



KANSAS CITY
PUBLIC SCHOOLS



BOARD POLICY MANUAL

Adopted: June 23, 2010

Updated: December 18, 2013

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December 18, 2013

The Kansas City Public Schools (KCPS) Board of Directors, serving in dual roles as representatives of our community and as governors of our schools, is ultimately accountable for our scholars' educational achievement. Educational achievement occurs when we connect the motivation of our scholars to the effectiveness of our educators. Where that connection exists, circumstances become nearly powerless to interrupt achievement; where it does not, the circumstances surrounding our children become powerful. To support the connection and growth of scholar motivation and educator effectiveness in pursuit of this singular goal, the Board:

- 1) listens to the aspirations of the community;
- 2) ensures the Board's implementation of good governance practices;
- 3) selects, supports and monitors a Superintendent/CEO; and
- 4) listens to the values of the community to ensure that, while in pursuit of our collective aspirations, our values are not violated.

The Board then conducts the important work of codifying these four sets of ideals into policy to which the Superintendent is held accountable for adhering.

Concordantly, the KCPS Board Policy manual is organized into these same four key areas: 1.0 *Ends*, 2.0 *Governance Process*, 3.0 *Governance Relationships* and 4.0 *Limitations*. The following document represents the entirety of Board Policy, though it remains a living document subject to routine reevaluation and revision. It is through these policies that the Board supports scholar motivation and educator effectiveness, thus governing the KCPS ever nearer to that which most matters: the educational achievement of our scholars.

In Service,



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BOARD POLICY MANUAL



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1.0

Policy Category: *Ends*

Policy Name: Global Ends

Revised: June 22, 2011, August 28, 2013

1.0 The Kansas City Public Schools (KCPS) is a collaboration of scholars, parents, staff and the community to constantly improve academic achievement by addressing the individual needs of each student from birth. Scholars will be high achieving critical thinkers who are prepared to succeed in a constantly changing world and who are engaged in the improvement of their community.

1.1 High Achieving Critical Thinkers

1. All scholars will demonstrate proficient or advanced performance on state assessments. Scholars demonstrating basic or below basic performance will demonstrate significant academic growth each school year.
2. All scholars will demonstrate literacy, numeracy and critical thinking skills at or above grade level, both as a whole and by groups. Scholars demonstrating below grade level performance will demonstrate significant growth each school year.
3. All scholars will be socially, emotionally and academically ready for Kindergarten.

1.2 Succeeding in a Constantly Changing World

1. All scholars will graduate college and career ready empowered to choose their path to a successful future.
2. All scholars will receive a curriculum that positions them to excel in the 21st Century and beyond.

1.3 Engaged in the Improvement of their Community

1. All scholars will participate in service learning and in district groups/activities that will prepare them to be effective members of our democratic society.
2. All scholars will demonstrate the skills and behaviors of personal responsibility and civility.
3. All scholars will obtain the life skills necessary to demonstrate self-improvement of their mental, emotional and physical health.

2.0

Policy Category: *Governance Process*

Policy Name: Global Governance Process

Revised: June 22, 2011, December 18, 2013

2.0 The purpose of the Board, on behalf of owners of the Kansas City Public Schools (KCPS), is to ensure that KCPS:

1. Successfully achieves its desired outcomes (as prescribed in the Board's *Ends* policies); and
2. Minimizes and avoids intolerable actions and situations (as proscribed in the Board's *Limitations* policies).

The Board serves as the legal and moral educational advocate for all students and owners within the KCPS boundaries.



2.1 The Board is responsible and accountable for the performance of KCPS and the academic achievement of its students as measured by State Assessments and the Board's *Ends* Policies. Accordingly, the Board is charged with governing KCPS and ensuring the following (the responsibility for which may not be assigned to any other entity or person(s), but remains with the Board):

1. The connection between those from whom the Board derives its legal and moral authority and KCPS.
2. The creation of governance policies that address all of KCPS's decisions and situations, including:
 - a. *Ends*: 1.) External results, impacts, benefits and outcomes; 2.) Students, parents, owners and the overall community; and 3.) The relative value or priority of those things for those people (i.e. what good, for whom and at what cost); and,
 - b. *Limitations*: Constraints on executive, administrative, educational and/or operational authority in order to establish the prudent, ethical, legal, moral, and just boundaries within which all executive activity and decisions shall take place (what may not happen, or what is undesirable or not approvable, even if it accomplishes *Ends*);
 - c. *Governance Process*: How the Board conceives, carries out and monitors its own purpose, functions and duties; and
 - d. *Governance Relationships*: How authority is delegated to and its proper use by the Superintendent, including his/her role, authority and accountability as well as the operational role, authority and accountability of any other person directly accountable to the Board.
3. Assuring the successful KCPS performance on *Ends* and *Limitations* by:
 - a. Appointing an individual deemed suitable, equipped, and appropriate as Superintendent;
 - b. Determining Superintendent compensation, benefits, prerequisites, and employment terms;
 - c. Deciding any issue or matter not specifically delegated to the Superintendent; and,
 - d. Monitoring and evaluating Superintendent performance solely against KCPS performance of *Ends* and *Limitations* policies and taking any appropriate action related thereto.

Policy Category: *Governance Process*

Policy Name: Fiduciary Responsibility of the Board

Revised: March 9, 2011, June 22, 2011, December 18, 2013

4. Establishing a method for independent review of Superintendent expenses charged to KCPS, including requests for reimbursements.
5. Ensuring that all KCPS assets benefit the neighborhoods in which they are located as well as the overall KCPS community.

- 2.2** The Board shall govern prudently, ethically, morally, lawfully, justly, and transparently, and with an emphasis on (a) outward vision rather than internal preoccupation, (b) encouraging diversity in view, (c) providing strategic leadership rather than administrative detail, (d) establishing and maintaining clear distinction between the roles of the Board and the Superintendent, (e) making collective rather than individual decisions, (f) the present and future rather than past, and (g) acting proactively rather than reactively.
1. The Board shall cultivate a sense of group responsibility. The Board, not the Superintendent, Administration and/or staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to the Superintendent, KCPS, staff or other initiatives regardless of where they are derived. The Board will not use the expertise of individual Board members to substitute for the judgment of the Board as a whole, although the expertise of individual members may be used to enhance the understanding of the Board members as a group.
 2. The Board will direct, control and inspire KCPS through the careful establishment of broad written policies reflecting the Board's values and perspectives, which should be informed by the ownership of KCPS. The Board's major policy focus shall be on the intended long-term outcomes for the students, staff, and owners of KCPS rather than administrative or programmatic means of attaining those outcomes.
 3. The Board shall enforce upon itself the discipline needed to govern with excellence. Board discipline shall apply to matters such as preparation for and attendance at meetings, policy governance principles, respecting roles of all participants in the governance process, and ensuring the continuance of governance. The Board can change its governance processes or other policies at any time, however while in force, the Board will observe such governance processes and other policies scrupulously.
 4. Board development and continuous improvement shall include quarterly training and orientation of new Board members in the Board's governance process and quarterly Board discussion of improvement of the governance process.
 5. The Board shall not allow any officer, committee, member(s) of the Board, or other individual or group to hinder or to serve as an excuse for not fulfilling the Board's commitments.

Policy Category: *Governance Process*

Policy Name: Governing Style

Revised: June 22, 2011, December 18, 2013

6. The Board will monitor and discuss the Board's processes and performance at each meeting. Self-monitoring will include the review of Board activities relative to the policies in the *Governance Process* and *Governance Relationships* categories.
7. The Board shall execute all duties and functions specifically required of it by State and Federal law. The Board shall not delegate specifically mandated responsibilities to be performed by the Board to any other entity or person(s).

2.3 To accomplish its obligations to the governance processes and policies with a governance strategy consistent with Board values, the Board will follow an annual agenda in which the Board will (a) annually review its *Ends* policies, (b) annually review all other policies, and (c) intentionally and regularly improve Board performance through Board education and enriched input and deliberation on an on-going basis.

1. The agenda cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one year segment of the Board's most recent statement of long-term *Ends*.
2. The cycle will start in July with the Board's development of its agenda for the next year.
 - a. Consultations with groups of owners or other methods of gaining owners' input will be scheduled in the first quarter and conducted throughout the remainder of the agenda cycle.
 - b. Education of the Board as it relates to *Ends* determination (e.g., presentations by futurists, demographers, market researchers, advocacy groups, parents, students, staff, experts, etc...) will be scheduled in the first quarter and conducted throughout the remainder of the agenda cycle.
 - c. Education of the Board as it relates to Policy Governance shall be intentional and shall be conducted quarterly to increase the Board's ability to govern. This also shall be done upon any change in Board composition or change in Superintendent.
3. The Board shall attend to the Board and Superintendent's consent meeting agenda items as expeditiously as possible, ensuring that meeting time is managed in such a manner that prevents untimely or unnecessary delays in starting the regular session or results in items being left on the agenda at the conclusion of an executive session.
4. Superintendent monitoring and evaluation will be regularly scheduled on Board meeting agendas for Board discussion, evaluation, and decision.
5. By the July 1st of each year, the Superintendent's remuneration will be determined after a review and evaluation of the monitoring reports received for the previous year.

2.4 The Board's Chair shall assure the integrity of the Board's governance and represents the Board to outside organizations.

1. The duty of the Board Chair is to ensure that the Board behaves consistently within its rules and those rules legitimately imposed upon the Board from outside the organization.
 - a. Board meeting discussions will focus on those issues which, according to Board policy, clearly belong to the Board to decide or to monitor, evaluate and or decide, and which are placed on the Board's meeting agenda.
 - b. Issues which do not clearly belong to the Board to monitor, evaluate and or decide will be avoided or minimized, and always noted as not clearly belonging to the Board.
 - c. Discussions and deliberations will be fair, open and thorough, but also timely, orderly and to the point.

2. The authority of the Board Chair consists of making decisions that fall within topics covered by Board policies on *Governance Process* and *Governance Relationships*, with the exception of (a) employing or terminating the employment of a Superintendent, and (b) where the Board specifically delegates portions of this authority to others. The Board Chair is authorized to use any reasonable interpretation of the provisions in *Governance Process* and *Governance Relationships* policies in the exercise of such authority.
 - a. The Board Chair is empowered to chair Board meetings with all the commonly accepted authority of that position (e.g., ruling on procedural matters, limiting discussion time, recognizing Board members during discussion, etc...) while also recognizing that the Chair must remain neutral and fair in the exercise of such authority.
 - b. The Board Chair has no authority to make decisions about policies created by the Board within *Ends* and *Limitations* policy areas, including but not limited to any staff issues. Therefore, the Board Chair has no authority to supervise or direct the Superintendent.
 - c. The Board Chair may represent the Board to outside parties in announcing the Board's approved positions once the Board has completed its deliberations and has come to a decision and the position can be articulated. In stating the Board's decision, the Board Chair shall be limited to those decisions and/or interpretations within an area delegated specifically to the Board Chair. The

Policy Category: *Governance Process*

Policy Name: Role of the Board Chair

Revised: June 22, 2011, December 18, 2013

Board Chair shall not fail to inform the Board of information, activities, or actions that may result from meetings with organizations or individuals outside KCPS.

- d. The Board Chair may delegate this authority, but remains accountable for its use or misuse, and once delegated, the Board Chair shall not re-exercise such authority until such time as the delegation of the authority by the Board Chair has been revoked.

2.5 The Board adopts the following Code of Conduct to promote ethical, businesslike and lawful conduct, including appropriate use of authority and decorum while serving as an elected Board Member. This Code of Conduct applies to relationships and interactions among and between **Board Members as well as between Board Members and the owners, students, parents, ownership groups, and Superintendent.**

1. Board Members shall act with allegiance to the owners of KCPS, representing them honestly and equally, and avoiding conflicts of interest to other Board Members, friends and family, staff, students, businesses, vendors, other organizations, and special interests.
 - a. Board Members shall annually disclose their specific involvement with other Board Members, friends, family, staff, students, businesses, vendors, other organizations, and those representing special interests and any other associations that could be viewed as a conflict of interest.
2. Board Members shall work with other Board Members with a sense of purpose to establish appropriate Board policies and to conduct the business of the Board and KCPS in a professional and collegial manner, without micromanaging the Superintendent and staff.
3. Board Members will take no individual action that could compromise the integrity of the Board, Superintendent or KCPS.
4. Board Members shall attend Board meetings informed of the issues to be presented and properly prepared for discussion and deliberation. Additionally, Board Members shall model continuous learning and improvement, self-reflection, and good governance at each Board Meeting.
5. Board Members shall respect official Board decisions, recognizing that the Board speaks with one voice, and no Board Member shall attempt to exercise individual authority over the organization or express individual views as those of the Board.
6. Board Members shall maintain the confidentiality of any and all information provided to them in closed meetings of the Board, until such information is

disclosed as required by law, recognizing that each Board Member has been placed in a position of trust and sacred honor by the owners and constituents who reside within the boundaries of KCPS.

7. Board Members shall work to maintain open, effective, and decorous communication among the Board Members, with the Superintendent, and with the owners in order to promote the accomplishment of the *Ends*.
8. Board Members shall strive for a positive working relationship with the Superintendent, respecting the Superintendent's role in advising the Board, implementing Board policy, and operating KCPS.
9. Board Members shall insist upon continuous and systematic monitoring and evaluating of KCPS performance.
10. Board Members shall hold themselves and other Board Members accountable for complying with this Code of Conduct.
11. Board Members shall work to build a common vision and consensus among all Ownership groups and Community organizations.

2.6 It is in the Board's best interest to be aware of and properly manage all conflicts of interest and appearances of conflicts of interest. This policy is designed to assist Board Members in identifying and avoiding situations that present real, potential, or perceived conflicts of interest.

1. A conflict of interest arises when a Board Member has a personal interest that conflicts with the interests of KCPS, including situations where a Board Member has a duality of interest with KCPS and/or instances concerning nepotism (See Appendix B, 1).
2. The Board and individual Board Members shall avoid the perception of a conflict of interest and work to ensure that any real conflict of interest within the Board or Board Members is immediately resolved (See Appendix B, 2).
3. The Board shall handle and /or resolve any conflicts of interests within the Board or by the Board Members (See Appendix B, 3).
4. The Board shall enforce the *Conflict of Interest and Disclosure* policy (See Appendix B, 4 and 5).
5. Every Board Member shall execute Board Member rights, responsibilities, duties, and obligations in compliance with all applicable state and federal statutes, rules, and regulations.
6. Every Board Member shall complete annually (each June) a Conflict Disclosure Form identifying any relationships, positions, or circumstances in which the Board Member is involved that is or could become a conflict of interest or give the appearance of a conflict of interest. These forms will be held by the Board Secretary and available for the full Board to review (See Appendix B, 6).

2.7 The Board is committed to fostering and supporting owner interest and involvement in KCPS because owner support of KCPS is essential to student success. The Board shall encourage a broad and diverse spectrum of owners to share their concerns, ideas, and interests with the Board. The Board is committed to the exploration, maintenance, and monitoring of ongoing collaborative and productive communication processes with KCPS owners.

It is essential that the owners are encouraged, supported, and recruited to contribute their time, knowledge, skills, ideas, and solutions to KCPS. The processes through which owner engagement is accomplished must provide an environment where diverse views can be heard, discussed, and considered in a thoughtful and nonjudgmental manner to build an atmosphere of respect and to engage everyone in solving the myriad of obstacles and problems facing KCPS.

As part of the Board's commitment to owner engagement and to being an advocate with the students' best interest as our guiding principle, the Board shall:

1. Ensure that the breadth and diversity of interests and values from across the ownership are heard and considered by the Board.
2. Recognize that KCPS ownership is comprised of numerous and diverse constituencies, each with a vested interest in the education of students. Some of these constituents may include, but are not limited to, Kansas City residents, advocates, non-profit organizations, parent and/or community-based organizations, businesses, civic and non-governmental organizations, local postsecondary educational institutions, local state and Federal government and agencies and cultural, ethnic and faith-based organizations.
3. Establish a process and climate for owner engagement ensuring that owners and/or constituents have an opportunity to share their views concerning decisions that will affect KCPS. It is critical that owners understand that engagement is an integral component of the Board's role.
4. Ensure owner engagement by utilizing opportunities for input including, but not limited to, hearings, forums, surveys and public comments.
5. Provide, to the greatest extent possible, interpretation services and translations when needed or requested.

Policy Category: *Governance Process*

Policy Name: Owner Engagement

Revised: June 22, 2011, December 18, 2013

6. Inform to the greatest extent possible owners on the structure and process of KCPS governance model, and the vision, goals, and policies developed by the Board.
7. Encourage parents, owners, and community organizations to be involved in KCPS and the success of its students.

2.8 Board Committees and or Board Liaisons appointed by the Board are to be used to reach the Board's *Ends*, but they shall never interfere with the delegation from the Board to the Superintendent.

1. Board Committees and Board Liaisons shall be used to assist the Board to more effectively perform its job, not to assist, advise, or exercise authority over the Superintendent, faculty, or staff. Board Committees ordinarily will assist the Board by preparing policy alternatives and information for Board deliberation or by performing specific audit or monitoring functions.
2. Board Committees and Board Liaisons may not speak or act for the Board except when formally given such authority by the Board Chair for a specific reason and or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with the authority that the Board delegates to the Superintendent and/or Board Chair.
3. Board Committees and Board Liaisons may not exercise authority over the Superintendent.
4. Board Committees and Board Liaisons that have helped to develop Board policy will not be used to monitor KCPS performance on that same subject.
5. Board Committees and Board Liaison responsibilities shall be carefully established in order to clearly define their expected outcomes, performance time lines, Board-authorized use of funds and administrative or staff time, and the monitoring schedule of their duties, as well as to avoid conflicts between the authority delegated to the Superintendent and that of the Board Chair.
6. The Superintendent works for the Board, and he/she shall not be required to obtain the approval of a Board Committee or Board Liaison before taking any administrative action except where such action is a Board action rather than an administrative action or such authority has formally been granted to the Board Committee or Board Liaison and the Board Committee or Board Liaison has directed the Superintendent to carry out said Board action.

Policy Category: *Governance Process*

Policy Name: Board Committee and Board Liaisons

Revised: June 22, 2011, December 18, 2013

7. Board Committees and Board Liaisons will be used sparingly and usually in an ad hoc capacity. Unless otherwise stated, Board Committees and Board Liaisons shall cease to exist as soon as the assigned task is complete.
8. Any group or role that is formed by Board action, regardless of whether it is called a Board Committee or Board Liaison, and regardless of whether the group or role includes one or more Board Members, **must comply with the above policy.**

2.9 The Board shall consistently invest in its capacity to govern, increasing its knowledge and skills so that its members are more effective in their duties in evaluating and monitoring the performance of KCPS.

1. Board skills, methods and training shall be sufficient to ensure the Board has the tools and ability to monitor and evaluate Board Policy:
 - a. External monitoring assistance shall be arranged so that Board Members can exercise confident control over KCPS performance. This may include, but is not limited to, financial audits and asset condition reviews.
 - b. Engagement, outreach and survey methods shall be used as needed to ensure the Board's ability to listen to ownership viewpoints and values as well as to listen to other significant owners.
 - c. Additional resources such as environmental analyses, futurists' projections, expert presentations, workshops and materials shall be used as needed to instruct the Board on potential alternatives and their implications for *Ends* determination and the long-range opportunities and threats facing KCPS.
 - d. Training and retraining, including facilitation, workshops and materials, shall be used liberally to orient new and existing Board Members and candidates for membership as well as to maintain and improve existing member skills.
2. Costs shall be prudently incurred, though not at the expense of endangering the development and maintenance of expanding the Board's capability. Annually, the Board shall approve a budget for quarterly Board development training, guest experts, books, new Board Member training, surveys and other training as requested by Board Members.
3. New Board members shall not be allowed to attend any annual conferences or training for which travel outside of the Kansas City area is required until after they have completed their initial Missouri School Board Association (MSBA) 16 hour training, unless it is approved by the Board.
4. Each fiscal year, the Board shall establish a training budget for the upcoming fiscal year, which shall be included in the annual Board budget.

2.10 Systematic monitoring and evaluation of the Board's *Governance Process* and *Governance Relationships* policies shall be conducted to ensure the Board's commitment to on-going improvement and adherence to Board Policy.

1. Monitoring and evaluation is simply to determine the degree to which the Board is in compliance with its *Governance Process* and *Governance Relationships* policies.
2. Monitoring of the Board's own governance will be acquired by three methods:
 - a. By direct Board inspection where one or more designated members of the Board assess compliance with Board Policy.
 - b. By Owner inspection, in which one or more designated and trained Owners or member/employee of an Owner assess Board compliance with appropriate Board Policy.
 - c. By external report, in which a third party, disinterested expert selected by the Board assesses compliance with selected policy criteria.
3. In every case, the standard for compliance shall be any reasonable interpretation of the Board Chair's interpretation of the Board Policy being monitored. The Board is the final arbiter of appeal for reasonableness and the Board shall always judge with a "reasonable and prudent person" test rather than with an interpretation favored by individual Board Members.
4. Board policies will be monitored at a frequency and by a method chosen by the Board. The Board reserves the right to monitor any policy at any time. The Board will normally monitor relevant *Governance Process* and *Governance Relationships* policies with direct Board inspection during the first Board meeting of the month and will monitor and evaluate all policies according to the following schedule:

Policy Category: *Governance Process*

Policy Name: Monitoring Governance Process

Revised: February 23, 2011, June 22, 2011, December 18, 2013

Policy	Policy Name	Monitoring Method	Monitoring Frequency	Monitoring Month(s)
2.0	Global Governance Process	Direct Inspection	Annual	February
2.1	Fiduciary Responsibility of the Board	Direct Inspection/External	Annual	October
2.2	Governing Style	Direct Inspection/External	Semi-Annual	October & March
2.3	Strategic Agenda Planning	Direct Inspection	Annual	June
2.4	Role of the Board Chair	Direct Inspection	Annual	November
2.5	Board Members' Code of Conduct	Direct Inspection/External	Annual	November
2.6	Board Members' Conflict of Interest	Direct Inspection/External	Annual	November
2.7	Owner Engagement	Direct Inspection/External	Semi-Annual	December & May
2.8	Board Committee and Board Liaisons	Direct Inspection	Annual	November
2.9	Investment in Governance	Internal	Annual	January
2.10	Monitoring Governance Process	Direct Inspection	Annual	February
2.11	Internal Processes of the Board	Direct Inspection	Annual	January
Revision Date: February 23, 2011, June 22, 2011				
Policy	Policy Name	Monitoring Method	Monitoring Frequency	Monitoring Month(s)
3.0	General Board/District Relationships	Direct Inspection	Annual	February
3.1	Unity of Command	Direct Inspection	Annual	February
3.2	Accountability of the Superintendent	Direct Inspection	Annual	February
3.3	Authority of the Superintendent	Direct Inspection	Annual	February
3.4	Evaluation of District/ Superintendent Performance	Direct Inspection	Annual	February

Policy Category: *Governance Process*

Policy Name: Internal Processes of the Board

Revised: March 9, 2011, June 22, 2011, December 18, 2013

2.11 The role of the Board is to make decisions that define expectations, to delegate authority, to systemically monitor and evaluate Board Policy (*Ends and Limitations*) to determine whether outcomes were achieved, and to ensure that delegated authority was neither misused nor abused.

1. The Board Secretary shall ensure that all requirements and preparations are made for all meetings of the Board, including recording of meeting minutes. The Board Secretary will generally receive their instructions from the Board Chair and receive support assistance as needed to accomplish Board needs from the Superintendent.



3.0

Policy Category: *Governance Relationships*

Policy Name: General Board/District Relationships

Revised: May 18, 2011, June 22, 2011, December 18, 2013

- 3.0** The Board's sole official delegatory connection to KCPS (in terms of authority and accountability), its administration, faculty, staff, methods, practices, achievements, and conduct, will be through the Superintendent.
1. In the pursuit of the *Ends* policy, the Board may operate KCPS as a portfolio of schools, inclusive of diverse curricular programs, educational formats, or sponsorship models, which are either high-performing or showing consistent growth towards being high-performing.
 2. The Superintendent is the operator for the entire portfolio of KCPS schools unless otherwise determined by the Board as a result of a Superintendent recommendation.
 - a. New and existing non-KCPS schools and programs may join KCPS through a Board-approved Superintendent recommendation and transfer of sponsorship to KCPS.
 3. Regardless of the method of sponsorship (i.e., traditional, contract, or charter school), all KCPS programs will be held to the same academic and operational standards and the Superintendent will serve as the Board's agent in all circumstances related to monitoring and accountability.
 - a. The Superintendent shall not be held accountable for the academic or operational performance of non-KCPS schools and educational programs operated in KCPS facilities.

3.1 Only officially passed motions of the Board are binding on the Superintendent.

1. Decisions, directions or instructions from individual Board Members, officers, Board Committees, and/or Board Liaisons are not binding on the Superintendent or staff.
2. In the case of Board Members, Board Committees or Board Liaisons requesting information or assistance without Board authorization, the Superintendent may refuse such requests that require, in the Superintendent's opinion, a material amount of staff time or funds, or which are disruptive.
3. In the event of a disagreement about the validity of any request from a single Board Member, the Superintendent must report to the board chair the reason for declining the request. The board chair may either attempt to resolve the issue with the requesting board member or bring the issue before the full board for discussion at the next regular meeting. The full board may then issue a direction at their discretion.

3.2 The Superintendent is the Board's only official link to operational achievement and conduct, so all authority and accountability of administration, faculty, and staff is considered by the Board to be the authority and cumulative accountability of the Superintendent.

1. Neither the Board nor Board Members may ever give directions or instructions to persons who report directly or indirectly to the Superintendent.
2. Neither the Board nor Board Members will evaluate, either formally or informally, any persons who report directly or indirectly to the Superintendent
3. The Board and its members will view Superintendent performance as identical to KCPS performance so that KCPS's accomplishment of Board-prescribed *Ends* and avoidance of Board-proscribed *Limitations* will be viewed as successful Superintendent performance.

3.3 The Board will instruct the Superintendent through written policies that prescribe KCPS outcomes to be achieved (*Ends*) and proscribe organizational KCPS circumstances to be avoided (*Limitations*), allowing the Superintendent to use any reasonable interpretation of these policies within those *Ends* and *Limitations*.

1. The Board will develop policies instructing the Superintendent to achieve specified results for specified recipients at a specified cost and/or priority. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called "*Ends*" policies. All issues that are not ends issues are defined here as means issues.
2. The Board will develop policies that limit the latitude the Superintendent may exercise in choosing organizational or staff means. These policies will be developed from the broadest, most general level to more specific or narrow levels, and they will be called "*Limitations*" policies. The Board will avoid prescribing organizational or staff means, (i.e., the Board will avoid telling the Superintendent or staff what to do or how to do it, particularly if that direction is intended to improve the accomplishment of *Ends*).
3. As long as the Superintendent uses *any reasonable interpretation* of the Board's *Ends* and *Limitations* policies, the Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the Superintendent shall have the full force and authority as if decided by the Board.
4. All prescriptions or proscriptions contained within any higher or more general or broad level of *Ends* or *Limitations* policy apply to all lower or more narrow or specific policies within that same category or topic of policies.
5. The Board may change its *Ends* and *Limitations* policies, thereby shifting the boundary between Board and Superintendent domains. By doing so, the Board changes the latitude of choice given to the Superintendent. As long as any particular delegation is in place, the Board and its members will respect and support the Superintendent's choices.

3.4 Systematic and rigorous evaluation of Superintendent job performance will be solely against the only expected Superintendent job products: KCPS accomplishment of the provisions of the Board-adopted *Ends* policies and operation of KCPS within the boundaries established in the Board-adopted *Limitations* policies.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being met. Information that does not accomplish this will not be considered to be monitoring information.
2. The Board will acquire monitoring information by one or more of three methods: (a) by internal report, in which the Superintendent discloses interpretations, evidence and achievement information to the Board; (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies and discloses such information; or (c) by direct Board inspection, in which the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be *any reasonable interpretation by the Superintendent* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a “reasonable and prudent person” test rather than with interpretations preferred by Board Members or by the Board as a whole.
4. The Board will judge (a) the reasonableness of each Superintendent interpretation, including its clarity, relevance, quantified standards, justification and completeness (b) whether data or evidence directly demonstrate accomplishment of that interpretation, and (c) if accomplishment has not been demonstrated, when or under what circumstances KCPS shall accomplish a reasonable interpretation of the Board’s policy.
5. All policies that direct or instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method for all or any part of KCPS, but will ordinarily depend on the routine schedule shown in the following table.

Policy Category: *Governance Relationships*

Policy Name: Evaluation of District/Superintendent Performance

Revised: August 11, 2010, November 17, 2010, June 22, 2011, December 18, 2013

6. For each individual policy within BP 1.0, there shall be a decreasing amount of variability among schools, and all assessment data shall include district, school, and sub-group performance. Quarterly within each individual policy within BP 1.0 and BP 4.0, the Superintendent shall not fail to provide the Key Performance Indicators used to monitor the policy and the refreshment rate. The key indicators should be consistent so that longitudinal progress toward *Ends* shall be evident. Additionally, the overall scope of this policy should reflect an upward trend in all categories rather than a regression to the mean.

Ends & Limitations Policy Monitoring Schedule*

July, 2014 Board Workshop Board Policy 1.3.3 Growth, Development & Vision of the Office of Student Intervention (OSI)	January, 2015 Business Meeting R&E Report Master Plan Decision FY 16 Budget Intro Extra & Co-Curricular Activities
August, 2014 Board Workshop Board Policy 1.1 Summer School Board Policy 1.1.2 UNI Potential Partnership	February, 2015 Board Workshop Board Policy 1.1 NWEA 3-8 Missouri Learning Standards 21st Century Learning Skills
August, 2014 Business Meeting KCPS/AL Partnership Recommendation KCPS Master Plan Update (Boundaries, Finance & School Closures) SMART Goals R&E Budget Report	February, 2015 Business Meeting R&E Report Budget Amendment ELL Business Partners
September, 2014 Board Workshop Board Policy 1.1 MSIP 5 and APR State Assessment Results	March, 2015 Board Workshop Board Policy 1.1 NWEA K-2 IT/Data Systems (KPIs & Data Warehouse)
September, 2014 Business Meeting R&E Report Enrollment & Budget Implications Capital Plan Update 1 to 1	March, 2015 Business Meeting R&E Report FY 16 Budget Update AEL
October, 2014 Board Workshop Board Policy 1.1 NWEA 3-8 SPED Middle Schools	April, 2015 Board Workshop Board Policy 1.1 Mock EOC Board Policy 4.3 FY 15 Budget
October, 2014 Business Meeting R&E Report Master Plan Update Pylons Program Intern Program	April, 2015 Business Meeting R&E Report Energy & Environmental Sustainability Initiative ECA – Early College Academy (Students honored during Recognition portion of Board meeting)
November, 2014 Board Workshop Board Policy 1.1 NWEA K-2 & Mock EOCs 9-11 Safety & Security	May, 2015 Board Workshop Board Policy 1.1 NWEA 3-8 CCR Standards
November, 2014 Business Meeting R&E Report Audit Master Plan Update Males of Color Initiative	May, 2015 Business Meeting R&E Report Budget Approval State Assessment Update (EOC)
December, 2014 Board Workshop Board Policy 1.1 Parent/Family/Community Engagement Board Policy 4.1 Enrollment Attendance Hale Cook Elementary School	June, 2015 Board Workshop Board Policy 1.1 NWEA K-2 SY15 EOC Results SY15 MAP Results
December, 2014 Business Meeting R&E Report Master Plan Update Early College/Early Childhood	June, 2015 Business Meeting R&E Report State Assessment Update (3-8) Extra & Co-Curricular Activities
January, 2015 Board Workshop Board Policy 1.1 NWEA 3-8 Mock EOC Board Policy 4.9 Human Capital Management	July, 2015 Office of Student Intervention Update (OSI)
	July, 2015 Business Meeting R&E Report 1:1 Wrap Up

Revision Date: 8/13/2014

**All other board policies remain in effect and will be monitored by the Board on an as needed basis.

*Schedule subject to change.

4.0

Policy Category: *Limitations*

Policy Name: Global Limitations

Revised: June 22, 2011, December 18, 2013

- 4.0 The Superintendent shall neither cause nor allow KCPS circumstances that are illegal, contrary to pertinent regulations, unethical, imprudent, unsafe, or in violation of accepted business and ethics practices.

4.1 The Superintendent shall neither cause nor allow KCPS circumstances for current or prospective scholars, parents, guardians, or mandated parent organizations (collectively, “KCPS Families”) that are unsafe, undignified, or unnecessarily intrusive or restrictive.

Without limiting the above, the Superintendent shall not cause or allow KCPS to:

1. Elicit unnecessary information.
2. Use any method of collecting, reviewing, transmitting, or storing of KCPS Families’ information that fails to protect against unauthorized access to or disclosure of the information that has been collected.
3. Have facilities that are unclean, ill-maintained and inaccessible, and/or are otherwise not available for KCPS Families, owners and community organizations to rent for non-disruptive activities and events.
4. Permit KCPS Families to be unaware of (a) what shall be expected and what shall not be expected from classes, courses, activities or other services, or (b) expectations and procedures about behavior or disciplinary consequences for violations of Scholar Code of Conduct.
5. Discriminate or retaliate against any KCPS Families for any non- disruptive expression of dissent or concern.
6. Ineffectively or untimely (a) resolve concerns and complaints or (b) respond to inquiries from KCPS Families and community members.
7. Fail to communicate with KCPS Families in a manner that (a) systematically informs them about what is occurring in KCPS and in their respective schools, (b) accurately informs them about both positive and negative developments in their respective schools and (c) avoids using language that includes educational jargon, acronyms and other terminology unfamiliar to non-educators.
8. Fail to provide information to KCPS Families regarding anticipated actions that

- 1) represent a significant reallocation of KCPS resources for their school or 2) represent a significant change to the educational experience of scholars or parents at their school. The provided information must include data that supports the conclusions and decisions regarding proposed changes, the reasons for the proposed changes and the potential effects of the proposed changes. Information intended to comply with this policy must be provided at least 45 days prior to a Board vote and must be provided in a manner conducive to KCPS Families' understanding.
9. Fail to meet and confer with KCPS Families on anticipated actions that 1) represent a significant reallocation of KCPS resources for their school or 2) represent a significant change to the educational experience of scholars or parents at their school. Meetings intended to comply with this policy must take place at least 45 days prior to a Board vote and must occur at times and locations that are conducive to KCPS Families' participation. Board items compliant with this policy will note how KCPS Families' input was used.
10. Be without a building-level parent leadership organization at each school, a building-level scholar leadership organization at each middle & high school, a KCPS-wide parent leadership organization and a KCPS-wide scholar leadership organization. The officers of each of these organizations must be democratically elected from their constituent groups and bylaws changes must be approved by the constituent group.
11. Allow KCPS Families to be (a) uninformed of this policy or (b) without a process to be heard for anyone who believes they have not been afforded a reasonable interpretation of their rights under this policy. Sections 7 through 9 of this policy are not required if their implementation would be excessively costly or delaying, however, when this occurs KCPS Families will be provided evidence demonstrating excessive costs and/or delays.

4.2 The Superintendent shall neither cause nor allow KCPS circumstances for staff (including employees, independent contractors, and volunteers) that are unfair, undignified, unsafe, disorganized or unclear, or fail to recognize collective bargaining agreements that have been negotiated with KCPS. Without limiting the above, the Superintendent shall not cause or allow the KCPS to:

1. Operate without sufficient written rules, expectations, and processes or those, whether written or not, that: (a) Subject staff to rules or expectations that are unachievable or confusing; (b) Leave staff an ineffective or a biased method of resolving appropriate concerns; (c) Subject staff to wrongful conditions, including nepotism or preferential treatment based on personal or unprofessional reasons. (d) Fail to avoid conflict of interest. (e) Fail to provide for appropriate protective child abuse, sexual harassment, and anti-bullying and intimidation policies that are communicated to staff, volunteers, and administrative personnel.
2. Permit staff to be unprepared to deal with emergency situations.
3. Be in violation of any rules or regulations as they relate to the collective bargaining agreement of KCPS employees and or any terms of any agreements reached between the KCPS and (a) American Federation of Teachers or (AFT); (b) The Service Employees International or (SEIU); (c) Kansas City School Administrators Association (KCSAA).
4. Allow staff to be unaware or uninformed of the Superintendent's interpretations on the policies for Treatment of Staff.

- 4.3** The Superintendent shall neither cause nor allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities as established in *Ends* policies. Without limiting the above, the Superintendent shall not cause or allow the KCPS to:
1. Spend or obligate more funds in any fund than will be received in the current fiscal year unless the debt, reserve and liquidity guidelines below are met.
 2. Incur or obligate the KCPS to any amount greater than can be repaid by unencumbered revenues by the end of the current fiscal year.
 3. Have inadequate reserves in any fund, use or borrow from any designated or reserve fund (as defined by law or audit standards) for any use other than its intended purpose, or use any Board-designated fund for a purpose other than its intended purpose.
 4. Incur any financially illiquid condition.
 5. Conduct any inter-fund shifting in any amount greater than can be restored to a condition of discrete fund balances by unencumbered revenues within the current fiscal year.
 6. Make a single purchase or commitment of greater than \$250,000.00. Splitting orders to avoid this limit is not acceptable.
 7. Receive, acquire, lease, encumber, improve or dispose of real property. Maintenance and replacement of building and site components are permitted improvements.
 8. Sell any KCPS assets without Board approval.
 9. Settle any payroll, accounts payable or KCPS debt in an untimely manner.
 10. Remit any tax payment or government required payments or filings in an untimely, inaccurate manner or in such a way that may incur penalties on such payments or filings.
 11. Improperly dispose of surplus assets, as long as the policy for selling KCPS assets is not violated.

12. Establish inadequate reserves for any unplanned obligations.
13. Fail to conduct a competitive bidding process for the purchase of supplies, equipment, services, facility construction, facility renovations or improvements that are projected to exceed \$25,000 or more, or for insurance contracts, bank depository services and other products or services as required by law. Except where otherwise required by law, the Superintendent may waive this requirement in the event of a KCPS emergency.
14. Be without procedures that allow KCPS to benefit from cooperative purchasing and address unusual situations such as purchasing when there is only a single distributor for the purchase.
15. Provide initial contract and business preferences to local businesses that are registered with or headquartered in KCPS geographic boundaries and whose employees are KCPS patrons and/or who reside within the KCPS geographic boundaries.
16. Engage in any conflict of interest (See Appendix B, 2) or the appearance of a conflict of interest. Potential conflicts of interest should be avoided by the Superintendent and his/her senior cabinet, specifically including but not limited to the provision of any contract or agreement where persons within three degrees by consanguinity or who are related by affinity to the Superintendent and/or his/her senior cabinet would financially benefit.

- 4.4 Financial planning or budgeting for any fiscal year or part thereof shall not deviate materially from *Ends* priorities or risk fiscal jeopardy, and shall be derived from a multi-year plan. Without limiting the above, for any financial plan or budget, the Superintendent shall not cause or allow the KCPS to:
1. Omit (a) credible projections of revenues and expenses, (b) separation of capital and operational items, (c) cash flow and significant balance sheet items, or (d) disclosure of planning assumptions.
 2. Budget or plan in any manner that risks incurring any conditions set forth in the Board's policy on Financial Condition and Activities.
 3. Fail to provide less in Board allocations during the current fiscal year than has been set forth in the Board Investment in Governance plan.



Policy Category: *Limitations*

Policy Name: Emergency Succession Planning

Revised: June 22, 2011, December 18, 2013

- 4.5** The Superintendent shall not risk organizational jeopardy due to the loss of the Superintendent or other key executives. Without limiting the above, the Superintendent shall not:
1. Have fewer than two senior cabinet members who are fully trained in Board and Superintendent processes and procedures, including all Board policies, to enable either to act as an interim Superintendent reporting to the Board, fully accountable to the Board as Superintendent.
 2. For each administrator, there shall be no fewer than one other administrator who is fully trained and ready to act as an interim successor.

- 4.6 KCPS is dedicated to the principles of sustainability as it has a powerful impact on the environmental, economic and educational performance of the District. As such, the Superintendent shall neither cause nor allow KCPS or affiliate assets to be unprotected, inadequately maintained or unnecessarily risked. Without limiting the above, the Superintendent shall not cause or allow the KCPS to:
1. Inadequately indemnify Board Members, staff, and the KCPS itself against theft, casualty, and liability losses.
 2. Permit unbonded or uninsured personnel access to funds of KCPS or affiliated entities. Very small cash funds are excluded from this requirement.
 3. Subject building, grounds, vehicles, equipment or other long-term assets to improper use, wear and tear, or insufficient maintenance.
 4. Allow intellectual property or information and files to be exposed to theft, loss or significant damage.
 5. Unnecessarily expose the KCPS, its Board or staff to claims of liability.
 6. Make any purchase, except for professional services: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of more than a minimal amount without having obtained comparative prices and quality; and (c) of over a significant amount without a stringent method of assuring a favorable balance of long term quality and cost. Orders may not be split to avoid these requirements.
 7. Receive, process or disburse funds under controls which are insufficient to (a) Detect, deter or prevent fraud, including internal policies and procedures that comply with Federal Whistleblower Protection Act and reporting, or (b) Prevent and detect significant deficiencies and material weaknesses, or (c) Otherwise meet external auditor standards.
 8. Invest or hold operating or capital funds in any insecure instruments, including uninsured accounts or securities with less than the highest safety of principal, or in any non-interest-bearing accounts except where required to facilitate ease in operational transactions.

Policy Category: *Limitations*

Policy Name: Asset Protection

Revised: June 22, 2011, December 18, 2013

9. Compromise the independence of the Board's audit or any other external monitoring or advice. Audit or monitoring parties may not be engaged as consultants or advisers to the Superintendent or KCPS.
10. Obtain less than LEED certified or equivalent standards for all new construction and renovation projects over 100,000 square feet, nor prohibit the incorporation of sustainable best practices into its operations decision making process.
11. Endanger KCPS's public image, credibility, or ability to accomplish *Ends*.

4.7 The Superintendent shall neither cause nor allow jeopardy or fiscal integrity to the public image through employment, compensation or benefits to employees, independent contractors or volunteers.

Without limiting the above, the Superintendent shall not cause or allow the District to:

1. Change his or her own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment to any KCPS personnel, except as provided by law (e.g., teacher tenure) or as provided in the terms of collective bargaining agreements.
3. Create any obligations for a period of time longer than revenues can be safely projected, and in any circumstance that is subject to a loss in revenue.
4. Establish or change any pension or other benefit program as to cause any unpredictable or inequitable situations, including those that may (a) incur unfunded liabilities; (b) provide less than the some basic level of benefits to all full time employees, though differential benefits to encourage longevity or *Ends* performance are not prohibited; (c) permit any employee to lose benefits already accrued; or (d) treat the Superintendent differently from other key employees.

4.8 The Superintendent shall not cause or allow the Board to be uninformed or unsupported in its work. Without limiting the above, the Superintendent shall not:

1. Withhold, impede or confound information relevant to the Board's informed accomplishment of its job. Accordingly, the Superintendent may not (a) Present information in an unnecessarily complex, lengthy, untimely, untruthful or incomplete form or in a form that does not differentiate among information of three kinds: monitoring, decision preparation, and other or incidental; (b) Neglect to submit monitoring data as required by the Board (see policy on Evaluation of District/Superintendent Performance) in a timely, truthful and complete manner, directly addressing provisions of Board policies being monitored; (c) Allow the Board to be unaware of any actual or anticipated noncompliance with any *Ends* or *Limitations* policy of the Board, regardless of the monitoring schedule; (d) Allow the Board to be without critical information as requested by the Board or the Board Chair or let the Board be unaware of relevant trends or patterns, developing material external opportunities or threats, or internal strengths or weaknesses, particularly any changes in the assumptions or laws upon which any Board policy has previously been established; (e) Fail to provide for the Board as many staff and external points of view, issues, alternatives and other implications as the Board or Board Chair determines it may need for fully informed Board choices, including decision-making authority retained by the Board; (f) Allow the Board to be unaware of any incidental or other information it may require; and (g) Avoid informing the Board if, in the Superintendent's opinion, the Board or its members may not be in compliance with law, contractual agreements, or the Board's own policies on *Governance Process* and *Governance Relationship*, particularly in the case of Board behavior that may be detrimental to the work relationship between the Board and the Superintendent.
2. Withhold from the Board and its processes logistical or clerical assistance. Accordingly, the Superintendent may not (a) Avoid a system and adequate resources for official Board, officer and Board Committee communications. (b) Neglect pleasant and efficient settings and arrangements for the meetings of the Board and its committees.
3. Impede the Board's holism, misrepresent its processes and role, or impede its

Policy Category: *Limitations*

Policy Name: Communication and Support to the Board

Revised: June 22, 2011, December 18, 2013

lawful or ethical obligations. Accordingly, the Superintendent may not (a) Deal with the Board in any way that favors or privileges certain Board Members over others except when (i) fulfilling individual requests for information or (ii) responding to officers or Board Committees with respect to duties charged to them by the Board; or (b) Neglect submitting for the Superintendent's consent agenda all items delegated to the Superintendent, but required by law, contract, or third-party to be Board-approved, along with the appropriate related decision or monitoring information.

- 4.9** The Superintendent shall neither cause nor allow the KCPS to employ staff that cannot advance KCPS towards its Board-adopted *Ends* objectives. Without limiting the above, the Superintendent shall not cause or allow the KCPS to:
1. Employ any teachers or any other instructional staff who cannot demonstrate mastery of college-level literacy and numeracy.
 2. Employ any teachers or any other instructional staff who cannot demonstrate that they are or can be “Effective Teachers” as defined in the appendices.
 3. Employ teachers or any other instructional staff who cannot demonstrate and articulate their belief that all children can learn and achieve their maximum potential.
 4. Employ any administrator, principal, teacher or other instructional staff who interferes with or impedes KCPS’s accomplishment of its Board-adopted *Ends* objectives.
 5. Employ any principal or any other building administrator who does not encourage, support, develop and nurture “Effective Teachers” as defined in the appendices.

These Board Procedures are provided to outline the behaviors and processes by which the Board Member Code of Conduct may be adhered to. As situations occur that require clarification as to the most appropriate Board Member behavior, additional procedures shall be adopted by the Board.

Communication Procedures

Board Member Requests Related to Agenda Items

1. Board Members will direct their individual requests for additional materials or information relating to Agenda related questions to the Superintendent (or designee) and Board Secretary prior to the Board Meeting.
2. If the requested information is not available, the Superintendent shall inform the Board Member prior to the start of the meeting.
3. In order to honor the Superintendent's time, Board Members will make every attempt to request additional materials or information relating to regular Board Meeting Agenda items by 9:00 a.m. of the last working day before the scheduled meeting.
4. If the Superintendent determines that a request for additional information or materials is not readily available, would interfere with District operations or cannot reasonably be prepared before the Board meeting, the Superintendent (or designee) will notify the Board.
5. The Superintendent (or designee) will ensure that any additional materials or information is provided to all Board Members. If a Board Member has requested information or materials, and the request has been denied or delayed in such a manner that the Board Member feels that he/she will not be able to make an informed decision, the request will be placed on the regular agenda.
6. If the Board determines that the request should be honored, the Board and the Superintendent will determine the appropriate timeline and means for presentation to the Board Members and the Agenda item will be pulled from that agenda.

7. Information requested by one Board Member shall be provided to all Board Members at the same time. Nothing in this operating procedure shall be construed to limit a Board Member's ability to ask questions during the Board Meeting.

Board Member Requests Not Related to Agenda Items

1. Board Members will direct their individual requests for detailed or sensitive non-agenda information to the Superintendent (or designee) and Board Secretary.
2. Information requested by one Board member shall be provided to all Board Members at the same time.
3. If the requested information is deemed not readily available or a satisfactory time line cannot be negotiated and the Board Member wishes to proceed, the request will be placed on the regular agenda of the next Board meeting to determine the Board's desire for the information.
4. If the Board determines that the request for information should be honored, it will determine with the Superintendent, an appropriate timeline and means for presentation of the information to all Board Members. That determination will be made at the same meeting that the Board directs the development of the requested information.

Board Member Communication with the Superintendent

1. The Superintendent will communicate with all Board Members weekly via the Friday Board Packet with information that will include, but not be limited to:
 - a. District Events
 - b. Progress reports: District goals, Board directives, and other information timely and relevant.
 - c. Board agendas and support materials as requested or required
 - d. Information or reports requested by a Board Member

2. The Superintendent will communicate requested information to all Board Members in a reasonable time without interfering with the regular conduct of District business.
3. The Superintendent will distribute to all Board Members any information requested for the Board by a Board Member.
4. Board members may communicate with other individual Board Members or the Superintendent for the purposes of asking clarifying questions, providing clarifying information or socializing under circumstances that do not conflict with or circumvent the Missouri Sunshine Law.
5. Board Members who wish to share information relevant to District business or issues before the Board may relay the information to the Board Chair or Superintendent for placement on the Board Agenda or, if appropriate, distribution to all Board members in the weekly Board information.
6. The Superintendent will release significant information including News Releases to the Board Members as expediently as possible.

Board Member Communication with District Staff

1. Board Members will refrain from discussing matters on the Board Meeting Agenda with any District staff except as directed by the Superintendent.
2. If Board Members are contacted by District staff without the permission of the Superintendent, Board Members will follow the procedure, "Board Member Responses to Comments and/or Complaints" and then notify the Superintendent of the contact.

Board Member Communication with Owners

1. Board Members are encouraged to participate in community activities as liaisons between the Ownership and the District. When doing so, Board Members are expected to:

- a. Listen politely and respectfully.
 - b. Relay information about the District in a positive and truthful manner.
 - c. Refer questions about specific District activities/issues to the appropriate staff person or spokesperson when they do not know the answers.
2. The Board encourages community input, but will not respond or act on the basis of anonymous calls, letters or e-mails unless the communication pertains to criminal, health or safety issues.
 3. Signed letters to the Board, to an individual Board Member or to the Superintendent will be forwarded to the Board Secretary or Superintendent for inclusion in the Friday Board Packet, with a notation of any action taken, if the letter is not of a confidential or personal nature.
 4. A Board Member retains the right to speak to anyone as an individual, but must understand that any comment will likely be interpreted by the listener as being an “official” statement of the Board.
 5. In speaking as an individual, the Board Member should:
 - a. Clarify that he/she is speaking as an individual and not for the Board.
 - b. Should remind media representatives of any position or action that the Board has officially taken related to the issue in question.

Board Member Responses to Comments and/or Complaints

1. Board Members will listen respectfully and remain impartial.
2. Board Members will ask if the commentator/complainant has followed the District’s procedures and/or chain of command.
3. If the commentator/complainant does not know the procedures or chain of command, provide the following information:

- a. The commentator/complainant must first speak with the appropriate staff member. If not satisfied then;
 - b. The commentator/complainant must go to the appropriate administrator in charge of the school or department where the comment/concern arose. If not satisfied, then;
 - c. The commentator/complainant must contact the appropriate central office administrator. If not satisfied, then;
 - d. The commentator/complainant will conference with the Superintendent (or designee).
4. The Board Member will inform the Superintendent if an issue has advanced to or beyond Step B, and will include the nature of the comment/complaint, the commentator/complainant and to whom the commentator/complainant has been referred.
 5. The Superintendent will inform the Board Member of the resolution of any referred comment/complaint.
 6. This policy shall not be construed to apply to comments/complaints alleging criminal activity.

Board Member School Visits

1. Board Members are encouraged to visit any school.
2. Board Members will inform the Superintendent of any visit 24 hours in advance of the visit whenever possible unless the Board Member is attending a function to which he/she has been invited.
3. Board Members must check in at the Principal's office following district guidelines, and must have their identification badge visible.
4. All visits are to be escorted or directed by the Principal (or designee).

5. Board Members will not interrupt scheduled learning periods or interfere with the learning process.
6. Board Members will not assume a supervisory role with staff or Students.
7. Board Members will not assume a participator role with staff or Students unless specifically requested by the Principal (or designee).
8. This operating procedure does not pertain to visits as a parent, as a spectator to school events or other events open to the general public.

Email Protocol

1. Board Members are encouraged to respond to emails from constituents but should bear in mind that any such responses may be subject to Freedom of Information Act and Missouri Sunshine Law requests.
2. Board Members retain the right to respond to emails as an individual but must understand that such communication may be interpreted by the reader as being an “official” statement of the Board. The member should:
 - a. Clarify that he/she is responding as an individual and not for the Board.
 - b. Remind the reader of any position or action the Board has officially taken on the subject.
3. Board Members are encouraged to share emails they receive with the rest of the Board if:
 - a. The email is not of a personal or confidential nature.
 - b. It is not obvious that the sender has copied the rest of the Board Members on the email.
 - c. The Board does not engage in any conversation or action which would violate Missouri Sunshine Laws.

4. Board Members will not respond to anonymous emails unless the communication pertains to criminal, health or safety issues. Any such emails will be forwarded to the Superintendent for action and copied to the rest of the Board for information.
5. If a Board Member receives an email which they perceive to be of a threatening nature they will forward the email to the Superintendent and KCPD for action and to the rest of the Board for information.

Meeting Procedures

Preparation of the Agenda

1. The creation of Board meeting agendas is the sole responsibility of the Board and coordinated by the Board Chair. The Board Chair shall work with the Superintendent to determine any items that need to be on the agenda for Administration. The draft agenda does not become the Agenda until it is approved by the Board.
2. Any Board Member may request that a subject be included on an agenda for a meeting. That request shall be forwarded to the Board Chair and copied to the Board Secretary and Superintendent no less than seven (7) calendar days prior to the regular Board Meeting. The Board Chair shall ensure that any topics the Board or individual Board Members request to be addressed shall be on that agenda or the Board Chair shall specify which future agenda on which the item shall be scheduled. The Board Chair shall not have authority to remove from the agenda a subject requested by a Board Member without that Board Member's specific authorization.
3. No item can be placed on the Board Meeting agenda less than seven (7) calendar days in advance of the meeting unless delay in acting or discussing the added item could seriously affect the operation of the District. No item should ever be placed on the Board Meeting Agenda less than seventy-two (72) hours in advance of the meeting unless an emergency or urgent public necessity exists.
4. Board Members who have questions about a particular Board Meeting Agenda item will follow the "Board Member Preparation for Meetings" board procedure.

5. The Superintendent shall be sure that adequate back up materials are provided for each Board Meeting Agenda item and the information will be relayed to Board Members at least five (5) calendar days prior to the meeting. The information may be relayed in the Friday Board Packets unless an emergency or urgent public necessity exists which would not permit the five (5) day notification.
6. For contracts placed on the Agenda for approval, the Superintendent shall be sure that the contract to be considered is included with the Agenda materials as well as a matrix of other contracts that were considered.
7. For major action items, a description of how the decision was made and affirmation of which relevant policies were (or were not) followed will be included with the backup materials.
8. The Board may, by consensus, remove an item from the agenda if sufficient back up materials are not provided in a timely manner.
9. The Consent Agenda may include, but not be limited to:
 - a. Approval of Minutes
 - b. Acceptance of Grants
 - c. Approval of Gifts
 - d. Other items agreed to by the Board

Board Member Preparation for Meetings

1. The Superintendent will ensure that all necessary or requested information is supplied to the Board Members to allow for informed decisions. Agenda packets will be electronically posted and delivered no less than five (5) calendar days in advance in the case of Regular meetings and three (3) calendar days in advance for Workshop meetings. Items not available when the Agenda is electronically posted and/or delivered will be electronically posted or delivered in the weekly packet immediately prior to the meeting.

2. Board Members will read and study the packet prior to each meeting.
3. Board Members will direct Agenda related questions to the Superintendent (or designee), according to board procedure, "Board Member Requests Related to Agenda Items".
4. To honor the Superintendent's time, Board Members will make every attempt to submit questions about regular meeting agenda items two (2) working days before a board meeting.
5. If requested information is not available, the Superintendent will inform the Board Member at least four (4) hours prior to the beginning of the regular Board meeting.
6. The Board may pull an item from the agenda if sufficient information is not provided in a timely manner.

Board Member Participation during Meetings

1. All Board Members are expected to conduct themselves professionally and in accordance with their written commitment to the Board Member Code of Conduct during all meetings and public forums. Examples of behavior that will not be tolerated are rude remarks, interruptions, yelling, name calling and disrespectful verbal or body language.
2. During Regular meetings and Workshop meetings, all members will conduct themselves according to such rules or procedures as the Board or Board Chair may adopt from time to time..
3. If, during a meeting or public forum, any Board Member conducts themselves in a manner that is intolerable or prevents the accomplishment of goals, the Board Chair may adjourn the meeting. If a majority of the Board disagrees with the adjournment then the meeting must continue, however the offending member may be ejected for the remainder of the meeting if the rest of the Board unanimously agrees.
4. Differences of opinion, if respectfully submitted, are not to be construed as unacceptable behavior but rather as alternate views on a subject and should be encouraged.

Confidentiality of Closed Meetings

1. Given the legal and sensitive nature of Closed Meetings, Board Members understand that the law requires that all such Meetings are strictly confidential.
2. When it is apparent to the Board that it would be in the best interest of the Students, staff, community or Board to make a statement regarding anything that occurs in or results from a Closed Meeting, the Board Chair will compose an official public statement that meets with the approval of a majority of the Board. Any such statement will comply with limitations set by law.
3. If individual Board Members are pressed for information regarding Closed Meetings, that Board Member will state clearly that he/she can give no information other than what is posted on the agenda. If pressed further, the Board Member will refer the inquiry to the Board Chair or Superintendent.

Personnel Procedures

Board Members Concerns About Superintendent Performance

1. If, at any time, a Board Member becomes concerned that the Superintendent may have (1) breached any term of the Superintendent's contract; (2) violated a state or federal statute; (3) violated a Board Policy or Operating Procedure; or (4) failed within a reasonable amount of time to address a specific issue identified by a Board Member, the following process will be used:
 - a. The concerned Board Member will meet privately with the Superintendent to discuss their concerns in order to resolve the issue(s). The concerned Board Member may elect to bring their concerns to the Board Chair instead who will assist in resolving the issue(s).
 - b. If the concerned Board Member does not feel that the resolution is satisfactory the Board Member may request, through the Board Chair, that an item be placed on the next regular meeting agenda as a Closed Meeting item, posted in accordance with Missouri Sunshine Laws. The concerned Board Member must

inform the Board Chair in writing of the specific nature of any concern(s) which prompted the request for a Closed Meeting.

- c. In addition the Board Chair may, of their own accord, place an item on a regularly scheduled meeting agenda as a Closed Meeting item to discuss concerns about the professional performance of the Superintendent.
2. In the event that a Closed Meeting is called, the Board must listen to the concern(s) and make a determination if the issue raised is truly cause for concern. Failure to make such a determination shall end the Board Meeting.
3. If the majority of the Board determines that there is a violation or breach of one of the items listed, the following process will be followed:
 - a. The exact nature of the deficiency will be documented and discussed with the Superintendent.
 - b. A plan for remediation will be written, to include action(s) to be taken and timelines.
 - c. The Board Chair shall monitor the plan for compliance and the results will be made part of the Superintendent's annual performance evaluation.
 - d. It shall be the responsibility of the Board Chair to ensure that all documentation relating to performance deficiencies shall be appropriately placed in the Superintendent's personnel file.

Board Members Concerns about Non-Superintendent Employee Performance

1. When a Board Member becomes concerned about the performance of District employees they must bring their concerns directly to the Superintendent and inform the Board Chair. Such concerns must be limited to:
 - a. Actions which are illegal
 - b. Egregious violations of Board policy

- c. Actions which are harmful to the District's or Board's reputation.
2. Board Members must remain cognizant that District personnel are the responsibility of the Superintendent, not the Board.
3. The Superintendent is obligated to listen to such concerns, review the matter and notify the Board of the resolution of the matter to the extent allowed by policy.
4. When a Board Member has concerns about the performance of District employees which relate to employee, Student, Board or community safety, the Board Member will notify the Superintendent and, when appropriate, the KCPD.

Board Member Concerns About Board Member Performance

1. If a Board Member believes that another Board Member has violated the Board Member Code of Conduct, it is the responsibility of the concerned Board Member to discuss the alleged violation with the other Board Member in private prior to taking any other action, unless the nature of the allegation requires immediate escalation to the Board Chair.
2. If, after the concerned Board Member has privately discussed the alleged violation with the other Board Member, the concerned Board Member remains unsatisfied that the alleged violation has been addressed, the concerned Board Member may submit, in writing, the allegation to the Board Chair (arbiter). If the Board Chair is involved in the allegation, the concerned Board Member may instead submit the allegation, in writing, to the Board Vice-Chair or the next most senior Board Member not involved in the allegation who is then obligated to serve as arbiter instead.
3. The Board Members involved will conference to discuss the alleged violation. All parties are strongly encouraged not to allow any further escalation of these procedures and the arbiter's duty is to work to avoid such escalation.
4. If, after the conference, the concerned Board Member remains unsatisfied that the alleged violation has been addressed, the Board Chair will call a special meeting of the Board to discuss the alleged violation. The Board Chair may call upon the District's General Counsel or an external legal advisor to investigate the nature of

the allegations. The findings of this investigation will be presented at the special meeting of the Board.

5. If, after the special meeting of the Board to discuss the alleged violation, the Board determines that additional consideration of the alleged violation is warranted, the allegation and the investigative findings will be placed on the next regular meeting agenda.
6. In order for the alleged violation to be considered, one of the following three motions must be made and seconded: a motion to dismiss allegations, a motion to admonish or a motion to censure.
 - a. In order to protect the overriding principle of freedom of speech, the Board shall not impose admonition or censure on any of its members for the exercise of their First Amendment rights. In order to ensure the right to a fair jury trial, the Board shall not impose admonition or censure on any of its members for the violation of any law while criminal charges are pending. However, when the criminal proceedings are final, the Board need not be bound by the conclusions of the Court and may again pursue admonition or censure.
 - b. A motion to dismiss allegations concludes these procedures and exonerates the accused Board Member. Once a motion to dismiss allegations has passed concerning a given alleged violation, no other motions concerning that alleged violation are in order. A motion to dismiss allegations requires a majority vote to pass.
 - c. An admonition is a one-time punitive action which serves as a penalty imposed for wrongdoing but carries no fine or suspension of the rights of the Board Member as an elected official. A motion to admonish must be presented in writing and must contain the exact language of the alleged violation and the proposed admonition. A copy of the motion to admonish must be provided to the accused Board Member at least seventy-two (72) hours prior to discussion of the motion. A motion to admonish requires a majority vote to pass.
 - d. A censure is an action that is permanent until lifted by the Board via a majority

vote of the Board. A censure serves as a penalty imposed for wrongdoing but carries no fine or suspension of the rights of the Board Member as an elected official. A motion to censure must be presented in writing and must contain the exact language of the alleged violation and the proposed censure. A copy of the motion to censure must be provided to the accused Board Member at least seventy-two (72) hours prior to discussion of the motion. A motion to censure requires a 2/3 majority vote to pass. A motion to censure can only be lifted by a motion to dismiss allegations that occurs at least one (1) meeting after the motion to censure was passed.

Hiring of Personnel Other Than the Superintendent

1. The Board, according to law, may only approve or reject candidates brought forth by the Superintendent. The Board, individually or collectively, shall not engage in lobbying for specific hiring decisions beyond what the law allows.
2. Board Members may not advise the Superintendent on specific hiring decisions unless such input is sought. Board Members may, however, assist the Superintendent by identifying individuals with specific professional expertise.
3. Board Members should refrain from writing letters of recommendation for any person seeking employment with the District. Should a Board Member write such a letter, they must abstain from voting on the candidate's hiring.
4. Board Members must abstain from any votes on personnel issues where a conflict of interest is clear as defined in Board Policy and/or statute.

1. Defining and Identifying Potential Conflicts of Interest

- a. A Board Member, or individual related by affinity or within the fourth degree by consanguinity, is a party to a contract or has a financial interest in a transaction with the District. Financial interest, as used in this policy, means having a 5% partnership interest or owning 5% or more of the outstanding shares of any class of stock in an entity contracting or entering into an agreement for services with the District, and/or receiving annual compensation equal to or exceeding \$1,000 from an entity.
- b. A Board Member, or individual related by affinity or within the fourth degree by consanguinity, is a trustee, director, board member, associate, employee, consultant or advisor of an entity engaged with the District in a contract or transaction for goods or services.
- c. A Board Member, or individual related by affinity or within the fourth degree by consanguinity, is engaged in some capacity or has a financial interest in a business or enterprise that competes or partners with District.
- d. A Board Member shall not vote to employ or appoint any person who is related by affinity or within the fourth degree by consanguinity to the Board Member or Board Member's spouse. Furthermore, applicants to District positions are restricted from using Board Members as references.
- e. A Board Member voting for or against any measure if they have received or have been promised any gift or payment of any item or value on condition of vote.

2. Measures to Avoid Conflicts of Interest

- a. The District shall not employ Board Members for compensation even on a substitute or part-time basis. Board Members may volunteer in the District.
- b. Former Board Members shall not be eligible for employment, as a direct report to the board, for a period of 12 months after having left the Board.
- c. The Board shall not enter a contract or financial transaction where a conflict of interest, as defined by this policy, exists unless the conflict has been properly disclosed and managed.

- d. Every Board Member shall submit to the Board Chair and Secretary an annual Conflict Disclosure Form identifying any relationships, positions, or circumstances in which he/she is involved that contributes to a conflict of Interest or the appearance of a conflict of interest as defined by this policy. (See II. Disclosure)
- e. All conflicts, potential conflicts, and disclosures will be submitted to the Board Chair and Secretary no later than 48 hours prior to the Board Meeting at which the Board Item relating to the potential conflict is to be discussed.
- f. Board Members shall not sell, lease, or provide personal property or real estate to the District. Personal property or real estate may be donated to the District by a Board Member.

3. Procedures for Managing Conflicts of Interest

- a. In the event of a conflict of interest or potential conflict of interest, the involved Board Member will submit a Statement of Conflict to the Board Chair and Secretary no later than 48 hours prior to the Board Meeting at which the Board Item relating to the potential conflict is to be discussed.
- b. A Board Member who discloses a conflict of interest will abstain from voting and recues him/herself from all discussions on the matter. Upon abstaining, the Board Member shall state the conflict and their reasoning for abstaining. Furthermore, Board Members will be prohibited from influencing the matter outside of the Board's decision making process. All Board Members will be required to report inappropriate influence or pressure to the Board Chair as prohibited by this policy. (See Appendix D, Number 3)
- c. All actions, disclosures, and discussions regarding conflicts of interest will be recorded in Board meeting minutes and posted on the District's website.

4. Violations Defined

- a. Failure to Disclose
 - i. The failure to disclose a conflict of interest prior to a Board discussion or action on the Board Item or issue.

b. Failure to Comply with Inquiries

- i. Refusal to cooperate with inquiries made by the Board into potential conflicts of Interest.

c. Inappropriately Influencing the Decision Making Process

- i. Pressuring or influencing fellow Board Members to discuss or vote a certain way on a decision involving a conflict of interest including, but not limited to, asking, suggesting, manipulating, pressuring, or threatening a Board Member to vote a certain way.

d. Failure to Report Suspected Conflicts of Interest

- i. A Board Member knowingly failing to report a conflict regarding a fellow Board Member to the Board Chair and Secretary.

e. Use of Confidential Information

- i. Use of confidential information obtained in the course a Board Member's official capacity in any manner with the intent to result in financial or political gain for him/ herself, any other person, or any entity.

5. Enforcement Measures

- a. The Board may vote by a simple majority to publicly rebuke or censure the Board Member.
- b. The Board may vote by a simple majority to publicly report the Board Member to the Missouri Ethics Commission.
- c. The Board may vote by a simple majority, after conferring with legal counsel, to publicly report the Board Member to the Office of the Missouri Attorney General and local prosecutor when appropriate.

6. Disclosure

a. Financial

- i. Each transaction in excess of \$100 between the District and the Board Member, or any person related within the fourth degree by consanguinity. The statement does not need to include compensation received as an employee or payment of any tax, fee, or penalty due the district. The statement will include the dates and identities of the parties in the transaction.
- ii. Each transaction in excess of \$100 between the District and any business entity in which the Board Member or any person related within the fourth degree by consanguinity has a financial interest. The statement does not need to include any payment of tax, fee or penalty due the district or payment for providing utility service to the district. The statement will include the dates and identities of the parties in the transactions.
- iii. Each transaction in excess of \$100 between the District and any entity in which the Board Member or any person related within the fourth degree by consanguinity is a trustee, director, associate, or employee.

b. Political

- i. Financial contributions, volunteer work, memberships, and affiliations with political candidates, campaigns, clubs, or committees may be voluntarily disclosed.
- ii. A copy of all financial disclosures made to the state of Missouri shall also be submitted to the Board Secretary.

c. Employment

- i. Current places of employment and all places of employment five years prior to Board membership.

1. Repurposing will not impair or impede the District's ability to achieve the Ends policy.
2. Repurposing will promote the financial strength and integrity of the District.
3. Repurposing will promote the well being of the community and neighborhoods surrounding District facilities.
4. Repurposing will be comprehensive. Reuse strategies will be developed for individual sites, however those reuse strategies must be consistent with the reuse solutions for all the District's surplus facilities.
5. Repurposing reuses will be driven by a comprehensive community engagement process however final decisions will be determined by the Board as guided by this policy.
6. The Board, guided by applicable Missouri statutes, may consider proposals from educational service providers on a case-by-case basis, provided:
 - a. Preference will first be given to schools sponsored by the District.
 - b. The educational service provider has a proven academic track record and an effective educational program that compliments District schools and programs.
 - i. For the purposes of these guidelines, "proven academic track record" is preferably defined as achieving at least one (1) year of growth per Student per academic year towards "deep understanding" as measured by multiple, authentic assessments given to all or nearly all Students.
 - ii. For the purposes of these guidelines, "proven academic track record" may be defined as exceeding the District average MAP performance in both Mathematics and Communication Arts as a whole as well as for at least 80% of applicable subgroups in at least two of the preceding three academic years and exceeding the District average for such End-of-Course Exams as may be required by DESE.
 - iii. For education service providers without a "proven academic track record"

the Board may consider proposals only if the education service provider's sponsoring organization commits to annual academic growth requirements.

- iv. Agreements shall be written such that providers failing to average one (1) year of growth per Student per academic year for two (2) consecutive years or two years during any four (4) year period shall forfeit the ability to utilize District facilities.
 - c. Preference, in the form of more favorable lease terms, will be given to providers that seek buildings in high-needs geographies (The Paseo to I-435, 63rd St. to Independence Ave.) and programs that target specific high-needs populations; guidelines 6bi-iii remain applicable.
 - d. The Board will not approve any proposal from an education service provider without soliciting and strongly considering the Superintendent's opinion and guidance.
7. The District will maintain Ownership of some closed school sites based on strategic considerations, including but not limited to future enrollment growth. The District will consider lease proposals for these sites.
- a. The District will consider both lease and sale proposals for properties it identifies as surplus and not needed for strategic purposes.
 - b. All proposals will be evaluated based on alignment with District goals and impact on District finances as well as the technical and financial capacity of the proposing entity.
 - c. Lease/sale agreements will include claw backs and/or other necessary provisions to mitigate risk to the District and ensure performance, including academic performance where applicable.

Policy Category: *Appendix D*

Policy Name: Policy Compliance

Revised: June 22, 2011 - Adopted, Updated February, 22, 2012,

Updated June 27, 2012, other dates as listed below

The following Administrative Procedures have been, in accordance with state and federal law, enacted and approved by the Board. The mandated portions of these Administrative Procedures cannot be altered without a vote of the Board. The Board has delegated responsibility for implementation and enforcement of these Administrative Procedures to the Superintendent and/or his designee.

AC – Revised 6/25/14	IGBC	JGD
AC-AP	IGBCA - Revised 2/22/12	
ACA	IGBCB	JGE
ACAA	IGBH	JGF - Revised 3/26/14
ADF – Revised 6/25/14	IGC	JGGA
AH – Revised 6/25/14	IIAC	
BBFA – Revised 8/27/14	IIAC-R	JG-R
EB	IKFB	JHC
EBB	IL – Revised 3/26/14	JHCB
EGAAA	ILA – Revised 6/25/14	JHCD - Revised 3/26/14
EHB	IM – Revised 6/25/14	
GBCA	INC – Revised 2/25/15	JHDA
GBEBA	JCB	JHG– Revised 10/23/13
GBH	JFCC	
GBH-AF	JFCJ	JO – Revised 10/23/13
GBLB - Revised 3/26/14	JFH	KLB
GCL	JG - Revised 2/22/12	JGD
IGBB	JGA	JGE

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