
**Northern Valley Regional
High School District**

Board of Education

Governance and Operations

Manual

Adopted: May 21, 2018

The Northern Valley Regional High School District Board of Education has a unique and important role to play in assuring that the school system achieves the results expected by the community and deserved by the students it serves. The Board also recognizes that as an elected Board that represents and serves the people of the county, it must design for itself a governing process that allows it to exercise its responsibilities in a manner that assures that the staff, under the authority of the Superintendent, has the freedom and authority to do its work without interference but also has full accountability for the results of its decisions. And, the Board accepts the challenge to perform its own duties with the same degree of excellence expected of the Superintendent and staff members.

When operating effectively in accordance with this structure, the Superintendent and staff members are empowered to develop strategies and action plans to achieve both the specified Board of Education Goals and The Northern Valley Regional High School District Goals.

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Section 1: District Mission and Vision

1.1 DEFINITIONS

Vision

The Vision is a statement of how the school system is intended to look at a point in the future, assuming all goals are met and all parts of the district’s strategic plan are successful. It is a statement intended to express both aspiration and inspiration.

Mission

The Mission is the overarching, ultimate goal for student achievement. It is the sum of more specific Board and District Goals, and will be the result of their attainment.

Operational Expectations

While the Mission and Student Achievement Goals are the major drivers of what happens in the school system, Operational Expectations speak to expectations of the Superintendent and staff.

Board Roles and Responsibilities

The School Board views its role to be different from any other entity associated with the school system. That role is defined in this statement.

1.2 This We Believe-A Commitment to Excellence

We at Northern Valley dedicate ourselves to excellence in education. We believe that if teachers, parents, and students direct their talents to the following responsibilities, all will be assured that our young people will be prepared for the 21st Century.

We accept the challenge placed before us. We are resolved to see it through. We are dedicating ourselves to secure America’s place in the world.

We believe that there are certain responsibilities for all of us to ensure that students learn the necessary skills to succeed in our world. The administration, teachers, students, and parents must share these responsibilities. The approach we have undertaken involves the contributions of all work participants.

1.3 VISION

We in the Northern Valley Regional High School District will foster and instill a culture that personalizes learning, prepares students for college and careers, and supports confident, responsible citizenship.

1.4 MISSION

At Northern Valley Regional High School District, we provide a safe environment in which each student seeks answers to questions, challenges assumptions, and develops self-worth. Recognition of academic and cultural diversity promotes mutual respect and acceptance. Our high schools encourage academic excellence, aesthetic appreciation and moral integrity. We seek to prepare all students for their roles in a rapidly changing and diverse global community, and to become independent learners, critical thinkers, problem solvers, collaborative workers and responsible contributors to society. Education requires a shared commitment. In providing a framework for the immediate and future concerns of our students, we require a constant and critical re-evaluation of curriculum and course design to keep abreast of global research and new techniques within our respective disciplines. The joint community of students, professional staff, Board of Education and community, which supports and complements our mission, forms the basis for a challenging and effective program.

Section 2: OPERATIONAL EXPECTATIONS

2.1 Global Operational Expectations

The Superintendent shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision or organizational condition that is unlawful, unethical, unsafe, disrespectful, imprudent, in violation of School Board policy or endangers the district’s public image or credibility.

The Superintendent shall maintain a system of continuous enhancement that ensures that improving the student experience is at the core of every decision.

The Superintendent shall track, measure, and evaluate effectiveness in realizing student achievement and improving business processes, according to both the Board and District Goals.

2.2 Emergency Superintendent Succession

The Assistant Superintendent will become the Acting Superintendent as this position is the most familiar with the Board’s governance process and issues of current concern and is capable of assuming Superintendent responsibilities in his or her absence.

2.3 Treatment of Community Stakeholders

The Superintendent shall maintain an organizational culture that treats community stakeholders with respect, dignity and courtesy, and shall assure that the public is adequately informed about the condition and direction of the district.

The Superintendent shall:

- 1. Maintain an organizational culture that:
 - Values individual differences of opinion.
 - Reasonably includes people in decisions that affect them.
 - Provides open and honest communication in all written and interpersonal interaction.
 - Focuses on the successful achievement of the Board’s and District’s Goals.
 - Maintains an open, responsive, and welcoming environment.
 - Effectively handles complaints.
- 2. Assure the timely flow of accurate and meaningful information.

3. Establish and maintain collaborative partnerships to advance the goals of NVRHS District assuring appropriate input and ongoing, two-way, strategic, and meaningful dialog between the district and its diverse stakeholders.
4. Present and publish, on behalf of the Board, a clear, easily accessible report on:
 - Progress toward the successful attainment of Board and District Goals.
 - Information about Board policies, district initiatives and operations.
 - Revenues, expenditures, and costs of major programs and a review of the district's financial condition.

2.4 Human Resources

The Superintendent shall recruit, select, and retain a high quality and diverse workforce that enables NVRHS to deliver a world-class education to every student in an environment characterized by high staff morale and loyalty to the NVRHS mission and goals.

2.5 Staff Evaluation

Consistent with the Superintendent's own evaluation, the Superintendent shall evaluate all employee performance according to their contribution toward achieving Board and District Goals, Student Achievement Goals, and NJAchieve regulations.

Before March 1st, the Superintendent shall host a meeting of the full NVRHS District administrative team to discuss the performance of each non-tenured staff member.

The Superintendent will provide the Board with a non-tenured staff overview each year.

In accordance with the timelines adopted as a component of NJAchieve, all non tenured staff members will be evaluated according to the following timelines:

- The direct supervisor of the non-tenured employee will inform the non-tenured staff member of the need for a mid-year evaluation and to complete his or her self-evaluation by January 15th.
- All mid-year evaluations will be completed on or before January 31st.
- Non-tenured evaluations will be completed by 4/30 of each year.
- All tenured summative evaluations will be completed by May 30.
- On or before May 15th, all non-tenured staff will receive a contract or a non-renewal letter indicating the status of his or her employment for the following school year.

2.6 Financial Planning

The Superintendent shall develop and maintain a multi-year financial plan that is fiscally responsible, while providing for the staff and resources necessary to run a high performing district.

2.7 Asset Protection

The Superintendent shall assure that all district assets are adequately protected, properly maintained, appropriately used, accounted for, and not placed at undue risk.

2.8 Superintendent's Relationship With the Board

The Board values a harmonious and positive relationship with the Superintendent characterized by excellent communication, mutual respect, personal ethics, and professional integrity and guidance. The Board values collaboration to promote a strong team. To assure this result, the Superintendent shall assure that the Board is fully and adequately informed about matters relating to Board work and significant district concern.

As such the Superintendent agrees to:

- treating all members impartially and assuring that all members have equal access to information;
- refraining from criticism of individual members;
- responding to Board and individual member concerns in a timely and courteous manner;
- communicating immediately and directly with the President of the Board or individual Board members when an honest difference of opinion exists;
- promoting a positive relationship in Board meetings;
- encouraging an open and supportive exchange of information between Board and staff members;
- discussing with the Board or individual members any perceived violation of policies, or any encroachment by an individual member or the Board into areas of responsibility assigned to the Superintendent.

2.9 Instructional Program

The Superintendent shall maintain a program of instruction that offers challenging and relevant opportunities for all students to achieve to his or her highest appropriate level.

The Superintendent shall:

- Ensure that instructional programs are based on a comprehensive and objective review of best practices research.
- Set instructional expectations that meet or exceed the NJSL academic standards.
- Align curriculum with the NJSL.
- Effectively monitor each student's progress toward achieving or exceeding the NJSL.
- Ensure that the instructional program includes opportunities for students to develop talents and interests in more specialized areas such as those associated with CTE, SLE, The Senior Capstone Project, and beyond.
- Ensure that the instructional program accommodates the different learning styles of students and differentiates instruction to meet the needs of students of various backgrounds and abilities.
- Encourage new and innovative programs, carefully monitoring and evaluating the effectiveness of all such programs at least annually.
- Ensure that all instructional programs are regularly evaluated and modified as necessary to assure their continuing effectiveness.
- Maintain a procedure for reviewing all instructional materials.
- Adequately monitor the appropriate use of our 1:1 learning environment to ensure that our electronic devices are being used effectively to enhance the learning experience.
- Review academic program placement periodically to assure reasonable access and available capacity.
- Operate an innovative, self-supporting child nutrition program that meets or exceeds Federal guidelines and that promotes healthy choices and wellness.

2.10 Learning Environment/Treatment of Students

The Superintendent shall establish and maintain a learning environment that is safe, healthful, non-discriminatory, respectful and conducive to effective learning. The Superintendent will maintain a school climate that is characterized by support and encouragement for high student achievement that is appropriately balanced with the district's commitment to each student social emotional health.

2.11 Facilities and Transportation

The Superintendent shall assure that physical facilities and the transportation system

support the Board's policies while guaranteeing full preparation for emergency situations.

A. Facilities

The Superintendent shall:

1. Maintain a Long Range Facilities Plan (LRFP) that assures that classroom capacity and infrastructure meet instructional program and community needs and is equitable across the county.
2. Maintain an objectively prioritized Capital Improvement Plan that establishes priorities for construction, renovation and maintenance projects.

The plan will:

- Assign highest priority to the correction of unsafe conditions;
 - Include maintenance costs as necessary to enable facilities to reach their intended life cycles;
 - Plan for and schedules preventive maintenance;
 - Plan for and schedules system replacement when renovations are needed or systems are replaced.
3. Assure that facilities are safe, clean and properly maintained.
 4. Provide for public use of facilities, as long as safety, student functions, and the instructional program are not compromised and use guidelines are administered consistently.

B. Transportation

The Superintendent shall ensure that students eligible for transportation are transported in a safe, timely, efficient, and effective manner.

C. Safety, Security and Emergency Preparedness

The Superintendent shall ensure the protection of students, staff members, visitors and property:

- Maintain updated emergency management plans;
- Assure that key personnel receive training, as appropriate;
- Maintain a collaborative and effective working relationship with local, state and federal emergency management representatives.

2.12 Technology

The Superintendent shall ensure that our technology is utilized to enhance, and to the

greatest extent possible, personalize the student learning experience.

To accomplish this in the most efficient, and fiscally responsible manner, the Superintendent shall:

1. Provide a comprehensive and functional technology infrastructure.
2. Provide technology capabilities that are useful for staff members and students.
3. Intentionally use technology to support diverse learning techniques and styles that are well researched, and based on best practice.
4. Provide a means for interactive communication between the school system and parents, students, and the community.
5. Provide information electronically about school and division programs and academic progress.
6. Provide a system to access relevant and current data by appropriate users.

Section 3: Board Purpose, Roles and Responsibilities

3.1 NVRHS Role of the Board (Policy 9000)

The general mandatory powers and duties of the board are defined in Title 18A of New Jersey statutes. Other sections of the statutes state or imply that a local board of education has full power to operate the local public schools as it deems fit in compliance with state and federal mandates and pertinent laws of the municipality. The board functions only when in session.

The board of education sees these as its required functions:

A. Policy Oversight

The board is responsible for the development of policy and for the employment of a chief school administrator who shall carry out its policies through the development and implementation of regulations. The board is responsible for evaluating the effectiveness of its policies and their implementation. This includes setting and evaluating goals in educational and financial areas.

B. Educational Planning

The board is responsible for requiring and acquiring reliable information from responsible sources that will enable it and the staff to work toward the continuing improvement of the educational program.

C. Provision of Financial Resources

The board has major responsibilities for the adoption of a budget that will provide the wherewithal - in terms of buildings, staff, materials, and equipment - to enable the school system to carry out its functions.

D. Interpretation

The board is responsible for providing adequate and direct means for keeping the local community informed about the school and for keeping itself and the school staff informed about the wishes of the public. All planning, both that which is and that which is not related to the budget, needs to be interpreted to the public if citizens are to support the school program.

The board believes that, by diligently exercising these functions, it will be able to provide the best educational opportunities possible for our children within the financial limitations set by the community.

The board shall exercise its powers through the legislation of bylaws and policies for the organization and operation of the school district.

The board shall be responsible for the operation of the school but shall delegate the administration to the chief school administrator, who shall be appointed by a recorded roll-call majority vote of the full board.

The board may hear appeals in complaints and in grievance and disciplinary actions as defined in these policies and in the law.

Concepts and Roles

The board of education believes that the effectiveness of the educational program of the school district depends fundamentally upon an acceptable philosophic base, a set of agreed-upon goals and detailed objectives consistent with those goals.

Wide participation in the development of statements of philosophy, goals, and objectives is not desirable. To guide the efforts of those participating under the leadership of the chief school administrator, the board of education adopts the following three definitions:

A. Educational Philosophy

Philosophy means a composite statement of the relationship bet the individual, the school and society based upon beliefs, concepts, and attitudes from which the goals and objectives of the district are derived.

B. Educational Goals

Goal means a statement of broad direction or intent which is general and timeless and is not concerned with a particular achievement within a specified time period.

C. Objectives

Objective means a specific accomplishment to be reached that can be verified within a given time and under specifiable conditions which, if attained, advances the system toward a corresponding goal. This will sometimes be called goal indicator.

Board Responsibility

The board of education urges the chief school administrator to utilize the following process, with any desired adaptations, in establishing and evaluating the educational

program:

- A. Assist the board of education in consultation with teaching staff, pupils, parents, and other district residents in establishing district educational philosophy, goals and objectives responsible to the needs of the students and community.
- B. Work with the board of education in formulating policies and determining regulations and procedures consistent with board policy which will best support instructional programs most appropriate to meet student and community needs.
- C. Recommend to the board comprehensive plans and schedules for school program improvement including the allocation of necessary resources, commensurate with financial ability, toward achieving the board adopted goals and objectives.
- D. Maintain a process of continuing assessment of the effectiveness of the instructional programs and school system operations. This process should enable the board of education to identify strengths and weaknesses and assess student progress, and to provide direction for correcting identified deficiencies both in the extent of student achievement and school district operations.

3.2 NVRHS Role of the Member (Policy 9010)

It is understood that the members of the board have authority only when acting as a board legally in session. The board shall not be bound in any way by any action or statement on the part of any individual board member except when such statement or action is in pursuance of specific instructions from the board.

The board shall make its members, the district staff, and the public aware that only the board, acting as a duly constituted quorum at a legal meeting, has authority to take official actions. All other actions, whether individual or collective, have no legal or organizational basis.

Members of the board shall adhere to the code of ethics for board members in bylaw 9271.

No board member, by virtue of his/her office, shall exercise any administrative responsibility with respect to the schools or as an individual command the services of any school employee.

Board members visiting the schools for any reason shall observe district regulations for all visitors.

3.3 School Boards Effectively Carrying Out the Role of the Board Member

The Northern Valley Regional High School Board of Education has been elected to represent, lead and serve the district's owners and hold itself accountable to them by committing to act in their best interests and by ensuring that all Board and district actions are consistent with laws and the Board's policies.

The Board is tasked with the important role of establishing and adopting district policies and supporting the Superintendent in his or her quest to effectively implement the adopted Board policies. The School Board is responsible for policy review, amendment, and adoption. Any policy may be reviewed, amended, adopted, or rescinded by the Board at any time.

To effectively carry out that role, the School Board will:

1. Support the district's ability to maintain a culture of high student achievement that is appropriately balanced with the district's commitment to each student social emotional health. This will be accomplished by way of:
 - Ensuring adequate access to those resources that are supported by research and vetting by way of best practice.
 - Rigorously monitor performance against approved benchmarks and toward identified goals.
 - Hire and regularly evaluate the performance of the Superintendent.
 - Adopt budgets that support the Board's identified goals.
 - Support the Superintendent's recommendations for hiring and maintaining a high performing, professional staff.
 - Maintain a commitment to financially support professional development to ensure that all staff members have access to maintaining a culture of best practice, and are well equipped to implement the latest in thoroughly researched educational trends, particularly those associated with curriculum development, student centered instruction, data analysis and viable assessment development.
 - Respect the value and importance of employees and employee organizations and reasonably involve them in decisions that affect them.

3.4 Governance Commitment

The Board will govern lawfully and strategically with long-term vision and primary emphasis on high student achievement that is appropriately balanced with the district's commitment to each student social emotional health.

1. The primary purposes of the Board are to assure student achievement goals are met, and that the system operates effectively and efficiently as specified in the

Operational Expectations.

2. The Board will encourage full exploration of diverse viewpoints.
3. The Board will hold itself accountable for its performance. The Board will monitor its performance periodically and engage in Board development to assure continuous improvement in its capacity to govern effectively. School Board members shall participate annually in high-quality professional development activities at the state, local, or national levels on governance, including, but not limited to, personnel policies and practices; curriculum and instruction; use of data in planning and decision making; and current issues in education as part of their service on the local board. Board members shall be reimbursed for expenses related to professional development activities and travel in accordance with NJDOE regulations. The School Business Administrator shall make arrangements for members to attend conferences and meetings. All necessary expenses of attending, including transportation, meals, room, and registration fees, shall be charged against School Board-appropriated funds in accordance with NJDOE regulations. All reimbursements for these approved events shall be authorized by the School Board President and the Superintendent according to the timelines and policy established by the Board.
4. The Board will focus on strategic leadership rather than administrative details, observe clear distinction between Board and Superintendent responsibilities, and give direction through majority decisions of the full Board rather than through individual decisions.
5. The Board will communicate frequently and regularly with residents in the communities, maintaining public trust through full and open communication.
6. The Board will permit no officer, individual, or committee to hinder its performance or prevent the Board from fulfilling its commitments.
7. The Board will govern legally, assuring that all actions are consistent with State and Federal laws and with the Board's own policies and commitments.

3.5 NVRHS Code of Ethics (Policy 9271)

The members of the board of education recognize that they hold authority not as individuals but as members of the board. In order to make a clear public statement of its philosophy of service to the pupils of the district, the board adopts this code of ethics.

I will uphold and enforce all laws, state board rules and regulations, and court orders pertaining to schools. Desired changes should be brought about only through legal

and ethical procedures.

1. I will make decisions in terms of the educational welfare of children and will seek to develop and maintain public schools which meet the individual needs of all children regardless of their ability, race, creed, sex or social standing.
2. I will confine my board action to policy making, planning and appraisal and I will help to frame policies and plans only after the board has consulted those who will be affected by them.
3. I will behave toward my fellow board members with the respect due their office demonstrating courtesy, decorum and fair play at all public meetings and in all public statements.
4. I will refrain from inappropriate conduct in public meetings and in making public statements, refraining from any disparagement of my fellow board members or others on a personal, social, racial or religious basis.
5. I will carry out my responsibility, not to administer the schools, but, together with my fellow board members, to see that they are well run.
6. I will recognize that authority rests with the board of education and will make no personal promises nor take any private action which may compromise the board.
7. I will refuse to surrender my independent judgment to special interest or partisan political groups or to use the schools for personal gain or for the gain of friends.
8. I will hold confidential all matters pertaining to the schools which, if disclosed, would needlessly injure individuals or the schools. But in all other matters, I will provide accurate information and, in concert with my fellow board members, interpret to the staff the aspirations of the community for its schools.
9. I will vote to appoint the best qualified personnel available after consideration of the recommendation of the chief school administrator.
10. I will support and protect school personnel in proper performance of their duties.
11. I will refer all complaints to the chief school administrator and will act on such complaints at public meetings only after failure of an administrative solution.

The board shall see that all members of the board receive training in understanding and adhering to this code of ethics and shall discuss it annually at a regularly scheduled public meeting. Each member shall sign documentation that he/she has received a copy of it and has read and understood it.

3.6 New Jersey School Boards Board Member 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.

1. Each member has the obligation to bring constituent issues or new initiatives to the Board President or the Superintendent, depending on whether the issue involves the Board's role or the Superintendent's role. However, each Board member is obligated to act in the best interest of the school system as a whole.

This obligation supersedes:

- any conflicting loyalty a member may have to other advocacy or interest groups;
 - loyalty based upon membership on other boards or staffs;
 - conflicts based upon the personal interest of any Board member or any member of their family; or
 - any obligation to represent a particular constituency or subset of the county.
2. Board members may not attempt to exercise individual authority over the organization:
 - members will refer complaints back into the system, with notification to the Superintendent through the Board President. Members may facilitate constituents' navigation of the system without guaranteeing any particular resolution;
 - members will not give personal direction to any part of the operational organization;
 - when speaking on behalf of the Board, members will communicate only explicitly-stated Board decisions;
 - observe the chain of command established within the school and ensure that before a complaint is brought to the Board President or Superintendent, that the staff members most closely connected to the complaint are aware of the concern and have been given the opportunity to resolve it before moving it to the highest levels within the district.
 3. To build trust among members and to ensure an environment conducive to effective governance, members will:
 - focus on issues rather than personalities;
 - respect decisions of the full Board;
 - exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other;

- recognize the positive and negative aspects of dissent and refrain from public criticism of the motives, thinking, and philosophy of other members, but may make their own views clear when in disagreement with a publicly stated decision of the Board;
 - not publicly disparage the superintendent, staff, or members of the public;
 - make every reasonable effort to protect the integrity and promote the positive image of the system and one another;
 - never intentionally embarrass each other or the school system.
4. Members shall maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the Board or the school system, especially those matters discussed in closed meetings.

3.7 Board Member Conflict of Interest

Board members are expected to avoid conflicts of interest involving all matters considered by the Board. A conflict of interest exists when a member is confronted with an issue in which the member has a personal or financial interest or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the public interest.

3.8 Meeting Protocol

The following excerpt is taken from a brochure found on the NJSBA website. To view the full brochure, please use the link included below.

“Parliamentary law provides the best method yet devised to enable assemblies of any size to arrive at the general will on a maximum number of questions of varying complexity in a minimum amount of time. The process works under all kinds of internal climate, ranging from total harmony to major divisions of opinion, and gives due regard to every member’s viewpoint.”

https://www.njsba.org/wp-content/uploads/2016/05/publications_parliamentary-procedure-2014-2.pdf

1. To ensure that the Board’s meetings are conducted with maximum effectiveness and efficiency, members will:
- come to meetings adequately prepared;
 - identify issues of concern before the meeting, whenever possible;
 - circulate proposed motions and amendments, whenever possible, at least 48 hours before the meeting;

- speak only when recognized;
 - not interrupt each other during debate;
 - not engage in disruptive and disrespectful side conversations;
 - minimize unnecessary repetition;
 - not monopolize the discussion;
 - address the merits of the issue being discussed without appealing to the biases, prejudices and emotions of the audience;
 - support the Board President's efforts to facilitate an orderly meeting;
 - communicate openly and actively in discussion and dialog to avoid surprises;
 - value equal participation of all members;
 - stay focused on the objectives;
 - assure that all perspectives are understood as issues are considered;
 - refrain from electronically communicating with members of the public or other board members during the public meetings.
2. The Board will attend to consent agenda items as expeditiously as possible. An item may be removed from the consent agenda upon request of one member before the meeting is convened.
 3. The Board will monitor the effectiveness of its meetings through a debriefing process at the end of every meeting as needed.

3.9 Election of School Board President and Vice President

All School Board members will conduct campaigns for leadership positions, or support for a candidate, with integrity and respect for all School Board members. The board president and vice president are elected during the reorganization meeting in January of each year.

3.10 Role of the Board President

The Board empowers the Board President to provide leadership to the Board by ensuring the integrity of the Board's processes, exercising interpretive responsibilities with integrity, fairness and impartiality—reflecting the spirit and intent of the Board in its deliberations—and normally serving as the Board's official spokesperson.

The President has the following authority and duties:

1. Support and monitor Board behavior to ensure that it is consistent with its own rules and policies and those legitimately imposed upon it from outside the organization:

- conduct and monitor Board meeting deliberations to ensure that Board discussion and attention are focused on Board issues;
 - ensure that Board meeting deliberations are fair, open, and thorough, but also efficient, timely, orderly, and to the point;
 - lead Board meetings with all the commonly accepted power of that position as described in Robert's Rules of Order, Revised;
 - lead timely periodic self-assessments to ensure process improvement;
 - ensure that Board members are aware of and follow the established chain of command.
2. Facilitate sound Board decision making by anticipating and addressing Board and member needs.
 3. Compile and facilitate the Board's summative evaluation of the Superintendent.
 4. Except as otherwise provided in the section authorizing committee chairs to speak for the Board on specific matters, represent the Board as appropriate and serve as spokesperson for the Board in announcing Board-stated positions and in stating decisions and interpretations within the areas assigned to the President. The President may delegate this authority to other Board members when appropriate, but the President remains accountable for such delegation.
 5. Execute all documents authorized by the Board, except as otherwise provided by law.
 6. With the advice and consent of the Board, appoint the Committee Chairs, and/or liaison of all Board committees.
 7. In collaboration with the Superintendent, establish the number and scope of Board committees on an annual basis, including projected annual meeting calendar.
 8. On behalf of the Board, and in concert with the Superintendent, develop proposed Board meeting agendas consistent with the Board's annual work plan.

The Board President has no authority to supervise or direct the Superintendent except as authorized by the Board.

When the Board President is not available, the Vice President shall perform the role and duties of the President. The Board President and Vice President shall work together to assure that the duties of the Board President are accomplished effectively.

3.11 Annual Planning Cycle and Work Plan

1. To the degree that it is possible, the Board will follow an annual planning cycle that includes a work schedule. *(See Annual Board Calendar)* This calendar may be

altered or amended at any time by the Superintendent in consultation with the board president. Such changes may be made in a Board Forum, or in a regularly scheduled meeting.

3.12 Board Liaisons

1. The Board may designate one or more of its members to serve as a liaison in connection with a specified activity or area of interest to the Board. Within the scope of the Board's designation, each such liaison shall function individually and may perform his or her designated responsibilities independently. Unless otherwise specified, an individual liaison may prepare alternatives, implications, or recommendations for consideration by the full Board.
2. In the event of a vacancy, the Board will appoint a liaison.
3. A Board liaison will not be appointed to direct or oversee school system staff. Nor will a Board liaison be designated or used to perform activities or functions assigned to the Superintendent.
4. No Board liaison may speak or act for the Board except when formally and expressly given such authority for specific and time-limited purposes.
5. Board liaisons are those listed here.
 - Bergen County Representative

3.13 Board Committees (Policy 9130)

The board president, during his/her term of office, may appoint permanent and/or special committees at his/her discretion for determined periods of time. These appointments shall not exceed the president's term of office.

The functions of committees shall ordinarily be fact-finding, deliberative, and advisory, and their reports shall be made to the board for discussion and action. The function of such committees may be legislative or administrative when so authorized by special action of the Board. The board president and the Chief school administrator shall be ex-officio members of all committees.

Meetings of such committees shall not be subject to the provision of the Open Public Meeting Act, provided that no more than four members comprise the committee.

The chief school administrator or any other member of the school staff may be consulted in the work of committees where their advice is needed.

Standing Committees

Since the details of operations are voluminous in nature, it is the board's policy to have members assigned to particular standing committees so that they may concentrate their efforts on a particular segment of board work.

This practice enables the whole board to benefit through the work and experience of each of its members who can better go into detail on committee problems and report back information and recommendations to the committee of the whole.

It also expedites liaison between the superintendent and the board between meetings. Minor problems which may arise can be solved through the superintendent's working with a committee rather than having to contact the whole board.

Committee progress reports and recommendations for board action are presented at the regular, the recessed, or the special meetings.

Special Committees/Advisory Committees

Special temporary committees of the board may be appointed by the president or chosen by vote of the board as need for such service may arise; the function of all such committees shall be fact-finding, deliberative, and advisory, but never legislative or administrative. The president of the board and the superintendent shall be ex-officio members of all such committees, except when the superintendent's tenure or salary is involved, the superintendent may not be an ex-officio member.

Special Committees of the Board

1. Public Information Committee

- Prepare occasional material for newspaper use
- Prepare brochures for budget hearings and any possible referendum
- Develop such public information programs as necessary to promote the welfare of good education in Northern Valley Regional High School District.
- No unilateral action or press releases shall be made without conferring with other members of the committee or with the president of the board.

2. Staff Administrative Committee

- Upon the recommendation of the superintendent, move the appointment of teachers and administrative personnel.

- Move the appointment of individuals for appointment as secretaries, school nurse, and medical inspector.
- Recommend salaries and salary changes for all personnel after consultation with the building and grounds committee for their recommendations on salaries for custodians, matrons and maintenance personnel, and after consultation with the athletic committee, for its recommendation on coaching salaries.
- Study trends in teachers' salaries and recommend revision when such seems advisable.
- Review and approve for payment all bills pertaining to bedside instruction, substitute teaching.
- Review and recommend changes when necessary in board policies pertaining to teachers and their employment.
- In connection with the compilation of the school budget prepare a statement of anticipated expenses for the following year.

3. Grievance and Sabbatical Leave Committee

- This committee shall be composed of three members appointed by the president.
- Members of the grievance committee shall meet with three members designated by the local teachers association and the superintendent (known as the teacher-board committee) for the purpose of conducting professional discussions in good faith on grievances involving salaries, personnel policies, working conditions, fringe benefits and other conditions.
- Members of the sabbatical leave committee shall meet with the superintendent and principals to review requests for sabbatical leaves and to report to the board of education its recommendation. The committee shall review the reports of employees on sabbatical leave and advise the board on changes in procedures or policy covering sabbatical leaves.

4. Finance Committee

- Review with the auditor the methods of maintaining the books of the board and make such recommendations within the rules and regulations set by the state board, as appear desirable.
- Present to the board such financial statements as from time to time seem desirable.

- Be familiar with the various borough budgets and relationship of the school budget to those of the boroughs.
- Prepare or have prepared information relative to the tax effect of any school bond issue and recommend particulars regarding the set-up of a bond issue.
- Be responsible for the presentation of motions, at each regular meeting or as required, to authorize the payment of all bills approved by the respective committees, to request the board secretary to gather debt information from each of the boroughs and to approve the board secretary's cash report, if found correct.
- Be responsible for keeping coverage up-to-date.
- Be responsible for maintaining contact with the lay committee on insurance to maintain continual studies.
- Give consideration to problems arising throughout the year on interpreting board policy and state law on transportation.
- Have specifications for bids drawn up.
- Review and approve for payment all bills found correct which pertain to transportation.
- Study and recommend any changes in policies on transportation.
- Prepare a statement of anticipated expenses for the budget.

5. Curriculum Committee

- Obtain statistical information from the school administration on subject offerings, scheduling, class sizes and teacher utilization.
- Review and appraise such information to determine the efficiency of operation of the academic activities of the school and the worth and value of the results in relation to the efficiency and value of instruction.
- Present to the board reports of the information reviewed and the committee's appraisal thereof.
- Recommend to the board the adoption of such new policies or the revision of existing policies as may be indicated.
- Receive the recommendation of the superintendent for the adoption of texts, instructional materials and equipment, review same and report to the board their approval or rejection.

6. Buildings and Grounds Committee

- Maintain the buildings and the grounds in good repair.

- Recommend to the board of education major items of repair, alterations or additions.
- Recommend for employment the number of custodians, matrons and other maintenance personnel as may be necessary.
- Recommend salaries and salary changes for all custodians, matrons and maintenance employees.
- Review and approve for payment all bills pertaining to the maintenance of school property.
- Prepare for budget consideration a statement of anticipated expenses for the following year.
- Have specifications prepared in the school for the purchase of supplies as specified by law.
- Review bids on supplies and/or equipment which have been turned to the board, and make recommendations thereon.
- Review and approve for payment all bills found current which pertain to supplies and also to equipment.
- Prepare lists and amounts for annual budgetary consideration.
- Check with contractors on present site projects to achieve completion as soon as possible.

7. Athletic and Extracurricular Activities Committee

- Consult with superintendent, principal, and director of athletics on development of athletic and/or extracurricular programs.
- Report periodically on the programs to entire board. Review and approve for payment all bills on athletic and extracurricular programs.
- Offer recommendations to staff committee concerning athletic coaches or staff advisors.
- Prepare budgetary items for the following year.

8. Policy and Legislation Committee

- Work with the superintendent and/or standing committees to modify, catalog and annotate policy.
- Review various sources of information to stay abreast of state and federal legislation and regulations, resolution of grievances or negotiations, and board actions which may affect policy. Bring these matters to the attention of the board and/or standing committee responsible for policy formation in the specific area.

- Maintain records on all policy matters under discussion, being reviewed or in the process of being updated.
- Work with the superintendent to ensure proper interpretation of policy so administrative regulations implement intent.
- Plan and initiate the annual policy review and update.
- Review board bylaws annually. Recommend updates to bylaws and/or remind board of necessary legal compliance.

9. Technology Committee

- Review the existing district technology plan to identify and prioritize issues related to target areas;
- Investigate new technologies to foster 21st Century Skills in students, teachers and administrators;
- Investigate new technologies to promote student achievement and proficiency in the Common Core State Standards and the Core Curriculum Content Standards;
- Update current district technology plan to include proficiencies of administrators, and teachers/teacher-librarians certified by the Department of Education;
- Assess the needs of the district to identify specific goals/targets for technology integration and support;
- Draft recommendations to address selected areas related to technology funding, integration, access, support, and professional development; and
- Draft a revised district technology plan defining our future vision of technology integration and usage for board approval.

10. Negotiations Committee

- Negotiates, within the parameters approved by the board, all employee contracts within the district, both with recognized bargaining units and with individual, non-represented employees; provides regular updates to the board concerning the progress of such negotiations;
- Monitors compliance with and enforcement of the terms and conditions of any negotiated labor contract within the district;
- Makes recommendations to the board, as appropriate, concerning the use of a professional negotiator with regard to employment contracts;
- Hears employee contractual grievances, as assigned by the board;
- Monitors all district arbitration, mediation and fact-finding proceedings and

reports to the board concerning same.

11. Joint School Boards Committee

- Facilitates board communications and relations with the sending district boards of education;
- Oversees curriculum issues related to articulation with the sending elementary and middle school educational programs;
- Provides a forum for concerns, complaints and suggesting from the sending board.

3.14 Board Committees

1. The Board may create one or more committees of the Board to perform delegated functions or to advise the Board. Among other tasks which may be assigned, Board committees may assist the Board by preparing alternatives, implications, or recommendations for consideration by the full Board.
2. These provisions apply to groups that are formed by Board action, whether or not they are called committees and whether or not they include Board members.
3. Board committees will not be created to direct or oversee school system staff, which is the function of the Superintendent. Nor will Board committees be created or used to perform or support activities or functions assigned to the Superintendent. Any direction to the Superintendent related to a committee recommendation will come from the full Board.
4. No Board committee may speak or act for the Board except when formally and expressly given such authority for specific and time-limited purposes.
5. Board committee expectations and authority will be stated carefully by the Board to assure that committee authority will not usurp or conflict with the Board's own authority or conflict with the authority delegated to the Superintendent.
6. These rules do not apply to committees formed by the Superintendent to support the Superintendent's work.
7. The Board President and the Superintendent will establish the number and scope of Board committees on an annual basis, including projected annual meeting calendar.

3.15 Process for Addressing Violations

The Board and each of its members are committed to faithful compliance with the

provisions of the Board's policies. The Board recognizes that its failure to deal with deliberate or continuing violations of its policies risks the loss of confidence in the Board's ability to govern effectively. In the event of such a violation, the Board will seek remedy by applying any of the following measures:

1. Conversation in a private setting between the member in question and the Board President or other individual member:

If a Board member perceives that a fellow member has violated the policies or commitments of the Board, that member may address his concerns with the member who is perceived to be in violation. Alternatively, the member may refer the concern to the Board President. If the Board President is suspected of the violation, the concern would be referred to the Vice President. The purpose of this step is to attempt to resolve any perceived violations at the lowest possible level, involving the fewest number of individuals.

2. Discussion between the member in question and the full Board:

In the event of a serious or continuing violation by the same member, any member of the Board may request the President schedule a full School Board discussion with the charged member. The charged member will receive advance written notice of the discussion, including a statement of the alleged violation.

3. Possible removal from any leadership or committee positions to which the member in question has been appointed or elected: To remove the charged Board member from a committee leadership or committee membership position, any member may request the President notify the charged member in writing of the scheduled School Board discussion of removal; the charged member shall be removed only after discussion and only on majority vote of the Board.

4. Statement regarding compliance with Operational Policies: The School Board reserves the right to issue statements regarding the Board's interpretation of these policies and any instances of individual Board member's noncompliance, after notice to the individual and discussion and vote by the Board.

3.16 New Board Member Orientation

1. Attendance at Meetings

In the interim between being elected and actually assuming office, new Board members shall be invited to attend all meetings and functions of the Board and shall receive pertinent materials normally sent to Board members. If there is a question of confidentiality regarding particularly sensitive correspondence, the Board President and the Superintendent shall make the final determination

regarding the need to share or not share the information. This decision reached will be shared with current members of the Board.

2. School Division Operations

Meetings shall be scheduled for the primary purpose of orienting each new Board member to his or her responsibilities to the operation of the school division, and to school division policies and concerns.

3. Governance Training

The Board President or designee will arrange for training in Strategic Governance for all official candidates for the School Board.

4. Publications and Documents

New Board members shall be provided with information on how to access all appropriate publications and documents.

3.17 Board Member Training Cycle

New Jersey state law requires school board members to attend training in the first, second and third years of a first term, and in the first year of a re-elected or re-appointed term. NJSBA is the state-designated provider of Mandated Training, which is available at no cost to members.

Board members can fulfill their Governance II, III, and IV [School District Accountability Act](#) training requirements through specially designated *Foundations for Success* regional programs, at Workshop, and online. New board member may fulfill their training requirements through the weekend orientation program, in-person one-day programs, and online.

The following mandated training programs are required:

- Governance I: New Board Members – New Board Member Orientation Conference
- Governance II: 1st Term, 2nd full year of service – Finance
- Governance III: 1st Term, 3rd full year of service – Student Achievement
- Governance IV: Re-elected/Re-appointed Board Members in the first year of any succeeding term – Legal Update

3.18 Consultation with Outside Counsel

School Board members wanting to seek legal advice on a District matter shall contact the School Board President and the Superintendent before referring the matter to outside counsel. The Board President and the Superintendent will make the determination if the matter If legal advice is necessary. School Board members acting

outside of this protocol, may be personally responsible for any legal fees.

3.19 Student Representative

The student representatives are not members of the School Board but serve the learning community in a nonvoting, advisory capacity, representing the interests of the students in both the Northern Valley Regional High School of Old Tappan and the Northern Valley Regional High School of Demarest. The student representative is appointed by his or her building principal. Their term begins on September 1. The student representative shall sit with the Board members at the Board table, participate in the discussion, and serve as liaison to the students. (See NVRHS Policy 9140)

3.20 Meetings

All gatherings of School Board members when sitting as a body or entity, or as an informal assemblage of five members or more, wherever held, with or without minutes being taken, whether or not votes are cast, are "meetings" under the Code of NJDOE, except for a gathering or attendance of any members of the School Board at any place or function where no part of the purpose of such gathering or attendance is the discussion or transaction of School Board business, and such gathering or attendance was not called or rearranged with any purpose of discussing or transacting any business of the School Board. With the exception of Executive Session, all meetings shall be open to the public and held in a location accessible to the public. Minutes shall be kept for all open meetings. Notice shall be posted at least three working days prior to the meeting.

Types of Meetings

1. Annual Organizational Meeting

The annual meeting of the School Board shall be the first regular meeting in January at which time officers shall be elected. Procedural actions may be taken to set agents of the School Board; to designate individuals to sign legal documents; to retain legal counsel; to organize School Board committees and liaisons; and to designate the regular business meeting schedule for the next year. (See annual calendar for other appointments made during the reorganization meeting)

2. Regular Meetings

When possible regular meetings of the School Board shall be held twice a month throughout the 10 month school calendar . All meetings shall be open to the public except when the School Board is meeting in Executive Session. The Board

typically meets once a month in July and August.

3. Special Meetings

Special meetings of the School Board may be called by the Board President, or the Superintendent, provided that all members are notified of the time and purpose 48 hours prior to the meeting unless a majority of the School Board agrees to meet upon shorter notice. Notice, reasonable under the circumstance, of special or emergency meetings shall be given to the public and the media at the same time the notice is provided to the members of the School Board.

4. Work Sessions

The School Board may convene a work session as needed. Any action taken at such meetings will be announced at the next regular or special meeting of the School Board.

5. Executive Session

The NJDOE Code permits closed, Executive Session meetings in order to discuss specific matters. Executive Session meetings may only be held when no less than a quorum or majority of the School Board members are in attendance. At the conclusion of each closed meeting, the School Board shall reconvene in open session immediately thereafter and shall take a recorded vote to be included in the minutes of that meeting certifying that, to the best of the members' knowledge, (i) only public business matters lawfully exempted from open meeting requirements and (ii) only such public business matters as were identified in the action by which the closed meeting was convened were heard, discussed, or considered in that meeting by the School Board. Any member of the School Board who believes that there was a departure from those requirements shall so state prior to the vote, indicating the substance of the departure that, in his or her judgment, has taken place. The statement shall be recorded in the minutes of the School Board.

● Confirmation of Actions Taken in Executive Session

No actions taken in this closed meeting shall become effective unless the School Board reconvenes in open meeting (regular, special, or work session) and confirms in public any action taken by School Board vote.

● Attendance

Closed meetings may be attended by School Board members, division counsel or outside counsel, the Superintendent, and Board Secretary and the Assistant Superintendent. The School Board may permit non-members to attend a closed meeting if such persons are deemed necessary or if their presence will reasonably aid the School Board in its consideration of a topic that is the subject

of the meeting. The School Board may vote to dispense with the attendance of the Superintendent or his or her designee at a special closed meeting of the School Board.

6. Public Hearings

The School Board may convene a public hearing as needed.

7. Recessed or Adjourned Meetings

Meetings may be recessed and resumed at a later time or date. Such a meeting shall serve as a continuation of an established meeting and not a new one. Any meeting of the School Board may be adjourned to a specified time and place.

Meeting Procedures

1. Quorum

The School Board chair shall call the meeting to order at the appointed time and place, if a quorum is present, to transact business according to the agenda. At any meeting of the School Board, a majority of the members shall constitute a quorum for the purpose of convening a meeting.

2. Parliamentary Procedure

The Board shall observe Robert's Rules of Order, Revised.

3. Agenda

An agenda for each regular School Board meeting shall be prepared under the direction of the Superintendent and School Board Secretary in consultation with the Board President as needed. School Board members wanting to have an item included on the agenda shall contact either the School Board President with the request. The Superintendent, The Board President, or individual School Board members may bring up new business not listed as part of the agenda. The Superintendent in consultation with the Board President has the prerogative to limit or postpone discussion of new business until the next scheduled School Board meeting. The agenda and all supporting documents and information shall be made available to the School Board. Members of the public shall be given access to the agenda and all supporting documents that are not confidential, until such time that those confidential materials may be legally released.

4. Voting

All voting on motions or resolutions shall be by voice vote and hand sign, and the Board President shall announce the vote for the record.

5. Public Notification of Meetings

The School Board Secretary, in consultation with the School Board President and the Superintendent, shall publish, in July, an annual calendar of meeting dates. Notice of all School Board meetings shall be given to the public to include electronic announcements through the media and posted in a prominent place in the School Board Office. Additions or deletions of meeting dates may be made to the calendar throughout the year, as necessary.

Citizen Participation

Members of the community are invited and encouraged to attend public meetings of the School Board to observe its deliberations.

At the beginning of every public Board meeting the Board President reads the following statement:

“The New Jersey Open Public Meetings Law was enacted to insure the right to the public to have advance notice of and to attend the meetings of public bodies at which any business affecting their interest is discussed or acted upon.

In accordance with the provisions of this act, the Northern Valley Regional High School Board of Education has caused notice of this meeting to be publicized by having the date, time and place thereof posted and filed in the borough hall of each constituent borough in the district and sent to three newspapers circulating in the district.

This meeting will be tape recorded in accordance with policy.

The Board President will open the meeting for public comment at the request of the Board. Members of the public will be allowed five minutes to present information to the Board.”

1. Regular Meetings

Members of the community who want to address either a new business item, an action item, or a resolution, as listed on the School Board regular meeting agenda, may raise their hand and wait to be recognized by the Board President during the portion of the meeting that is provided for public comment to occur. Individuals shall limit their remarks to five minutes; additional written information may be submitted (11 copies). The School Board will not hear statements that are phrased as a personal attacks on any person. Complaints regarding individual students or school-based employees should not be raised at public meetings. Any such concerns should be directed to the appropriate school principal or other school

official. Citizens are encouraged to write the School Board on any school-related topic. All public comments should be addressed to the School Board President. The President may end public comment for an individual member of the public, or close the public comment session during the course of the meeting deemed appropriate because any the above listed guidelines are not adhered to during the Board meeting.

2. Written Communications

The opportunity to speak at Board meetings is only one way for people to present their views to the School Board. The Board welcomes correspondence from community members, and written comments may be presented to the Board by delivering such material to the School Board Office.

3.21 School Board Recognitions

Individuals or Groups That Could be Recognized

Individuals, teams, or groups who have distinguished themselves related to Northern Valley Regional High School District at an exclusive level, either by state or county recognition may be recognized by the Board. The Superintendent will determine the individuals, teams or groups who will be recognized at this level.

At the Superintendent's request, the Board may choose to formally present a certificate of appreciation for presentation to an individual, team, or group.

3.22 Board Self Evaluation (Policy 9400)

The members of the board of education shall conduct an annual self-evaluation each year to determine the degree to which they are meeting their responsibilities as board members and the needs of their educational community. This self-evaluation shall be positive, frank and honest, and shall be used to establish priorities for action and specific goals and objectives to strengthen the operation of the board.

The board shall use a multifaceted self-evaluation instrument.

Section 4: Superintendent/Board Relationship

Understanding the role of, and interaction between a board of education and its chief school administrator is fundamental in effectively addressing the issues and concerns of a school district. Please use the link below to access the NJSBA brochure which explains the inter-related responsibilities of the board of education and the superintendent, and the role of each in community relations.

https://www.njsba.org/wp-content/uploads/2016/05/publications_whodoeswhat2014.pdf

4.1 Process Guidelines For School Board Members

AD HOC ADVISORY COMMITTEES (Policy 1220)

Community and/or parent/guardian advisory committees can be particularly useful both in keeping the board and administration informed with regard to community opinion and in representing the community in the study of specific school problems. The board shall, when required by law or when it finds it beneficial, appoint advisory committees to assist in research projects, long-range studies, program evaluation, and development of policies or educational goals/programs.

Each committee shall be appointed for a specific purpose and time. The board may dissolve any board-appointed committee at its sole discretion. Such committees shall be representative of the community in relation to the tasks delegated to them, and may include staff and pupils when appropriate. No appointee shall represent an organization, geographic area, religious group or any other subdivision of the community in an official capacity. Systematic programs shall be set up to draw on the assistance business, labor, and other organizations have to offer in developing vocational, technical and enrichment programs and in providing pupils with practical work experience.

The board shall adopt the committee structure and organization it deems appropriate to the assignment at hand, except for funded programs where requirements are set by law. The board is responsible for approving all members of a committee and the method of their selection in consultation with the chief school administrator. Staff members shall not constitute a majority of any general community advisory committee.

Recommendations from the committee shall not reduce the responsibility of the board, which shall be free to accept or reject the recommendations as it sees fit. Only the

board has the power to act. It will be the responsibility of the chairperson to see that the members of the committee are informed as to the final decision of the board. Any publicity concerning the organization, membership, operations, findings or recommendations of any committee shall be released only by the board designee. In district-initiated advisory committees, the chief school administrator shall draft procedures for instructing committees as to the length of time each member is being asked to serve, the services the board wishes them to render, the resources the board intends to provide, and the approximate date on which the board wishes to dissolve the committee. Furthermore, the committee shall be instructed as to the relationship it has to the board, to the individual board members, to the secretary of the board, to the chief school administrator, and to the rest of the professional staff.

When the law regulates the formation and activities of an advisory committee, the administration shall cooperate fully in its activities. The Board of Education wishes to utilize the thinking of the citizens of the community to make recommendations for the improvement of our schools. Specific topics for study or well-defined areas of activity shall be assigned in writing by the Superintendent or his/her designee with the approval of the Superintendent and the consent of the Board to each ad hoc advisory committee immediately following their appointment.

4.2 Superintendent Delegated Authority

ADMINISTRATIVE LEEWAY IN ABSENCE OF BOARD POLICY (Policy 2210)

In cases where immediate action must be taken within the school system when the board has provided no guidelines for administrative action, the chief school administrator shall have the power to act, but his/her decisions shall be subject to review by the board at its next regular meeting.

It shall be the duty of the chief school administrator to inform the board promptly of such action and of the need for possible additional policies or revisions of existing policies.

This notification will take place as soon as possible, but no later than the next scheduled Board meeting.

The Board will provide direction to the Superintendent through written policies that define the results to be achieved by students and define operational conditions and actions to be accomplished or avoided. Expected student results will be stated as Student Achievement Goals (SAGs), and expected operational conditions will be stated

as Operational Expectations policies (OEs).

As long as the Superintendent uses a reasonable interpretation of the Board's SAGs and OE policies, the Superintendent is authorized to establish procedures, make operational decisions, establish instructional practices and initiate activities the Superintendent deems necessary and appropriate to achieve the Board's stated SAGs. The Superintendent is not expected to seek Board approval or authority for such decisions. The Board will respect and support decisions made by the Superintendent as long as they represent a reasonable interpretation of the Board's policies, even though such decisions may not have been the decisions the Board or its members may have made. By this policy the Board delegates to the Superintendent the authority necessary to implement the goals and mission of the Governance Manual, subject to any approvals or actions specifically reserved to the Board in this Manual, other published policies, or the NJDOE code.

4.3 Accountability and Evaluation

Superintendent Accountability

The Superintendent is accountable for the results of all decisions made within the Superintendent's area of delegated authority. The Superintendent has two major responsibilities upon which he will be evaluated. Those responsibilities are to assure that the school system:

1. Makes reasonable progress toward achieving the Board and District Goals in regard to both Student Performance Goals and the agreed upon Operational Expectations. The Board will evaluate the school division's performance and credit the Superintendent with the results of that evaluation. Should any area of school division performance be determined unacceptable, due solely to conditions and factors beyond the control of the Superintendent, the Board agrees that the Superintendent's evaluation will reflect such determination.

Superintendent Evaluation

Formative Evaluation: The Board will establish an annual calendar and plan for its work, which will include scheduled monitoring throughout the year on progress and achievement of the Board and District Goals aligned with the Student Achievement Goals and the Operational Expectations as they appear in this Strategic Governance Manual. The Superintendent will provide thorough and detailed monitoring reports as agreed upon between the Superintendent and the Board.

Summative Evaluation: In June, the Board will review the prior year's monitoring documents submitted by the Superintendent. The Board will use these reports as a

basis to develop an overall summative evaluation document of the Superintendent's performance. The summative evaluation document will include areas for commendation as well as areas that require additional attention.

Merit Goals

In addition to the annual evaluation based on Board and District goals, the board will evaluate the levels of achievement made toward the successful completion of the Superintendent Merit Goals. Merit goals are an additional contractual component of the Superintendent's employment and are not included in the annual performance review.

Superintendent

Board Evaluation Timeline

Timeline for Superintendent's evaluation:

- December: blank evaluation form sent to Board members for future reference
- Late January: closed meeting for mid-year evaluation discussion with the Superintendent
- Early June: closed meeting for evaluation discussion with the Superintendent prior to Board members completing the evaluation form
- Mid-June: Board members complete evaluation form and submit to Board Secretary
- By June: closed meeting with Board members only to develop summary conclusions
- By June 30: Board president presents final evaluation to the Superintendent
- July: determine next year's Board and District goals.

Merit Goal Timeline

- July/August: Develop Merit goals
- January/February: Mid-Year Update
- May/June: Submission of attainment documentation
- June: ECS review and payment approval
- June/July: Payment made for the attainment of merit goals

4.4 School Board Secretary

The Superintendent shall hire and evaluate the School Board Secretary. In addition to other responsibilities, the Board Secretary shall be responsible for efficiently and effectively managing the School Board Office and for:

1. Keeping full and accurate records/minutes of the proceedings of the Board and arranging for the safekeeping of such records, other documents, and

- correspondence pertaining to the actions and proceedings of the Board;
2. Ensuring the Board Committee work and the Board agendas are effectively aligned in ways that provide a structure which adheres to the goals and deadlines agreed upon Board calendar;
 3. Signing and certifying for the Board official documents which may be required in the conduct of the business of the school system;
 4. Discharging such other duties in connection with the business of the school division as may be required of him or her by this School Board or the New Jersey School Board.

Meeting Minutes

1. The School Board Secretary or designee is responsible for keeping a full and accurate record of all Board proceedings. These minutes of open meetings of the School Board shall include:
 - The date, time, and location of meeting;
 - The Board members recorded as absent or present (including specifics regarding late arrival or early departure);
 - A notation of the presence or absence of the Superintendent and/or of the student representative to the Board;
 - A record of any corrections to the minutes of the previous meeting; and
 - A summary of discussions on matters proposed, deliberated, or decided and a record of any votes taken. The minutes shall be permanently retained and indexed for reference purposes. The exhibit files (agendas, minutes, and all supporting documentation) for all open meetings shall be permanently retained.
2. Record of Closed Meetings

The School Board Secretary or designee shall attend closed meetings (unless expressly excused) for the purpose of taking brief notes that may include: date, time, and location of the meeting; a record of all persons in attendance; itemization of issues discussed; materials distributed; and any action taken (including motion and vote). These notes shall not be transcribed or distributed but shall be maintained separately in the School Board office in accordance with the records retention guidelines and shall be made available, upon request, to Board members and other individuals permitted to be present at the closed meeting in accordance with statutes governing closed meetings. Closed meetings shall not be tape-recorded.

4.5 School Board/Staff Communication Process

Constituent Inquiries Routine Requests from a Board member

1. School Board Secretary or designee will handle routine requests from constituents received by a Board member.

Constituent Inquiry – Received initially by a Board member

2. If a Board member receives an inquiry from a constituent, the request for a response will be sent to the Superintendent's office, copying the School Board Secretary.
3. The Superintendent's office will assign the inquiry to the School Board Secretary for a response, which will be provided within 5 days to the constituent. If the Board member prefers to respond directly to the constituent, then the response will be provided to the School Board Secretary and the Superintendent.
4. The School Board Secretary will ensure that all inquiries will be logged, with the exception of routine requests.

Constituent Inquiry – Received initially through the general Board email address

5. The School Board Office staff will forward the general inquiries to the Board member, the Board President and the Superintendent. Once a month, all Board members will receive a report of those completed inquiries.
6. For questions or inquiries that would require a commitment of staff time, the following process should be followed:

School Board information request

7. The School Board Secretary will officially submit a request for information to the Superintendent's office, including a short rationale, so the request can be prioritized.
8. The Superintendent will determine the timeline within such a request can be reasonably granted. If warranted, the request may be discussed with the Board President and/or brought to a Board committee.
9. Next steps will be taken by the School Board Office staff, or other staff members across the district and will be reviewed by the Superintendent and action will be taken according to the timeline the Superintendent develops.
10. Requests will be included in the correspondence log.

Appendix
Annual School Board Calendar
Including Suggestions from NJSBA

JANUARY

- Board reorganization (after November elections)*
- “Swearing In” of Newly Elected Board Members
- Election of President and Vice President
- Appointment of Board Secretary
- Professional Appointments
- Appointment of School Auditors
- Appointment of School Architect of Record
- Appointment of School Engineer
- Appointment of Board Bond Attorney
- Appointment of Board Attorney
- Appointment of Insurance Agency
- Appointment of School Physicians
- Environmental Consultants
- Establishment of Time, Place and Purpose of Regular Meetings
- Naming of Depositories of Board of Education Funds
- Naming of Official Local Newspapers
- Payroll Authorization
- Authorization to Disburse Funds for Social Security, Health and Dental Benefits
- Re-Adoption of Policy Manual
- Re-Adoption of Curriculum and Textbooks
- Adoption of Code of Ethics
- Membership in the New Jersey School Boards Association/Bergen County School Boards Association
- Appointment of Representative Requesting Federal and State Funds
- Approval of Officer for Bidding and Purchasing
- Designation of Claims Auditor: Pre-Payment Authority Amended 18a:19-1,2&4
- Imprest Petty Cash Funds Authorization
- Reconciliation of Bank Accounts
- State Contract Vendors
- Approval of Healthcare Facility
- Designation of School Safety Specialist
- Review of surveys completed
- Review of 1 to 1 Goals & Objectives
- District in-house orientation for new board members (for districts with November elections)

- Board Code of Ethics discussion with NJSBA representative *(for districts with November elections)
- Review mandatory training requirements for board members (for newly sworn in as well as existing members)
- Review requirements of the superintendent contract renewal for contracts expiring July 1. * (Superintendents must be given 30 days notice for each year of a contract duration.)
- See N.J.S.A. 18A:17-15. Title 18 A is the section of state law governing public education.
- For new board members, financial disclosure forms are due to the School Ethics Commission within 30 days of joining the board*
- Review preliminary budget numbers with the superintendent and board administrator

FEBRUARY

- Superintendent provides an update on progress toward achievement of district goals and objectives.
- Board provides a public update on progress toward achievement of board goals and professional development improvement plan.
- Superintendent/BA provide an update on capital projects.
- Meet with NJSBA representative to review superintendent and board evaluation process and set timelines for completion.
- Board & district goals update

MARCH

- Hold public budget hearing / adopt budget (April elections)*
- Suggested: Public hearing of the Violence, Vandalism and Bullying Report.
- (By law a board must have a public hearing twice yearly; once between Sept. 1 - Jan. 1 and again between Jan. 1- June 30.)
- Tech presentation to Board to include inventory, discard list and update of 3-5 year plans

APRIL

- Financial disclosure forms distributed to the Ethics Commission for board members elected in April and for all continuing board members*
- Hold public budget hearing / adopt budget (November elections)*
- Approve the school health nursing services plan.
- Approve the comprehensive equity plan.
- Start discussion of next year's district goals and objectives

MAY

- Complete online Superintendent evaluation forms* (all non-conflicted board members) once the Superintendent has completed his/her goals portion.
- Complete online board self-evaluation form.

- Approve written curriculum that clearly and specifically aligns with the most recent State Board adopted version.
- End-of-year staff review report to board by Superintendent (All staff: non-tenured, tenured, and administration).
- Board annual goal setting retreat.
- Report on compliance of submitting financial disclosure statements to the School Ethics Commission
- Act on personnel recommendations of Superintendent
- Superintendent self-assessment due
- Superintendent merit goals to be reviewed
- Board evaluation of Superintendent

JUNE

- Schedule closed- session meeting (all non-conflicted board members) to review board members' evaluations and organize the overall superintendent evaluation narrative (Provide "Rice" notice to superintendent. "Rice" refers to the case that led to the legally-required process of notifying school employees when matters affecting their employment will be discussed privately by the school board.)
- Superintendent provides end-of-the-year report on district goals
- Board provides end-of-the-year report on board of education goals
- Review and revise as necessary the superintendent evaluation instrument for upcoming year based on goals and objectives
- Finalize the superintendent's evaluation and conduct closed session summary conference (all non-conflicted board members); provide Rice notice to superintendent.*
- Board annual goal-setting retreat (if not completed in May)
- Review results of compiled board self-evaluation
- Superintendent presents district goals to Board
- Board should request contract analysis from NJSBA labor relations staff, for employee contracts ending in June of the upcoming year.
- Board approved Superintendent evaluation due June 30
- Next school year Superintendent merit goals selected by June 1
- Establish next year's district goals and objectives by June 1
- Review of surveys done
- Board & district goals update – final for school year

JULY

- Board of education approves district and board of education goals.
- Superintendent develops action plans to achieve district goals.
- Board develops action plans to achieve board goals.
- Review and approve staff development plans for next year and the connection to student achievement.

- Review the district mentoring plan.
- Approve board professional development plan.
- Review curriculum writing process and the connection to increased student achievement.
- Review of 1 to 1 Goals & Objectives

AUGUST

- Review progress of all students at key grade levels in mastering the current education standards and on the performance of student subgroups on state tests.
- Approve any additional personnel recommendations for coming school year.
- Annual review of the student code of conduct.
- Annual review of memorandum of agreement (MOA) and law enforcement operations for alcohol, other drugs, weapons and safety.
- Superintendent merit goals due to County Superintendent for the next school year by 8/1

SEPTEMBER

- Superintendent presents action plans for achievement of district goals
- Approve the comprehensive maintenance plan.
- Approve the long-range facility plan
- Approve the safety and security plan.
- Board plans for negotiations for employee contracts ending in June of the upcoming year.

OCTOBER

- Public hearing of the Violence, Vandalism and Bullying Report (suggested for this month; by law a board must have a public hearing twice yearly; once between Sept. 1- Jan.1 and again between Jan 1- June 30).
- Public presentation of Student achievement data
- Develop budget parameters focusing on student achievement based on strategic planning goals and/or district annual goals.
- Update on curriculum writing/pilots/cycle.
- Superintendent provides update on progress toward achievement of district goals and objectives.
- Board provides update on progress toward achievement of board goals and Professional Development Plan.
- Attend NJSBA Workshop.
- Tech presentation to Board to include inventory, discard list and update of 3-5 year plans
- Go out to bid for services that are approved in January

NOVEMBER

- Board election (November elections)
- Approve submission of the NJQSAC Statement of Assurance*
- Review audit report / approve and oversee the corrective action plan if needed*
- (Audit report must be approved by board no later than five months after the end of the previous school year.)
- Review and/or approve Technology Plan.
- AP scores presentation
- Board & district goals update

DECEMBER

- Review budget priorities, ensure planned purchase of materials and curriculum development support student achievement.
- Negotiations begin if teachers contract ends in June of the upcoming year.
- SAT & ACT scores presentation
- Annual audit presentation

NORTHERN VALLEY REGIONAL HIGH SCHOOL DISTRICT
CALENDAR
2018-2019

September (16)					October (23)					November (18)					December (15)						
M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F		
8/31					1	2	3	4	5						1	2	3	4	5	6	7
3	4	5	6	7	8	9	10	11	12	5	6	7	8	9	10	11	12	13	14		
10	11*	12	13	14	15	16	17	18	19	12	13	14	15	16	17	18	19	20	21		
17	18	19	20	21	22	23	24	25	26	19	20	21	22	23	24	25	26	27	28		
24	25	26	27	28	29	30	31			26	27	28	29	30	31						
January 2018 (22)					February (15)					March (21)					April (17)						
M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F		
	1	2	3	4																	
7	8	9	10	11	4	5	6	7	8	4	5	6	7	8	8	9	10	11	12		
14	15	16	17	18	11	12	13	14	15	11	12	13	14	15	15	16	17	18	19		
21	22	23	24	25	18	19	20	21	22	18	19	20	21	22	22*	23	24	25	26		
28	29	30	31		25	26	27	28		25	26	27	28	29	29	30					
May (22)					June (15)					<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> Labor Day First Day for Teachers First Day/ Delayed Opening for Students Delayed Opening for Students Rosh Hashanah Yom Kippur Delayed Opening for Students Teachers' Convention Half-Day for Students Thanksgiving Delayed Opening for Students Holiday Recess MLK Day Half Day for Students President's Day Winter Recess Spring Recess Good Friday Delayed Opening for Students Memorial Day Graduation – Summit House Graduation – Old Tappan Graduation – Demarest Last Day of School Last Day for Teachers </td> <td style="width: 50%; vertical-align: top;"> Sep 3 Sep 4 Sep 4 Sep 5 Sep 10 & 11* Sep 19 Oct Nov 8 & 9 Nov 21 Nov 22 & 23 Dec Dec 24- Jan 1 Jan 21 Feb 18 Feb 18-22 Apr 15-19 Apr 19 April May 27 June June 20 June 21 June 21 June 24, 25 or 26 </td> </tr> </table>										Labor Day First Day for Teachers First Day/ Delayed Opening for Students Delayed Opening for Students Rosh Hashanah Yom Kippur Delayed Opening for Students Teachers' Convention Half-Day for Students Thanksgiving Delayed Opening for Students Holiday Recess MLK Day Half Day for Students President's Day Winter Recess Spring Recess Good Friday Delayed Opening for Students Memorial Day Graduation – Summit House Graduation – Old Tappan Graduation – Demarest Last Day of School Last Day for Teachers	Sep 3 Sep 4 Sep 4 Sep 5 Sep 10 & 11* Sep 19 Oct Nov 8 & 9 Nov 21 Nov 22 & 23 Dec Dec 24- Jan 1 Jan 21 Feb 18 Feb 18-22 Apr 15-19 Apr 19 April May 27 June June 20 June 21 June 21 June 24, 25 or 26
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20	21	22	23	24	17	18	19	20	21												
27	28	29	30	31	24	25	26	27	28												
July (21) Valley Regional Programs					MID-MARKING PERIOD: END OF MARKING PERIOD:																
M	T	W	T	F																	
1	2	3	4	5																	
8	9	10	11	12																	
15	16	17	18	19																	
22	23	24	25	26																	
29	30	31																			

	<u>Number of Days</u>		<u>YRP</u> <u>Teachers</u>
	<u>Students</u>	<u>Teachers</u>	
Sept	16	17	17
Oct	23	23	23
Nov	18	18	18
Dec	15	15	15
Jan	22	22	22
Feb	15	15	15
Mar	21	21	21
Apr	17	17	17
May	22	22	22
June	15	16	16
July VRP	184	186	207

One additional day has been built into the calendar to be used by the Superintendent for a necessary closing on April 22. If this imbedded day is not used, students will not have classes for the day listed above. If the emergency day is used, students will have classes on Monday, April 22. If a second emergency closing day is needed, the number of student days will be reduced to 182.

Teachers Professional Development (PD): *September 11 will be a PD day and if the imbedded day is not used for an emergency closing, April 22 will be used for Professional Development. The teachers' last day will be either June 24, 25 or 26, depending on the amount of days used for emergency school closings.

If deemed necessary by unexpected closings, the April vacation may be abbreviated in part or in whole. Therefore, plans which cannot be changed should not be made for the April vacation. The Superintendent of Schools reserves the right to make adjustment to the school's time schedule when it is deemed necessary.

THE LETTER OF THE DAY WILL NOT CHANGE IF SCHOOL IS CLOSED FOR SOME REASON.

Approved by the Board of Education: February 12, 2018