any district employee at its meetings. The budget committee will approve the budget document as submitted by the superintendent or as subsequently revised by the committee;
5. After approval of the original or revised budget document, the budget committee's duties cease. The hearing on the approved budget is held by the Board.

END OF GOVERNANCE POLICY

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REVIEWED: 9/23/25  
APPROVED: 4/12/16, 7/13/2021, 11/9/2021, 5/2022, 6/2022



To accomplish its stated objectives, the Board will govern in a consistent and efficient manner. Accordingly, no later than the first meeting held after July 1 of each year the Board will:

1. Organize by electing officers in accordance with [GP-5: Board Member Roles and Board Committees](#).
2. Establish an annual meeting schedule.
  - a. The schedule may be changed with proper notice.
  - b. Special meetings may be held at the request of the Chair, or by mutual consent of the members, or may be called by four members of the Board serving written 24-hour notice on the other members and the Superintendent. Special meetings must be scheduled at least 24-hours in advance to allow for notification to the public and media.
  - c. Emergency meetings may be held upon less than 24-hour notice as is appropriate to the circumstances. The minutes of such a meeting shall describe the justification for providing less than 24-hours notice to the public and the media.
3. Review and adopt a Board/Superintendent Operating Agreement.

Additionally, the Board shall:

1. Comply with Oregon Public Meetings Laws ([ORS 192.610-192.705 990](#)).
  - a. "Meeting" does not include:
    - a. Any on-site inspection of any project or program.
    - b. Attendance of members of the Board at any national, regional, or state association to which the Board or its members belong.
    - c. Private or social meetings of a quorum when decisions or deliberations are not taking place.
2. Allow for public attendance at regular and special meetings. The right of public attendance at a public meeting does not include the right to participate by public testimony or comment.
  - a. Any member of the audience who continues to disrupt a Board meeting after being asked to cease by the Chair may be excluded from the meeting (or muted in a virtual meeting) by the Chair if necessary to maintain order, conduct business efficiently, or allow others the ability to participate. The intent is that such disruption be addressed as efficiently and uniformly as possible.
- ~~3. The Board typically receives public comment at its regular meetings, but not at its work sessions. The following shall serve as guidelines when public are attending a meeting:
  - a. Individuals wishing to make public comment must sign up prior to the start of the meeting. Individuals will be asked to include full name, contact information and agenda item they are speaking to.
  - b. Individuals will be called upon to speak by the Chair and will be prioritized in the following order: Bend-La Pine Schools (BLS) students, BLS residents, and those that have not been heard from in the two previous business meetings.
  - c. The typical time per speaker will be a maximum of two (2) minutes until the time cap has been reached for that agenda item. The Board will typically allow up to ten (10) minutes for comments on the same agenda item and up to ten (10) minutes for comments on non-agendized items as a whole for a maximum of 45 minutes of public comment during a meeting. A group of visitors with a common purpose are encouraged to designate a spokesperson for the group. Remarks should be addressed to the Board as a body rather than directed to any particular member.
  - d. Speakers may offer feedback of district operations and programs, but the Board will not hear complaints concerning individual district staff or Board members. The Chair will direct the visitor to the appropriate means for filing a complaint.
  - e. Public comment is a time for members of the public to express their views; therefore, the Board will not engage in discussion or answer questions during public comment.
  - f. The Chair may interrupt and/or end public comment when time has been exceeded, complaints are made about an individual district staff or Board member, or when comments and/or behavior become inappropriate. Inappropriate behavior includes, but is not limited to attempting to engage individual board members in conversation; insults,~~

obscurities or profanity; discriminatory or racist comments; attacks against any person in their personal capacity; and/or physical violence or threat thereof. A Board member may also ask for a Point of Order to address such comments.

g. Any member of the audience who continues to disrupt a Board meeting after being asked to cease by the Chair may be excluded from the meeting (or muted in a virtual meeting) by the Chair if necessary to maintain order, conduct business efficiently, or allow others the ability to participate. The intent is that such disruption be addressed as efficiently and uniformly as possible.

4. Vote on motions using “yeas” or “nays” and record the result of the vote.
5. Adhere to a majority vote requirement, which requires affirmative votes by a majority of the membership of the Board (4 out of 7) to pass any motion before the Board.
6. Conduct a Board meeting only if a majority of the Board members are present.
7. Appoint and maintain a 7 member citizens’ Budget Committee as required by Oregon Revised Statue and utilize the majority vote requirement, which requires affirmative votes by a majority of the committee (8 out of 14) be required to pass any motion before the Budget Committee.

#### **PUBLIC COMMENT**

The Board establishes the following procedures for public comment at Board meetings held in open session. The information will be accessible and available to all patrons accessing or attending such a Board meeting.

Public comment is typically only received at regular business meetings, not at work sessions. The following shall serve as guidelines when public are attending a meeting:

1. Individuals wishing to make public comment must sign up prior to the start of the meeting. Individuals will be asked to include full name, contact information, and agenda item they are speaking to, or topic of comment if they are speaking to a non-agendized item.
2. Individuals will be called upon to speak by the Chair or designee and will be prioritized in the following order: Bend-La Pine Schools (BLS) students, BLS residents, and those that have not been heard from in the two previous business meetings.
3. The typical time per speaker will be a maximum of two (2) minutes until the time cap has been reached for that agenda item. The Board will typically allow up to ten (10) minutes for comments on the same agenda item and up to ten (10) minutes for comments on non-agendized items. A group of visitors with a common purpose are encouraged to designate a spokesperson for the group. Remarks should be addressed to the Board as a body rather than directed to any particular member.
4. Speakers may offer feedback of district operations and programs, but the Board will not hear complaints or comments concerning individual district staff members or Board members. The Chair or designee will direct the visitor to the appropriate means for filing a complaint or for offering feedback.
5. Public comment is a time for members of the public to express their views; therefore, the Board will not engage in discussion or answer questions during public comment.
6. The Chair or designee may interrupt and/or end public comment when time has been exceeded, complaints/comments are made about an individual district staff member or Board member, or when comments and/or behavior become inappropriate. Inappropriate behavior includes, but is not limited to, attempting to engage individual board members in conversation; insults, obscenities or profanity; discriminatory or racist comments; attacks against any person in their personal capacity; and/or physical violence or threat thereof. A Board member may also ask for a Point of Order to address such comments.

END OF GOVERNANCE POLICY

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REVIEWED: 9/23/25

APPROVED: 4/12/16, 7/13/2021, 11/9/2021, 5/2022, 6/2022



## PURPOSE OF AGREEMENT

The Board of Directors and Superintendent must function as a cohesive leadership team. To ensure unity in purpose and clarity in process, effective group agreements must be in place. The following are the group agreements and expectations for the Bend-La Pine Schools' Board of Directors and Superintendent.

## COLLABORATIVE GOVERNANCE AGREEMENTS

1. Members of the Board and the Superintendent shall work together as a team, modeling lifelong learning and collaboration.
2. Board members shall place the district's mission, vision, and goals above personal interest.
3. Board members agree to follow Carver's Policy Governance model.
4. Board members shall recognize and respect the Superintendent's responsibility to manage the school district and to direct employees in district and school matters.
5. Board members shall carefully consider all issues brought to the Board by individuals and district leadership, listening to all perspectives.
6. Board members shall maintain appropriate confidentiality with district information.
7. The Superintendent shall respect the Board's responsibility to establish policy, and the Board shall respect the Superintendent's responsibility to manage the district.

## COMMUNICATION AGREEMENTS

1. Board members shall follow the chain of command and communicate directly with the Superintendent when a question, concern, or complaint is voiced by a staff member, student, parent/guardian, or community member.
2. Board members shall communicate directly with the Superintendent or Board Chair prior to meetings of the Board to address questions and/or concerns about agenda items. When possible, they shall communicate at least one business day prior to the meeting.
3. When an individual concern arises with any member of the Board/Superintendent team, Board members and the Superintendent shall communicate individually, as appropriate.
4. The Superintendent will communicate directly with the Board in a regularly established scheduled process for information sharing.
5. The Superintendent will communicate with the Board in anticipation of an adverse event or adverse media coverage, and/or when a serious incident involving staff, students, parents/guardians, or community members occurs.

## BOARD OPERATION & DECISION-MAKING AGREEMENTS

1. The Board and Superintendent will strive to start and end meetings on time. When possible, they will set "actionable" items that require more deliberation earlier in the agenda before "information only" items.
2. Board members will avoid surprises to other Board members or the Superintendent by following established communication agreements and meeting agendas. For an item to be added to a meeting agenda, three or more members must make the request to the Board Chair.
3. The Board will make decisions only as an entire Board and only at officially noticed public meetings.
4. Board members will support the decisions of the majority once a decision is made.

## BOARD EXPECTATIONS OF THE SUPERINTENDENT

1. Work toward becoming a team with Board members.
2. Respect and acknowledge the Board's role in setting policy and overseeing the performance of the Superintendent.
3. Work with the Board to establish a clear vision for the school district.
4. Prepare strategic initiatives preliminary goals annually for the Board's review considerations.
5. Provide data to the Board so that data-driven decisions can be made.
6. Possess a working knowledge of all legal and local policies.
7. Inform the Board of critical information, including relevant trends, anticipated adverse issues, or critical external or internal change.
8. Communicate with Board members promptly and effectively.

9. Conduct a self-assessment prior to the Board’s evaluation of the Superintendent’s job performance.
10. Provide follow-up information to Board members on concerns and issues they have referred to the Superintendent.

**SUPERINTENDENT’S EXPECTATION OF THE BOARD**

1. Recognize the Superintendent as the instructional leader of the school district, including careful consideration of each recommendation made by the Superintendent.
2. Assist in gaining acceptance and support in the community, in part by sharing the successes and failures of the school system with the Superintendent.
3. In public and at school board meetings, show district staff the respect and consideration due skilled, professional employees.
4. To increase transparency and set the Board and Superintendent up for success, inform the Superintendent of all critical information and issues in a timely manner.
5. Be willing to abide by the Board’s own rules, policies, and code of ethical conduct, displaying integrity of the highest order.
6. Study and evaluate educational issues affecting the school district, and participate in professional development activities at the local, state, and national level.
7. Avoid surprise items at school board meetings.
8. Respect the confidentiality requirement of Board meeting executive sessions.
9. Set clear goals for the Board itself, the Superintendent, and the district.
10. Remain student focused representing the needs and interests of all students in the district.

<b>Bend-La Pine Schools</b>	
<b>Board of Directors</b>	<b>Superintendent</b>
<p><i>GOVERNS</i>            Decides What            Requests Information            Considers Issues            Creates, Reviews, and Adopts Policy            Establishes Vision, Approves &amp; Reviews Plans            Monitors Progress            Approves Personnel Contracts            Reviews &amp; Approves District Budget            Represents Public Interest</p>	<p><i>LEADS</i>            Decides How            Seeks and Provides Information            Provides Recommendations            Recommends and Carries Out Policy            Implements Vision and Plans            Reports Progress            Supervises Hiring Processes &amp; Practices            Formulates District Budget            Acts in Public Interest</p>

Board of Directors Signatures of Agreement, dated on this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_:

\_\_\_\_\_  
 Director Zone 1

\_\_\_\_\_  
 Director Zone 5

\_\_\_\_\_  
 Director Zone 2

\_\_\_\_\_  
 Director Zone 6

\_\_\_\_\_  
 Director Zone 3

\_\_\_\_\_  
 Director Zone 7

\_\_\_\_\_  
 Director Zone 4

Superintendent Signature of Agreement, dated on this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_:



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TITLE: BOARD OF DIRECTORS & SUPERINTENDENT OPERATIONAL AGREEMENT

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\_\_\_\_\_  
Superintendent

\_\_\_\_\_  
Attest: Board Clerk

REVIEWED: 9/23/25  
APPROVED: 9/12/23

draft 9.23.25