

Governing Style

The board will govern with emphasis on end results for students rather than on interpersonal issues of the board as follows:

1. Encourage diversity in viewpoints and create an environment which encourages the sharing of diverse viewpoints during board discussions
2. Focus on strategic leadership rather than administrative detail
3. Observe clear distinction between board and superintendent roles
4. Make collective rather than individual decisions
5. Exhibit future orientation rather than past or present; and govern proactively rather than reactively

Accordingly, the board will maintain the following practices:

1. The board will cultivate a sense of group responsibility. The board, not the superintendent or staff, will be responsible for excellence in governing. The board will use the expertise of individual board members to enhance the performance of the board as a body, but will not substitute individual judgments and opinions for the board's collective values. Board members will be professional and collaborative and will adhere to the following:
 - a. Focus on issues rather than personalities
 - b. Respect decisions of the full board, even if casting a dissenting vote
 - c. Exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other
 - d. Criticize privately, praise publicly
 - e. Make every reasonable effort to protect the integrity and promote the positive image of the district and one another
 - f. Never embarrass each other or the district
2. The board will hold itself accountable for governing with excellence. This self-discipline will apply to the following:
 - a. Attendance
 - b. Preparation for meetings
 - c. Adherence to policymaking principles
 - d. Respect of roles
 - e. Ensuring effective governance capability into the future

3. To ensure the board’s business meetings are conducted with maximum effectiveness and efficiency, board members will maintain the following practices
 - a. Speak only when recognized during meetings
 - b. Not interrupt each other during meetings
 - c. Not engage in side conversations during meetings
 - d. Ask questions for clarification
 - e. Listen for content and understanding
 - f. Not repeat what has already been said during meetings
 - g. Support the board chair’s efforts to facilitate an orderly meeting
 - h. Communicate in a timely manner to avoid surprises
 - i. Ensure that all board members’ voices are heard
4. The board will direct, control, and inspire the district through the careful establishment of written 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 engage in the following:
 - a. Assume responsibility for resolving operational problems or complaints
 - b. Give personal direction to any part of the operational organization
5. To ensure continued improvement, continual board development will include orientation of new board members in July about the governance process, and periodic discussion and evaluation of the board’s processes.
6. The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling its commitments.
7. The board will monitor its processes and performance on an annual basis.
8. By majority vote of board members, the board may revise or amend its policies at any time. However, normally a proposed policy revision will be discussed at one session of a board meeting prior to being approved at a subsequent board meeting.

Monitoring Method: Board Self-assessment
Monitoring Frequency: Annually

Salem-Keizer Public Schools does not discriminate on the basis of race, color, religion, sex, sexual orientation, national origin, marital status, age or disability in its programs and activities.