

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### SCOPE OF THE SCHOOL DISTRICT

### 2.10

- I. The School Board is the governing body of the District and is responsible for the control, operation, organization, management, and administration of public schools in the county pursuant to the provisions and minimum standards prescribed by the Florida Constitution, Florida Statutes and State Board of Education rules.
- II. The District school system is part of the state system of public education and includes all public schools, classes, and courses of instruction and all services and activities directly related to education in the District which are under the District school officials' directions.

**STATUTORY AUTHORITY: 1001.41, 1001.42, F.S.**

**LAW(S) IMPLEMENTED: 1001.30, 1001.31, 1001.32, 1001.33, 1001.41, 1001.43, F.S.**

**ADOPTED: NOVEMBER 10, 2008**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### MEMBERSHIP OF THE SCHOOL BOARD

2.11

The School Board of Duval County shall consist of seven (7) members, each of whom shall be nominated and elected only by the qualified electors who reside in the same residence area as the member. Each member is elected for a term of four (4) years and shall maintain said residency throughout the duration of his/her term of office. *Said residency* means the School Board member residence area from which he/she was elected. School Board members shall be elected and any vacancies filled pursuant to Florida Constitution.

**STATUTORY AUTHORITY: 1001.41, F.S.**

**LAW(S) IMPLEMENTED: 1001.34, 1001.35, 1001.36, 1001.362, F.S.**

**CITY CHARTER: Article 13**

**ADOPTED: April 1, 1997**

**REVISION DATE(S): November 10, 2008**

**FORMERLY: BBB**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### ORIENTATION OF BOARD MEMBERS

2.12

It is the intent of the Duval County School Board members that newly elected members will be given a comprehensive orientation into their new role as quickly as possible following their election. Members elected (whether in the Primary or the General Election) will be: (1) invited to attend all workshops and board meetings, and (2) provided an orientation. This orientation will include, but not be limited to, the following components in a notebook for reference, and shared verbally by the Board Chairman (or his/her designee as appropriate for the matter, such the Superintendent, Office of General Counsel, etc.):

1. Explanation of each district department and its role in supporting student achievement.
2. Explanation of the difference between board meetings, board workshops, committee assignments, and special meetings.
3. Explanation of General Counsel's role with the Board/Superintendent.
4. Full explanation of the School Board Members role vs. the Superintendent.
5. Briefing on the budget.
6. Process for setting agenda and for distribution a week before the meeting.
7. Briefing on all pending/possible issues for the immediate future.

**STATUTORY AUTHORITY: 1001.41, F.S.**

**LAW(S) IMPLEMENTED: 1001.41, F.S.**

**HISTORY: ADOPTED: AUGUST 5, 2008**

**FORMERLY: BB**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### RESPONSIBILITIES AND AUTHORITY OF THE BOARD

2.13

- I. The School Board is responsible for the organization and control of the District school system and is empowered to determine the policies necessary for its operation and general improvement of the District. Operating as an independent agency of consolidated government, the School Board shall govern all local school matters and shall limit its actions to establishing policies and to meeting the requirements prescribed by Florida Statutes, State Board of Education Rules, and the Charter of the City of Jacksonville. School Board members have authority only when the School Board is meeting in official session and a quorum is present. The School Board shall not be bound in any way by any action on the part of an individual School Board member or any employee, except when such statement or action is in compliance with the action of the School Board. School Board members may visit the schools and all departments of the District to be better informed concerning all phases of the District school system.
- II. The role of the School Board, as with any legislative body, is to act collectively, not individually. The authority and responsibility of individual School Board members does not extend to the execution of the policies adopted by the School Board. Individual School Board members have no authority and shall not attempt to act as administrators of the District school system.
- III. Appeals from judicial decisions and administrative orders shall be authorized only by the School Board.
- IV. The function of the District school system personnel, under the Superintendent's direction, is to support the implementation of School Board policies. Accordingly, their efforts are responsive to the School Board as an entity rather than to individual School Board members.
- V. Board members shall utilize the Constituent Services system to gain information and data necessary to provide service to constituents. The right to full information extends to the duty to listen to complaints that citizens bring him/her. Complaints registered with a School Board member should be conveyed to the Superintendent through the Constituent Services System.
- VI. Requests for legal opinions from the General Counsel's Office by individual School Board members shall be initiated through the School Board Chairperson or shall have majority approval of the School Board.

**STATUTORY AUTHORITY: 1001.41, 1001.42, F.S**

**LAW(S) IMPLEMENTED: 1001.32, 1001.363, 1001.372(1), 1001.41, 1001.42, 1001.43, 1003.02, F.S.**

**ADOPTED: April 1, 1997**

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**REVISION DATE(S): November 10, 2008**

**FORMERLY: BBA**

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### SUPERINTENDENT EVALUATION

2.14

The most important and fundamental responsibility of the Duval County School Board is the employment of the Superintendent. The Board is responsible for formulating goals, objectives and policies for the operation of the district and for ensuring that the Superintendent effectively performs the responsibilities of that office. As such, the Duval County School Board shall annually evaluate the Superintendent's performance based on established performance goals and objectives.

The Board shall strive to accomplish the following objectives in conducting the Superintendent's written evaluation:

1. Clarify to the Superintendent his or her role, as seen by the Board.
2. Clarify to Board members the Superintendent's role, according to the Board's written criteria, as expressed in the Superintendent's job description and the District's goals and objectives.
3. Foster an early understanding among new Board members of the evaluation process and the Superintendent's current performance objectives and priorities.
4. Develop and sustain a harmonious working relationship between the Board and the Superintendent.
5. Ensure administrative leadership for excellence in the District.

The Superintendent shall, by July 1 of each Agreement year, submit for the Board's consideration and adoption a list of goals for the district. The final goals approved by the Board shall be reduced to writing, whether by Board minutes or otherwise, and shall be among the criteria on which the Superintendent's performance will be reviewed and evaluated.

The Superintendent, in consultation and cooperation with the Board, shall promptly and expeditiously consider and act upon the performance goals and objectives recommended by Board and the Board shall adopt such performance goals and objectives as it deems will best further the district's mission.

The Superintendent's evaluation instrument, approved by the Board, will utilize the performance criteria, with appropriate input from the Superintendent. The Board will use specific indicators for each performance criteria. Progress will be determined in combination with the degree to which the targets on the Data Dashboard in the Strategic Plan have been met. The order in which the indicators are listed in the evaluation instrument does not reflect the relative priority of the indicators. The Board and Superintendent will establish

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performance goals for the Superintendent as part of the evaluation process for the subsequent school year.

Using the Superintendent Evaluation instrument, the Board shall conduct an annual formal performance evaluation of the Superintendent within forty-five (45) days after receipt of the district's schools' FCAT scores. This policy will include by reference any additional components set forth in the Superintendent's contract which relate to his/her evaluation. Each Board member will complete the Superintendent Evaluation Instrument and then meet individually with the Superintendent to deliver and discuss the completed evaluation. The Board shall base its evaluations of the Superintendent in part on the degree to which the goals and objectives adopted by the Board have been achieved. Board members shall include full, fair, and frank exchange between Superintendent and the Board and fair opportunity for Superintendent to respond to comments of individual members of the Board. After all board members complete their individual evaluations with the Superintendent, the Board Chairman shall create a master evaluation document compiling the scores and comments from the seven Board Member district evaluations, identified by District, which shall serve as the basis for a discussion among the Board Members and Superintendent.

Additionally, the Board shall conduct an annual informal performance review of the Superintendent during the Board's retreat scheduled in or about the month of January each year.

While the School Board will conduct these two scheduled evaluations each year, the Board considers the performance review of the Superintendent to be an ongoing process throughout the year, with frequent honest discussions between Board members and the Superintendent, with the intent being the continuous improvement of the school district.

**STATUTORY AUTHORITY:**

**LAWS IMPLEMENTED:**

**ADOPTED: October 7, 2008**

**FORMERLY: BBAA**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### CONSTITUENT SERVICE

2.15

#### Purpose:

The purpose of the policy is to outline a process for Board member service to constituents. Board members must provide service to constituents but should not involve themselves in problem management.

This policy sets forth standards and describes processes. It is the intention of the School Board to meet these standards and follow these processes.

#### ***Compliance with State Law***

The Duval County School Board and individual Board Members will follow all State laws and regulations regarding the prohibitions of Board involvement in management.

#### ***Defining Constituent Service***

As elected officials and trustees acting on behalf of the public, Duval County School Board Members have a responsibility to be accessible to the public and assist citizens with suggestions, questions, or complaints regarding Duval County Public Schools. The following definitions apply:

- ***Constituents*** are residents of the community who are represented by an elected public school District Board member. Constituents are receivers of public services and provide public funds for those services.
- ***Governance*** is the primary role of the elected school District Board member. Governance involves ensuring the delivery of required educational and support services in the District by providing oversight and policy to the Superintendent regarding those services and desired results. Governance is strategically based guidance and policy focused on effecting system improvement.
- ***Management*** is the responsibility of the District Superintendent who is an employee of the School Board and operates within District policy established by the School Board and all applicable state and federal laws and regulations. Management includes directing staff, allocating resources, administering programs and providing support services to improve school system effectiveness and successfully achieve District academic objectives.
- ***Appropriate*** constituent service is defined as each Board member ensuring that management takes responsibility for helping citizens receive the services that the State Department of Education intend Duval County Public Schools to provide, using the systems and resources provided for those services.
- ***Inappropriate*** constituent service is defined as Board member involvement in management or delivery of specific services or desired result, even if the problem is serious and/or the Board member's involvement is minimal. This includes an obligation not to confer special advantage on employees, parents, students, vendors or any other person or entity outside

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regular management decision-making processes established by policy or management directive to guarantee fairness and equity.

### ***System for Constituent Service***

Recognizing the need to provide quality service to constituents, the Duval County School Board and Superintendent will together put into place a system for tracking and responding to constituent inquiries.

The goal of the District is to respond promptly and professionally to any questions or concerns of the public. To this end, the public is encouraged to use published telephone numbers to contact the appropriate District personnel regarding issues or questions. Another valuable resource is the District website [www.duvalschools.org](http://www.duvalschools.org) which contains policy, procedures and the status of various ongoing programs which will often answer many questions. The website also provides access to those who want to send questions and comments directly to the Superintendent using electronic mail.

If the above information sources do not provide answers, constituents may contact the respective Board member directly by calling the Board Liaison. As appropriate, such inquiries will be tracked using a system with the following features:

- A protocol for handling constituent requests for information or assistance;
- A primary contact person in the Board Office who will refer constituent service issue requests to the Superintendent's Office as directed by the Board member;
- A feedback system so that Board members know the resolution of requests;
- An information management system for storing, tracking, categorizing and analyzing requests;
- Periodic reports to the Superintendent and Board on constituent requests, their resolution, and patterns in requests;
- Periodic reports on District systems improvements made, in whole or part, as a result of constituent service requests; and,
- Over sight of the system by the Superintendent's designee.

The attached flowchart tracks the recommended process flow for constituent service requests.

### ***Protocol for Managing Constituent Requests***

Protocol is based on a reliable information network between the Board Office and the Superintendent's Office for referring, tracking and resolving constituent inquiries. Normally, electronic management of these requests will be done via email or other electronic means as the preferred method of communication and recordkeeping in the system. The Superintendent's Office will manage the tracking system and coordinate with appropriate District staff. Requests will be tracked in the Superintendent's Office by the category of request; the person assigned the lead for responding, the date of inquiry and the date of response. This information will be maintained in a consolidated database until reviewed by the Superintendent or the Board, but no less than three years.

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The District response will be forwarded to the Board Liaison for response to the constituent. The Board Liaison is responsible for ensuring that the respective Board member is advised of action on the constituent requests, as well as keeping the constituent advised of the status of the request.

As appropriate, and when requested by the Board Office, the Superintendent's Office or appropriate District staff member may respond directly to the constituent and copy the Board Office on the response. This shall be noted in the tracking system maintained by the Board Office.

### ***Guidelines for Responding to Constituent Requests***

Response to constituent requests will be managed on a priority basis. Board Liaison and District staff will set priorities considering all requests. The priority in which requests are answered is based on the urgency of the specific issue and not the importance of each request. The Board considers all requests to be important and warranting an expedient response. In cases where extensive staff work is required to collect data or research information to respond, an interim response will be provided to the constituent by the Board office.

### ***Central Database Management***

Constituent request data will be managed by the Superintendent's Office. As described in the section of this policy titled "***Protocol for Managing Constituent Requests***", statistics will be collated for further review by the Superintendent.

Constituent responses shall be maintained in an electronic database for a one-year period from the date of the response or until a briefing to the Board is complete.

### ***Reporting and System Improvement***

Monthly, or as directed by the Board Chair, the Superintendent will present a summary to the Board, which will include constituent request data, trends, conclusions and recommendations for improvement. The Superintendent's report to the Board will be in a suitable electronic document and will include data and graphs portraying the results and processes involved. This report will contain the most current information, and will also include comparative data and trend analyses.

Annual reports will be presented to the Board on or about June of each year.

**STATUTORY AUTHORITY: 1001.4 (2), F.S**

**LAW(S) IMPLEMENTED: 1001.42 F.S**

**ADOPTED: JANUARY 3, 2006**

**FORMERLY: BF**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### DISTRICT ACADEMIC ACCOUNTABILITY POLICY

2.16

#### INTRODUCTION:

In February 2006, the Duval County School Board adopted Core Beliefs and Commitments to communicate its mission and vision for a high performing school district that educates all children to high standards and eliminates the achievement gap. In its quest to develop a framework for a student-focused governance model, the Duval County School Board recognizes its responsibility to develop systems and procedures based on the following accountability principles:

- The establishment of a transparent district-wide accountability process that applies to all schools;
- The establishment of a systematic and rigorous support system for lower performing schools and a system to recognize schools that continue to raise performance of all students;
- The establishment of a system that establishes annual expectations for school progress and monitors performance to ensure that each school is responsible and accountable for meeting those expectations;
- To clearly communicate and consistently apply criteria for rewards and sanctions, including a timeline that outlines the consequences associated with failing to meet performance targets for multiple years;
- The evaluation of the District's progress toward accomplishing the Board's vision as outlined in the District's Strategic Plan (adopted May 2008);
- The establishment of a system to inform the community about the District's progress.

#### OVERVIEW OF SCHOOL ACCOUNTABILITY SYSTEM

The purpose of the District Academic Accountability system is to support increased expectations for the system and its schools (and build the capacity of staff to meet these expectations) so that *all* students at *all* schools receive the instruction and support they need to be prepared for a wide range of post-secondary opportunities.

The district's mission is to improve student achievement and eliminate racial and socio-economic achievement gaps by supporting teaching and learning in the classroom. The District Academic Accountability Policy places the focus of accountability at the school level, while delineating district-wide strategies to recognize schools that are successfully improving achievement and to support and intervene with those that are not. The Board has adopted an aligned instruction system requiring Duval County Public Schools to create a comprehensive and coherent system of curriculum, instruction and accountability. Each school, with direction and assistance from the Superintendent, must analyze student

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performance data, identify priorities for instructional focus and provide both general and targeted support for teachers and students.

The system has four (4) main components:

1. **School Performance Indicators-** In response to concerns that public schools are failing to meet the needs of all students, the DCPS holds schools and the educators within them accountable for meeting and sustaining high levels of student achievement. A system of standardized assessment, curriculum standards and rewards and sanctions provides the tools and motivation in an effort to improve school performance. The district will use the FCAT grade, AYP and other formative assessments as a school's performance indicator for the school accountability process utilizing both lagging and leading indicators. These on-going diagnostic assessments will measure improvements in student achievement over a school year.

DCPS will develop a system which provides immediate feedback, helps teachers to focus instruction and facilitates student learning. The Superintendent will be charged with training principals and teachers to focus specific attention on the analysis of data, disaggregated by student subgroup, to identify and explain inequitable trends in achievement and the strategizing of appropriate classroom responses. The District will utilize the appropriate academic performance measures found in the Data Dashboard, which will be approved annually by the Board.

2. **School Classification-** Each year, schools will be classified in terms of their performance and progress. This classification system incorporates the performance indicators, goals and objectives of the district. This system will also facilitate an annual review of each school's achievement status.
3. **Accountability Strategies-** This system includes strategies to address the needs and issues at schools based on their level of achievement and progress. All schools will be monitored to determine if they are providing good learning conditions and/or opportunities for their lowest performing students.

A major facet of the Board's accountability framework will focus on *capacity building*. The Superintendent will design and implement deliberate interventions to improve teacher knowledge and skill, provide extra assistance to students at risk of failure, and to build school communities capable of responding to performance pressures.

The Board's accountability framework will include evaluation systems for all staff across the District to ensure an aligned system. The evaluation tools include the Central Office Performance Evaluation, Administrator's Performance Assessment System, and the Teacher Assessment System.

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The principal and instructional leader at each school will sign an Annual Summative Performance Evaluation that delineates the performance expectations, potential rewards and sanctions, and roles and responsibilities associated with the district academic accountability process. The signed agreement indicates that the participants (1) accept accountability for improving student achievement and meeting state and federal improvement targets and (2) understand the rewards and sanctions contained in the District Academic Accountability policy.

- **Rewards and Recognition:** High performing schools will be publicly recognized and/or rewarded for their academic performance and for **true gains**.
  
  - **Monitoring and Support:** Schools that are generally making progress and/or meeting some performance expectations will be monitored, and appropriate support will be provided by the appropriate oversight entity. The focus and intensity of the support provided to each school will be consistent with the areas of need identified in an analysis of the school's performance indicators.
  
  - **Intervention and Corrective Action / Sanction:** Schools that are not meeting goals and targets will receive intervention, and if needed, engage in a corrective action process consistent with that required under state and federal law. District and school site staff will analyze school accountability and achievement results to identify areas of specific need, and intervention and corrective action will be targeted to focus on those needs. Schools that improve will exit the corrective action phase. Schools that do not will be subject to restructuring.
- 4. Program Improvement Timeline:** Consistent with federal and state program improvement requirements, the School Accountability policy provides for a review of each school's progress and performance at the conclusion of each accountability cycle (i.e., following the release of the FCAT and AYP results) Federal law requires that any Title I school failing to make AYP for two consecutive years to be identified for Title I Program Improvement. The District Academic Accountability policy will apply the NCLB Program Improvement timeline to all schools, whether or not they are Title I schools. As a result, all schools will (1) be held to the same standards of achievement and (2) be subject to the same interventions, corrective actions and sanctions –as defined by federal and state law.

Any school in program improvement that fails to make AYP in a given year advances one level on the Program Improvement Timeline. If a school makes AYP in a given year, it remains at the same level on the timeline; if a school makes AYP for two consecutive years, it exits Program Improvement. Note: Because it is possible for a school at any performance level to be in Program Improvement, the interventions, corrective actions,

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and sanctions specified on the Program Improvement Timeline will apply, as appropriate, to that school, based on the circumstances calling for improvement.

### EVALUATION

Evaluations of accountability systems are essential. The District Academic Accountability policy's evaluative process will result in reports to the Board which indicate:

1. Whether students are being appropriately included in assessments,
2. If assessments have disparate impacts on various groups,
3. Whether classroom practice is changing in response to assessment,
4. The ability of the assessment system to provide remedies for poor performance, and a host of other equally critical questions.

Evaluations will show whether teachers have the ability to do the expected job and whether the capacity is fairly distributed.

The Board charges the Superintendent to implement this accountability system and requires that in the first year of implementation, the Superintendent provides quarterly reports on the progress and milestones made during implementation.

After two years, and annually thereafter, the Superintendent will provide the Board with an evaluation of the effectiveness of the accountability system which will include an analysis of school performance for the five years before the establishment of the accountability system, as if it had been in place, and actual school performance for each year following full implementation.

Minimally, reports to the Board should indicate the degree to which the system:

- builds capacity of staff;
- affects resource allocation;
- supports high-quality instruction;
- promotes student equity access to education;
- minimizes corruption;
- affects teacher quality, recruitment, and retention; and
- produces unanticipated outcomes.

### ACCOUNTABILITY SUMMARY:

In its efforts to create a high performing school district that educates all children to high standards and eliminates the achievement gap, The Duval County School Board has adopted a Theory of Action that effectuates its Core Beliefs and Commitments. The Board, through its District Academic Accountability policy, has designed a system and process to fulfill the vision and goals outlined in the Theory of Action and Core Commitments.

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The Board's vision will become a reality as it holds all staff members accountable for accomplishing the necessary tasks for realizing the vision. Academic Accountability oversight requires that the Board will:

- Direct the Superintendent to bring to the Board an *Accountability Manual* that fully describes the academic accountability policy, the management structure and the systems required to effectuate it, and the timelines, practices and procedures by which it will be operated
- Assess progress toward the achievement of the District's long and short term goals as stated in the Strategic Plan and align the Board's decisions with its Core Beliefs and Commitments
- Monitor student achievement
- Determine a direction for designing and adapting curriculums
- Receive regular reports on student progress and needs based on a variety of assessments that measure the quality and equity of the district's education system.
- Use student achievement data and all other available information as a basis for making programmatic modifications
- Provide appropriate staff training opportunities
- Evaluate the District's progress toward accomplishing the vision
- Inform the community about the District's progress

**STATUTORY AUTHORITY: Section 1001.41, F.S.**

**LAWS IMPLEMENTED: Sections 1001.42; 1001.43 F.S.**

**ADOPTED: September 7, 2006**

**REVISION DATE(S): November 10, 2008**

**FORMERLY: BJA**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### OPERATIONAL ACCOUNTABILITY POLICY

2.17

#### Purpose

The goal of the District's central office is to provide service and support to the schools in an efficient and timely manner which in turn promotes the schools progress to becoming a high performing organization. The Board believes and is committed to academic and operational resources being adequately distributed throughout all Duval County Public Schools.

The superintendent is charged with establishing, publishing and implementing procedures that support this policy.

#### Goals

The goals of the operational accountability system are as follows:

- 1) To establish and monitor progress toward performance indicators for each central office department and area;
- 2) Evaluations of each departments improvement plan, goals and objectives as stated in the District Strategic Plan;
- 3) Use of customer surveys to determine which departments or areas are meeting District objectives;
- 4) Determine which departments or areas are failing to meet objectives and require assistance, reorganization and/or replacement.

#### Overview of the Operational Accountability System

The system has four (4) main components:

- 1) **Department Performance Indicators** – the district will use identified measures as performance indicators for the district accountability process.
- 2) **Department Classification** – Each year, departments will be classified in terms of their performance and progress. This classification system incorporates the performance indicators, goals and objectives of the district. This system will also facilitate an annual review of each department's achievement status.

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3.) **Accountability Strategies** – This system includes strategies to address needs and issues of departments based on their level of achievement and progress. The evaluation tools will include the Central Office Performance Evaluation to monitor progress toward the goals of the Strategic Plan.

- Rewards and Recognition: High performing departments will be publicly recognized and/or rewarded for their performance.
- Monitoring and Support: Departments that are generally making progress and/or meeting some performance expectations will be monitored, and appropriate support will be provided by the appropriate oversight entity. The focus and intensity of the support provided will be consistent with the areas of need identified in an analysis of the department's performance indicators.
- Intervention and Corrective Action/Sanction: Departments that are not meeting goals and targets will receive intervention and, if needed, engage in a corrective action process. Analysis of the department's accountability and achievement results will identify areas of specific need. Any intervention and/or corrective action will be targeted to focus on those needs. Departments that improve will exit the corrective action phase. Departments that do not will be subject to restructuring.

### **Evaluation**

The superintendent will report quarterly to the board the gains and milestones through the first year of implementation. Thereafter, the superintendent shall report biannually.

### **Review**

This policy shall be reviewed every October.

**STATUTORY AUTHORITY: Section 1001.41, F.S.**

**LAWS IMPLEMENTED: Section 1001.42; 1001.43 F.S.**

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# CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

## DATA DASHBOARD

2.18

### OVERVIEW

The purpose of the data dashboard is to establish the strategic indicators that the Superintendent will regularly communicate to the Board and public. These indicators will provide a comprehensive snapshot of the operational health of the district and progress towards the Board's strategic goals. By enabling our various stakeholders to more easily monitor District performance, our objective is to create a laser like focus among staff and the community preparing our students to achieve dreams.

The purpose of the data dashboard policy is to improve the oversight and communication of District Strategic Plan, Theory of Action, Management Oversight, and Mission.

#### A. Definition/Scope

The data dashboard consists of a limited number of carefully selected indicators that communicate the operational health of the District (like the dials on a car dashboard) and progress towards strategic goals) like a mile marker on the highway.

#### B. Reporting and Oversight

The superintendent will prepare a data dashboard for the Board on an annual basis. At the end of the fiscal year, the superintendent will provide an annual report that communicates the full year's performance. The Board charges the superintendent with disseminating the data dashboard to the district's constituents, including but not limited to parents, business leaders, government officials with an annual presentation and periodic updates.

#### C. Data Dashboard Indicators

The Board directs the superintendent to develop and report data dashboard indicators which will include student achievement, operational excellence and stakeholder satisfaction.

### ANNUAL REVIEW

The board will review this policy annually in July.

**STATUTORY AUTHORITY: Section 1001.41, F.S.**

**LAWS IMPLEMENTED: Sections 1001.42; 1001.43 F.S.**

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**ADOPTED: August 1, 2006**

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## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### MANAGEMENT OVERSIGHT

2.19

#### TITLE: Duval County School Board Management Oversight

#### OVERVIEW

The school district's goal is to accelerate academic achievement and eliminate the achievement gap. The purpose of this policy is to clarify the roles of the school board and superintendent in management oversight. The school board is responsible for management oversight of all major systems of the Duval County Public Schools including but not limited to, finances, curriculum and instruction, human resources, safety and security, construction management and facilities maintenance, transportation, custodial, food and technology. The school board's role in management oversight is to review the performance of all major systems, at least annually, through formal reports, audits and any other reporting method deemed appropriate by the school board through the superintendent. The school board will develop and use a district wide annual data dashboard. The school board and superintendent understand that management oversight is the responsibility of the board as a whole, not of individual board members. While holding the superintendent accountable for the performance of these systems the board will not interfere with the Superintendent's management of the district.

The board will schedule Management Oversight Workshops to review overall system integrity for each major system no less than bi-annually, will receive system performance reports during annually scheduled workshops, and will identify any other periodic reporting required. The Board will submit information requests/questions to the Superintendent five weeks prior to the scheduled workshop. The Board Chairman and Superintendent will confer at least four weeks prior to the workshop to finalize information requests. Board will receive final workshop documents not less than one week prior to the scheduled workshop. Superintendent will provide data summaries and analysis from Constituent Services for all major systems. Reports containing extensive data will also include executive summaries.

In addition to the Management Oversight Workshops, the board will fulfill its management oversight responsibilities for the following systems by:

#### Finances

- Reviewing processes used to ensure integrity of all major components of the district's financial systems.

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- Receiving and reviewing the annual external audit of the district's finances.
- Requiring superintendent to follow up on the recommendations of the external auditors on a time appropriate basis, not to exceed six months unless otherwise approved by the Board.
- Receiving and reviewing all internal audit reports.
- Requiring superintendent to make any necessary procedural changes based on internal audit reports.
- Maintaining a standing audit committee comprised of the board (Committee of the Whole).

### Curriculum and Instruction

- Reviewing status of curriculum documentation and availability to teachers.
- Reviewing processes for ensuring consistency of documented curriculum and assessments.
- Reviewing processes for building or buying new curriculum materials consistent with the Aligned Instructional System Theory of Action.
- Reviewing processes and status for training all certificated staff in curriculum, standards, and Theory Of Action.

### Human Resources

- Reviewing effectiveness of professional development.
- Requiring superintendent to uphold integrity and transparency of selection processes.
- Requiring superintendent to ensure diversity of district staff with respect to gender, race, and professional backgrounds.
- Receiving quarterly reports on staffing.

### Operations

- Safety and Security
  - Review level of service and trend data
- Construction Management and Facilities Maintenance
  - Review 5 year plan and completed projects.
- School Support Services-Transportation, Custodial, Food Service
  - Review contracts annually.
  - Review value added and level of service
  - Review customer input

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### **Technology**

- Receiving return on investment calculations for all major systems.
- Requiring superintendent to maintain equity of technology in all schools.
- Reviewing “up” time for all systems.

### **Superintendent**

- Requiring a clear, fair and transparent planning process.
- Reviewing annually the Superintendent’s performance targets.

This policy will be reviewed annually in June.

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### PROFESSIONAL DEVELOPMENT AND STANDARDS FOR CERTIFICATED PERSONNEL 2.20

#### Overview

The Duval County School District is committed to ensuring that all certificated personnel have the relevant knowledge, skills and expertise to perform their work to consistently high standards and to increase student achievement. The District recognizes that training and development is fundamental to ensure the quality of its services to students. As with all work of the Duval County School District, professional development training will incorporate the Core Beliefs and Commitments as well as the Aligned Instruction Theory of Action as guiding principles.

This policy is to set the vision of how professional development standards will drive and support instruction. Professional development will be aligned with curriculum and performance standards, and with the needs revealed by student achievement results.

The District supports the concept of Lifelong Learning supported by a culture that encourages employees to take ownership for their own professional development. Individual Professional Development Plans (F.S. 1012.98) will assist teachers in making appropriate decisions concerning their professional development needs.

All District Professional Development will be high quality and will meet or exceed the professional development standards set forth by the No Child Left Behind Legislation, the National Staff Development Council (NSDC), The Florida Professional Development Evaluation Protocols, and the School and Community Professional Development Act (F.S. 1012.98).

The District will use the following standards from the National Staff Development Council to guide the deliverance of professional development for teachers. The Superintendent will establish mechanisms to ensure on-going evaluations of professional development for effectiveness and relevancy.

#### CONTEXT STANDARDS

- **Learning Communities:** Staff development that improves the learning of all students will organize adults into learning communities whose goals are aligned with those of the school and district.

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- **Leadership:** Staff development that improves the learning of all students will require skillful school and district leaders who guide continuous instructional improvement.
- **Resources:** Staff development that improves the learning of all students will require resources to support adult learning and collaboration.

### PROCESS STANDARDS

- **Data-Driven:** Staff development that improves the learning of all students will use disaggregated student data to determine adult learning priorities, monitor progress, and help sustain continuous improvement.
- **Evaluation:** Staff development that improves the learning of all students will use multiple sources of information to guide improvement and demonstrate its impact.
- **Research-Based:** Staff development that improves the learning of all students will prepare educators to apply research to decision making.
- **Design:** Staff development that improves the learning of all students will use learning strategies appropriate to the intended goal.
- **Learning:** Staff development that improves the learning of all students will apply knowledge about human learning and change.
- **Collaboration:** Staff development that improves the learning of all students provides educators with the knowledge and skills to collaborate.

### CONTENT STANDARDS

- **Equity:** Staff development that improves the learning of all students will prepare educators to understand and appreciate all students, create safe, orderly and supportive learning environments, and hold high expectations for their academic achievement.
- **Quality Teaching:** Staff development that improves the learning of all students will deepen educators' content knowledge, provides them with research-based instructional strategies to assist students in meeting rigorous academic standards, and prepare them to use various types of classroom assessments appropriately.

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- **Family Involvement:** Staff development that improves the learning of all students will provide educators with knowledge and skills to involve families and other stakeholders appropriately.

### **ANNUAL REVIEW DATE**

This policy will be reviewed annually in July.

**STATUTORY AUTHORITY:** Section 1012.98, F.S.

**LAWS IMPLEMENTED:** Sections 1012.98, 1001.41, F.S.

**ADOPTED:** August 1, 2006

**FORMERLY:** BJC

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### SUPPORT STAFF CAREER DEVELOPMENT

#### INSERVICE TRAINING FOR NON-CERTIFICATED PERSONNEL

2.21

##### Overview

The Duval County School Board believes the impact of professional development on non-certificated personnel is paramount to improving the work environment of the public school district. Non-certificated personnel are the backbone of the district. They are the staff members who provide the workforce to complete the work processes. The more training they receive, the better the performance of their work will be and the more successful the district will become.

The District supports the concept of Lifelong Learning supported by a culture that encourages employees to take ownership for their own professional development. Each employee will be required to have an Individual Professional Development Plan. As with all work of the Duval County School District, professional development training will incorporate the Core Beliefs and Commitments as well as the Aligned Theory of Action as guiding principles.

The scope of Non-Certificated personnel range across several bargaining units and numerous job codes. The training needs vary widely within these units. Therefore a Professional Development Advisory Council shall exist for the purpose of customizing training to fit the needs of individual units. Membership will be representative of the district departments.

Curriculum will be designed to embrace the NSDC Standards for Quality Staff Development and follow the Department of Education Protocol for Standards of Professional Development. The training design will support adult learning principles and be delivered with small group activities that are relevant to adult learners.

- (1) A Comprehensive Non-certificated Personnel Professional Development Plan shall be designed and developed by Duval County Public Schools' Professional Development Department based on the results of needs assessments and the Duval County Departmental findings. The components for this Comprehensive Non-certificated Professional Development Plan must be a part of the Duval County School Board adopted Master Inservice Plan document for Duval County Public Schools. The delivery methods for activities:

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- (a) may be delivered via distance learning, broadcast and satellite, on-line courses, individualized computer-based delivery systems, face-to-face: seminars, workshops, action research, special projects; and,
  - (b) shall not duplicate courses which are offered routinely in district by various institutions of higher education.
- (2) The Paraprofessional Career Development Program, which is administered by the Professional Development Department, shall consider inservice points when determining eligibility for column advancement for increase in pay. All other bargaining units' members do not have designated funds available for increase in pay upon completion of inservice training; however, participants can learn and/or enhance their skills and may be considered for future job promotions.
- (3) Frontline Leadership Training Needs: This program recognizes the non-certificated frontline leaders who have been selected and highly recommended by the supervisors to participate in the ALL STAR program.

“The A.L.L. S.T.A.R. Program” (Attitude of service, Lead through change, Listen to understand and Synergy in teamwork, Technology to improve performance, Appreciation of diversity, Relationships-building relationships is what leadership is all about). The program builds more responsible behaviors by teaching people to think of themselves as a “company within a company,” serving customers both inside and outside the organization. All successful ALL STAR participants will become trainers for non-certificated personnel.

**STATUTORY AUTHORITY: Section 1012.985 (3) (b) Florida Statutes**

**LAW IMPLEMENTED: Section 1012.98 (b) (4) Florida Statutes**

**ADOPTED: December 5, 2006**

**FORMERLY: BJCA**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### BOARD MEMBER REQUEST FOR INFORMATION

2.22

The Duval County School Board acknowledges that a well-informed school board is an integral component to determining and adopting policies and programs consistent with improving student achievement. To develop a comprehensive understanding and to make informed decisions, individual board members may request information from the superintendent or designee relevant to the governance of the school district. The requested information may be used by the school board member or the Duval County School Board in its official capacity as the governing body of the Duval County School District.

In order to manage these requests in an efficient manner, a Board Member Request (BMR) Tracking System has been developed and will be used to direct the flow of requests for information. The request will be entered into the system and directed to the appropriate department for response. There will be a timeline for responses built into the system. The number of staff hours required to respond to a request will be recorded in the tracking system. Staff will respond to requests using the Board Member Tracking System with the below criteria.

1. Requested information should be responded to within two (2) to twenty-one (21) days of the request.
2. The chairman and individual board members should be copied on the request for information.
3. The response to the requested information shall be in substantial conformity to the format requested by the board member
4. If the superintendent or designee believes that the information cannot be provided within the twenty-one (21) days, the superintendent or designee shall inform, in writing, the board member requesting the information and copy the remaining board members, as to why the request cannot be responded to within the twenty-one (21) days and on what date certain the information can be provided.
5. The Board Member Tracking System will produce weekly logs and monthly reports which will be reviewed on a quarterly basis by the Board and Superintendent in order to evaluate efficiency and to detect trends. This quarterly review is intended to improve the operating procedures of the School Board/Superintendent team. Some examples of improvement include, but are not limited to eliminating duplicate requests, identifying technology needs, and reduction of unnecessary staff time.

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**STATUTORY AUTHORITY: Section 1001.41, Florida Statutes**

**LAWS IMPLEMENTED: Sections 1001.41; 1001.42; 1001.43, Florida Statutes**

**ADOPTED: November 9, 2006**

**REVISED: October 7, 2008**

**FORMERLY: BGA**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### ORGANIZATION AND OFFICERS OF THE BOARD

2.23

- I. A chairperson and a vice-chairperson, and such other officers as the Board may determine, shall be elected annually by the School Board at its organizational meeting held on the third Tuesday after the first Monday in November; however, if a vacancy occurs in the chairperson position, the School Board shall elect a chairperson at the next regular or special meeting.
- II. The chairperson shall preside at all School Board meetings, appoint committees, and perform such other duties as may be prescribed by law or by action of the School Board. The vice-chairperson shall preside in the absence of the chairperson and shall perform such other duties of the chairperson as required by circumstances. The chairperson and vice-chairperson shall be bonded in the manner prescribed by the State Board of Education.
- III. The Superintendent, as provided by law, shall be the secretary and executive officer of the School Board. At any organizational meeting, the Superintendent shall act as chairperson until the organization of the School Board is completed.

**STATUTORY AUTHORITY: 1001.41, 1001.42, F.S.**

**LAW(S) IMPLEMENTED: 1001.32, 1001.371, 1001.41, 1001.43, 1001.48, 1001.51, F.S.**

**ADOPTED: April 1, 1997**

**REVISION DATE: NOVEMBER 10, 2008**

**FORMERLY: BD**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### **SALARY OF SCHOOL BOARD MEMBERS**

**2.24**

Effective upon approval, and continuing the first regular meeting following the organizational meeting in November of each year thereafter, the annual salaries of the Board members shall be adjusted when the salaries of the state constitutional officers are adjusted by the annual factor adjustment as set forth for constitutional officers in Chapter 145, F.S.

**STATUTORY AUTHORITY: CHAPTER 145, 1001.41, F.S.**

**LAW(S) IMPLEMENTED: CHAPTER 145, 1001.395, F.S.**

**HISTORY: ADOPTED: MARCH 1, 2005**

**REVISION DATE(S): NOVEMBER 10, 2008**

**FORMERLY: BDA**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### SCHOOL BOARD RULES

### 2.25

As used in these rules, the term *rule* and *policy* shall have the same definition.

These rules may be amended, repealed, or a new rule adopted as hereinafter prescribed. The term *rule* is defined in Florida Statutes; it does not include “curricula by an educational unit,” thereby, removing the development or prescription of curriculum by a School Board from the procedural requirements established for rule making.

- I. Unless an emergency exists, any proposal relating to a rule amendment, the repeal of any rule, or the adoption of a new rule shall be presented in writing to the School Board including a written explanation of the proposal.
  - A. The Superintendent shall give immediate and proper written notice to the public pursuant to the provisions of Florida Statutes, when the School Board has determined that it will give due consideration to the proposal for adoption, amendment, or repeal of a rule. The notice of a public hearing shall be advertised twenty-eight (28) days prior to the date of the hearing. The notice shall include a brief and concise explanation of the proposed rule’s purpose and effect, the estimate of economic impact to all individuals affected by the proposed rule or rule amendment, the specific legal authority for the School Board’s action, and the location where the text of the proposed change may be obtained.
  - B. Any person who is substantially affected by a proposed rule, rule amendment, or the repeal of a rule, may within twenty-one (21) days following notice of intent to adopt, amend or repeal such rule, file a written request with the School Board seeking an administrative determination as to the validity of the proposed rule action.
  - C. The Superintendent shall file immediately in his/her office a copy of any new rule, rule amendment, or repeal of rule adopted by the School Board; policy manuals shall be amended accordingly.
  - D. Such rules shall become effective upon adoption by the School Board unless a time certain date is specified therein.
- II. Any person substantially affected by an existing School Board rule may petition the Division of Administrative Hearings, Florida Department of Administration, to conduct a hearing on the rule validity pursuant to Florida Statutes. Any hearing examiner’s decision which is adverse to the School Board may, upon the School Board’s appeal, be judicially reviewed. Any hearing examiner’s decision which is adverse to the person substantially affected may, upon that person’s appeal, be judicially reviewed.
- III. The School Board may determine that the public health, safety, or welfare is endangered and that immediate action is required to protect the public interest. When this occurs, the School Board, at any meeting in which a quorum is present, may

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adopt emergency rules, without complying with the waiting period as provided in section I. herein for public hearings and other similar requirements. The Superintendent shall properly record the effective date for any such emergency rule. Any emergency rule shall not be valid in excess of ninety (90) days from the adoption or effective date.

- IV. Any School Board employee, citizen, or agency may obtain information relating AND his/her designee.
- V. A copy of the compiled rules shall be available for inspection in the Superintendent's office, the principal's office, and on the District's website.
- VI. Copies of the School Board rules shall be assigned to various positions within the District as determined by the Superintendent.
  - A. A copy of any rule change shall be made available by the Superintendent to each holder of the compilation who shall be responsible for entering all changes immediately upon receipt.
  - B. A copy of the School Board rules manual shall be available to all staff members in the principal's office and the District's website. The school principal shall keep the compilation current.
  - C. The principal shall inform his/her staff members of the location of the School Board rules and any changes.
- VII. A School Board rule may be waived only to provide and implement overall goals and objectives of the School Board and to protect and preserve the health, safety, and welfare of the affected individual(s). Waiver of a School Board rule shall be addressed and a decision rendered regarding its waiver at a regular, special or emergency School Board meeting and shall require an affirmative vote of at least five School Board members. A waiver of a School Board rule shall not render the policy void with respect to the continued implementation of the rule which is sought to be waived. Any Florida Statute or State Board of Education rule which is waived pursuant to proper procedures shall automatically waive an identical School Board policy.
- VIII. Sections, paragraphs, sentences, clauses, and phrases of the School Board policies shall be severable. Any phrase, clause, sentence, paragraph, or section of the School Board policies which is declared unconstitutional by the valid judgment of any court of competent jurisdiction shall not affect the constitutionality of any remaining phrases, clauses, sentences, paragraphs, and sections of the School Board policies.
- IX. Any citizen may appeal to the Board for a variation or waiver with regard to any policy. The appeal process shall be that a written request shall be made to the Superintendent who shall review the matter and present recommendations to resolve the problem at the next regular School Board meeting to which the item may be added as a part of the agenda. In cases where an appeal process has been developed for a specific policy, the appeal shall be made in accordance with that procedure.

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**STATUTORY AUTHORITY: 1001.41, 1001.42, F.S.**

**LAW(S) IMPLEMENTED: 120.52 -120.72, 1001.43, F.S.**

**HISTORY: ADOPTED: APRIL 1, 1997**

**REVISION DATE(S): NOVEMBER 10, 2008**

**FORMERLY: BGB, BGF**

**POLICY: (1) DEFINITIONS:**

- (a) Regular Board Meeting – monthly meeting of the School Board which is duly noticed and open to the public.
  
- (b) Annual Organizational Meeting – The School Board shall hold an organizational meeting on the third Tuesday after the first Monday in November. The purpose of the organizational meeting will be to install the new board members and to elect a Chair and Vice-Chair. If a vacancy occurs in the Chairmanship in the upcoming year, the Board shall elect a Chair at its next regular or special meeting.

The Board shall determine the dates and times of the regular monthly Board meetings for the upcoming year at the organizational meeting.

The Superintendent, as provided by law, shall be the Secretary and Executive Officer of the School Board. At any organizational meeting, the Superintendent shall act as Chair until the organization of the School Board is completed.

- (c) Emergency Meeting – Meeting called without the forty eight (48) hour notice to the public for a particular issue when the Chair or Board members determine that an issue is an emergency or urgent public necessity as defined by law. The time and place of the emergency meeting shall be set out in the notice of the meeting. Members of the Board and the public shall receive notification of an emergency meeting at least two hours prior to the time of the meeting.
  
- (d) Special Meeting - Chair can call a work meeting at their discretion or at the request of the majority of members. The specific agenda, identifying each item for which the meeting was called, shall be prepared forty-eight hours

(48) in advance and shall identify what item and/or topic for which the meeting is convened. The time and place of special meetings shall be set out in the notice for the meeting.

- (e) Quorum --A majority shall constitute a quorum for any School Board meeting. No business is transacted unless a quorum is present, except a minority may recess a meeting until a quorum is present.
- (f) Executive Session (Shade Meeting) – Closed meeting of the Board pursuant to state law that is properly noticed to the public.
- (g) Consent Agenda – Agenda items that are not pulled for discussion and approved by a single motion and vote of the Board. The Board shall use a consent agenda. For each item listed on the consent agenda, the Board shall be furnished with background information. A Board member may withdraw an item from the consent agenda for individual consideration.
- (h) Items Pulled without Debate - These are items that board members do not oppose, but wish to bring to the attention of the public. These items will be approved as part of the consent agenda and will not require a separate vote. Time will be provided on the agenda for these items to be presented to the public.
- (i) Emergency Item – An item that was not available when the agenda was published and will have significant adverse effect on the welfare of Duval County students unless it is addressed at the next Board meeting. The Chair will determine if an item is an emergency and will state the item is an emergency for the record.
- (j) Public Comment – A portion of each board meeting will be designated to allow time for the public to speak to the board.
- (k) Public Hearing -The Board may hold a public hearing in which any interested persons shall be allowed to present information on the topic of the hearing with a specified

time allotment. A person who has already spoken during the Public Comment portion of the meeting has the right to speak again at the Public Hearing provided they are speaking on the topic addressed by the Public Hearing.

- (l) Agenda Workshop – Properly noticed meeting of the Board to review with the Superintendent and staff, agenda items that will appear on the upcoming Board agenda. This meeting is open to the public and conducted pursuant to Chapter 286, Florida Statutes. The date, time and location of the agenda workshop will be announced at the Board meeting that precedes the workshop.

The Board may schedule other workshops as deemed appropriate.

No formal action may be taken by the School Board during such workshops.

- (m) Agenda Preparation –The deadline for submitting items for inclusion on the agenda shall normally be noon of the tenth calendar day before regular meetings and 48 hours before special meetings. The Superintendent and Board Chair shall be notified of all agenda items.

Board members may submit an agenda item at any time.

Place holders may be used up until the time the agenda is published.

The Superintendent and Board Chair shall meet prior to the publication of the agenda to finalize the agenda. This meeting shall take place no later than 48 hours prior to the publication of the agenda to provide staff with sufficient time to make any necessary changes to the agenda prior to publication. No agenda item submitted by a Board member may be removed from the agenda without that Board member's authorization.

- (n) Agenda Publication –The agenda will be published in final format, on the website, on the Tuesday morning one

week prior to the board meeting. Deadline for items to be included on the final agenda is 4:30 p.m. of the Monday immediately prior to publication.

- (o) Duties of Officers – The Chair shall preside at all School Board meetings, appoint committees and perform such other duties as may be prescribed by Florida Statutes or by action of the School Board. The Vice-Chair shall preside in the absence of the Chair and shall perform such other duties of the Chair as required by circumstances. The Chair and the Vice-Chair shall be bonded in the manner prescribed by the State Board of Education.

## (2) TIME AND PLACE OF MEETING

- (a) The School Board shall hold its regular business meeting on the first Tuesday of each month at 6:00 pm in the Cline auditorium of the Duval County School Board Administration Building. The Board meeting will conclude no later than 11:00 p.m. unless time is extended by a majority vote of the board. If it is determined that it is in the public interest for the meeting to be held elsewhere, prior public notice shall be given at least forty-eight (48) hours in advance except in cases of emergency. The Superintendent shall take such action to give public notice as required by Florida Statutes.
- (b) Changes to accommodate holidays and special events will be proposed by the Board Chair and approved by the Board.
- (c) Emergency meetings may be called by the Board Chair or by written approval of a majority of Board members.
- (d) All official meetings of the School Board shall be open to the public. Any other meeting or conferences shall be conducted as public meetings pursuant to Chapter 286, Florida Statutes, except otherwise allowed by law.
- (e) Annual Organizational Meeting shall be held on the third Tuesday after the first Monday in November. At any organizational meeting, Superintendent shall as act as Chair until the organization of the School Board is completed.

(f) All official meetings of the School Board shall be open to the public and any other meeting shall be conducted as public meetings pursuant to Chapter 286., Florida Statutes, except when otherwise allowed by Florida Statutes. Citizens shall be given an opportunity to address the School Board during its regular meetings at designated times.

### (3) ORDER OF BUSINESS

(a) The order of business for regular Board meetings shall be set out in the agenda accompanying the notice of the meeting. The order in which posted agenda items are taken may be changed by consensus of the Board members. The School Board shall not be obligated to act on any item not on the agenda.

(b) The order of the regular Board meeting shall be as follows:

- Call to Order
- Approval of Agenda
- Invocation
- Pledge of Allegiance
- Recognitions/Presentations of Awards
- Public Comments
- Comments from Parent Organizations
- Comments from Employee Organizations
- Student Achievement, Reform Activities, and Reports
- Approval of Minutes
- Approval of Consent Agenda
- Discussion of Consent Items Pulled Without Debate
- *DISCUSSION AGENDA*
  - Emergency Items

- Board Member's Agenda
- General
- Curriculum and Instruction
- Administration and Business Services
- Purchasing Services
- Human Resources Services
- Facility Services
- Board Travel
- For the Record
- Adjournment

#### (4) RULES OF ORDER

The Board shall observe parliamentary procedures as found in Robert's Rules of Order, Newly Revised except as otherwise provided in Board policy or as provided by law. The Assistant General Counsel who is assigned to the School Board shall act as the official parliamentarian of the School Board.

#### (5) CONDUCT OF MEETING

##### (a) Board Member Protocol

- i. Board members will act and dress professionally
- ii. Board member will handle all interactions with each other, the Superintendent, staff and the public with respect.
- iii. Board members will refrain from responding to speaker comments or addressing the audience.
- iv. Discussions shall be addressed to the Chair and then the entire membership
- v. Discussions shall be directed solely to the business currently under deliberation and the Chair reserves the right to halt discussions that do not apply to the business before the Board.
- vi. The Chair will preside with fairness and provide Board members with equal time. No Board member will be permitted to dominate.
- vii. The Chair shall halt discussions if the Board has agreed to a time limitation for discussion of an item and that time limit has expired.
- viii. The Vice Chair will serve as timekeeper.
- ix. The Chair shall not interfere with debate so long as members wish to address an item under consideration.

- x. Board members will in every way strive to make Board meetings effective, efficient and professional.

(b) Audience Protocol

Meetings of the School Board are public meetings but they are not meetings of

the public.

- i. The audience is expected to be quiet during the meeting.
- ii. All cell phones, pagers and other electronic devices should be turned off or set to vibrate.
- iii. The audience is expected not to cheer, clap or audibly comment during the business portion of the meeting.
- iv. The audience is prohibited from displaying signs, posters or placards inside the room where the School Board meeting is being held.
- v. The audience shall be informed that it is unlawful to knowingly disrupt or interfere with a School Board meeting and that any such action may result in a person being charged with a second degree misdemeanor. This includes individuals who advise, counsel or instruct students, School Board employees or others on techniques for disrupting a School Board meeting.
- vi. If after at least one warning from the Chair, a person or persons continues to disrupt the meeting by words or actions, then the Chair shall direct law enforcement to remove the person from the meeting and the building.
- vii. Visitors are prohibited from displaying signs, posters, or placards inside the room in which the School Board meeting is held.

(c) Speaker Protocol

- i. Public comment is limited to the designated open forum portion of a meeting, with the exception of Public Hearings.

- ii. Speakers are required to fill out a blue speaker's card prior to speaking. Deadline for filling out and submitting a speaker's card is 6:20 p.m. the evening of the meeting.
- iii. Speakers are expected to wear appropriate dress.
- iv. Speakers must state their name for the record and what organization, if any, they represent.
- v. Public comments are limited to three (3) minutes per speaker. When there are multiple speakers on the same issue, the Board Chair will indicate the Board's desire that the speakers designate 2 or 3 people to speak for the group.
- vi. Speakers will refrain from direct questions to Board Members, the Superintendent, District Staff or members of the audience while speaking.
- vii. Speakers may not accrue minutes from other speakers.
- viii. Speakers will avoid the use of profane or vulgar language or personal attacks.

The Chair reserves the right to conclude a speaker's privileges to address the School Board if any of these provisions are violated.

## (6) VOTING

Votes may be registered electronically or by a show of hands and will be recorded in the minutes. Each member who is present shall vote on each decision, ruling, or official act which is taken or adopted by the School Board, unless there is or appears to be a conflict of interest under the provisions of Chapter 112, Florida Statutes. In such cases the member may abstain, but shall file a memorandum pursuant to requirements of Section 112.3143, Florida Statutes.

## (7) PRESENTATIONS AND AWARDS

The Communications offices will send written notice regarding presentation procedures to each school involved with directions to share the information with all participants. Seats in the Cline

Auditorium will be assigned in the order the presentations are to be made.

Participants are asked to be in the Cline Auditorium by 5:30 to have their pictures made and to receive directions. Pictures will not be made by staff during the meeting.

During the presentations, a representative from the Communications offices will instruct the row of participants to rise and line up along the side of the room. Participants will proceed to the front of the auditorium by entering on the right side of the room. After receiving their recognition, participants will exit on the left side of the room, guided by a representative from the Communications office. They may either return to their seat or exit the auditorium.

#### (8) MINUTES

Board action shall be carefully recorded by the board secretary. When approved, these minutes shall serve as the legal record of official Board actions. Motions, resolution, and the necessary information related thereto; the name of the person making the motion or submitting the resolution; the name of the person who seconds the motion; and the vote or action thereof shall be recorded. The written minutes of all meetings shall be approved by vote of the Board and signed by the Chair and the official Secretary of the Board (the Superintendent). The approved minutes shall be made available by the Superintendent, upon reasonable notification and pursuant to Chapter 119, Florida Statutes, to any citizen desiring to examine the minutes.

The minutes shall be submitted to each School Board member prior to the meeting at which they are to be corrected, if necessary, and approved.

Any School Board member or the Superintendent who wishes any of his/her statements to be recorded may request that such become a part of the official minutes.

Any other matter may be made a part of the official minutes by direction of the Chair or by a majority of the School Board.

#### (9) REPORT ON STUDENT ACHIEVEMENT AND REFORM ACTIVITIES

Presentations on items of interest pertaining to student achievement and reform activities will be made to the board. The Superintendent and the Board will determine what items will be included in the presentations for each board meeting. All attempts will be made to keep the presentations to 15 minutes.

(10) BOARD TRAVEL

Board Travel will list the names of Board members and the names of the conference/s they will be attending as required for approval by the board.

(11) FOR THE RECORD

For the Record will give each Board Member a time on the agenda to share any information or statements that were not on the published agenda that they wish to be entered into the public record.

(12) BOARD COMMITTEES

The Board committees currently in place are the grievance committee and audit committee.

(a) Grievance Committee

- i. The Grievance Committee is a committee that is required by state statute.
- ii. The Grievance Committee shall consist of three board members who shall be appointed in November by the newly elected Board chairperson. All Board members will be noticed of the grievance meetings but have no vote. The Board Chair shall serve as the ex-officio member of the Grievance Committee.
- iii. This Committee will address any grievances brought by an employee organization on behalf of its membership after all other means have been exhausted pursuant to current contract protocols.

- iv. Committee members shall determine a day, time and place for Grievance meetings for the year following their appointment. Meetings will be noticed by the Board Secretary. The Grievance committee will not meet if there are no grievances to be heard that month.
- v. The employee organization and grievant shall provide the Committee the necessary background materials to the Committee no less than two (2) weeks prior to a scheduled meeting.
- vi. Neither party involved in the Grievance may speak to committee members prior to the hearing on matters related to the Grievance.
- vii. The Committee will render a decision on each case at the end of the hearing. Grievant and their counsel will be apprised of the decision prior to the end of the meeting. Decisions of the Grievance Committee are final, requiring no further action of the board, unless the grievant chooses to appeal the decision.
- viii. Meetings shall be open to the public pursuant to Chapter 286, Florida Statutes. The Board secretary shall record the minutes of the meeting.

~~(B) Professional Services Committee~~

~~1. The PSC Committee shall consist of three board members who shall be appointed in November by the newly elected Board chairperson. The Board Chair shall appoint the Chair of the PSC Committee following the Board Reorganization meeting each year. All Board members will be noticed of the grievance meetings but have no vote. The Board Chair shall serve as the ex-officio member of the PSC Committee.~~

- ~~2. The Professional Services Committee will review the recommendations of the Facilities Bidding Process and vote to proceed to the contract stage with the company that received the most points. The committee will be provided with the names of the people who served on the facilities committee.~~
  
- ~~3. Committee meetings will be called by the Committee Chair in conjunction with the Assistant Superintendent for Support Operations. Meetings will be noticed by the Board Secretary.~~
  
- ~~4. Meetings shall be open to the public pursuant to Chapter 286, Florida Statutes. The Board secretary shall record the minutes of the meeting.~~
  
- ~~5. The decision of the PSC Committee will be placed on the board agenda for a vote of the full board.~~

(G b)      Audit Committee

- i. The Audit Committee shall consist of all seven Board members and act as a Committee-of-the-Whole. Each Board Member shall have one vote. The Committee Chair shall be appointed by the Board Chair following the Board Reorganization Meeting each year.
  
- ii. The Committee shall ~~schedule regular meetings~~ meet at least ~~quarterly~~ annually and may schedule any such special meetings as it deems necessary. The Committee chairperson shall determine the date, hour and place of meetings. Special meetings may also be called at the written request of the majority of the members of the Committee.

The number of meetings shall be sufficient to review:

1. The plan for the annual independent audit;
2. The District's financial statements and results of examinations performed by independent auditors; and
3. Significant findings and recommendations resulting from examinations performed by the ~~Office of Internal Controls~~ Internal Board Auditor.

Summary reports on each audit and Committee recommendations related thereto shall be prepared in sufficient detail to convey the substance of committee findings.

- iii. The purpose of the Committee is to provide added protection to the Board in discharging its responsibility for the overall stewardship of District affairs, particularly its financial management; to provide public support for the District's audit programs; to provide assurances that the overall levels of audit coverage are both reasonable and appropriate to protect the District from undue risks; to assist in obtaining effective corrective action and necessary improvement based upon audit findings and recommendations from external and internal auditors; and to provide the Board and the public with additional assurances that the prescribed systems of internal controls are functioning as intended.

The Audit Committee is advisory in nature; its recommendations regarding audit findings and exceptions and any other items shall be provided in writing to the Board and the Superintendent.

In its advisory role, the Committee is subject to the control and direction of the Board.

- iv. General Responsibilities:

- Review internal and external audit reports.
- Review annual financial reports, including independent auditor's opinions, management letter comments, and staff responses.
- Recommend to the Superintendent audits of activities/areas of the District as needed.
- Submit to the Board on a periodic basis summary reports on all audits reviewed.
- Perform specific Committee assignments as requested by vote of the Board.

v. Specific Responsibilities

1. School Internal Audits

- Review and approve the annual plan for the District's Internal Auditing Department activities.
- Review management's implementation of recommendations made by the school internal auditors, or reasons why recommendations are not being implemented;
- Make recommendations related to the effectiveness of the internal audit effort; and
- Review the adequacy of the District's Internal Audit Department's budget in relation to planned activities

2. External Audits

- Review recommendations related to hiring of external auditing firms  
when necessary; recommend areas to be emphasized in the external audits; and
- Review the annual financial statements and the accountants' reports,  
including management letters related to improving the accounting and internal control systems.

3. Internal Board Audits

- Review and amend Internal Board Audit Charter as necessary.
- Provide proposed audit projects for the annual plan of Internal Board Audit activities.
- Review and approve the annual plan for Internal Board Audit activities.
- Review recommendations contained in Internal Board Audit reports.

- vi. Meetings shall be open to the public pursuant to Chapter 286, Florida Statutes. The Board secretary shall record the minutes of the meeting.

- vii. No actions taken in meetings of the Audit Committee are binding upon the School Board. However, committee reports submitted to the School Board may contain certain recommendations requiring School Board action. No committee may perform any of the Board's functions.

(D c) Special Committees – The Board chairperson may appoint special committees as necessary to fulfill specific assignments. The function of the committees shall be fact-finding, deliberative, and advisory, but not administrative. Special committees shall report their findings to the Board and shall be dissolved upon completion of the assigned task or at the will of the Board.

### (13) ANNUAL REVIEW

This policy will be reviewed in January of each year.

**STATUTORY AUTHORITY: 1001.41 (2), F.S.**  
**LAW(S) IMPLEMENTED: 1001.32, 1001.41, 1001.42 F.**  
**ADOPTED: November 1, 2005,**  
**REVISED: November 10, 2008**  
**FORMERLY: BE**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### SCHEDULE FOR LEGAL ADVERTISEMENTS

2.27

- I. The School Board shall inform the general public of certain actions through legal advertisements (*e.g.*, Notices of Public Hearing, Invitation to Bid). Items of interest to the public shall also be advertised.
- II. Notifications to all appropriate agencies and individuals to amend, adopt, or repeal a School Board rule shall be given twenty-eight (28) days prior to the date of intended School Board action.

**STATUTORY AUTHORITY: 1001.41, 1001.42, F.S.**

**LAW(S) IMPLEMENTED: 120.54, 286.0105, 1001.43, F.S.**

**HISTORY: ADOPTED: APRIL 1, 1997**

**REVISION DATE (S): NOVEMBER 10, 2008**

**FORMERLY: KCB**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### **BOARD RESPONSIBILITY FOR COLLECTIVE BARGAINING            2.28**

- I. Any provision of a collective bargaining agreement which is ratified by the School Board and affects collective bargaining members shall prevail over any School Board rule conflicting with the agreement. The School Board rule shall be deemed to be amended during the term of the agreement. If such agreement expires prior to ratification of a subsequent agreement, the provisions of the expired agreement shall be in effect until ratification of a subsequent agreement or approval by the legislative body by a Resolution of Impasse.
  
- II. If any provision of a collective bargaining agreement is in conflict with any law, ordinance, rule, or regulation over which the Superintendent has no amendatory power, the Superintendent shall submit to the appropriate governmental body having amendatory power a proposed amendment to such law, ordinance, rule, or regulation. The conflicting provision of the collective bargaining agreement shall not become effective until such amendment becomes effective.

**STATUTORY AUTHORITY: 1001.41, 1001.42, F.S.**

**LAW(S) IMPLEMENTED: 447.309(3), 1001.43, F.S.**

**ADOPTED: APRIL 1, 1997**

**REVISION DATE(S): NOVEMBER 10, 2008**

**FORMERLY: HMA**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### **LEGAL COUNSEL FOR SCHOOL BOARD MEMBERS AND EMPLOYEES 2.29**

- I. The General Counsel of the City of Jacksonville shall provide representation for a School Board member when legal action is taken against him/her as result of participating in an official session of the School Board.
- II. The General Counsel of the City of Jacksonville shall provide legal services for an employee charged with a civil or criminal action arising out of or in the course of the performance of assigned duties and responsibilities pursuant to Section 1012.26, Florida Statute.

**STATUTORY AUTHORITY: 1001.41(2), F.S.**

**LAW(S) IMPLEMENTED: 1012.26, F.S.**

**STATE BOARD OF EDUCATION RULE: 6A-1.042**

**JACKSONVILLE ORDINANCE CODE: Section 25.101**

**ADOPTED: APRIL 1, 1997**

**REVISION DATE(S): NOVEMBER 10, 2008**

**FORMERLY: BDG**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### **PARTICIPATION IN ORGANIZATIONAL ACTIVITIES            2.30**

Each member of the Board is encouraged to participate in the activities and programs conducted by state, regional and national associations of the School Board and to attend other educational meetings which offer opportunity for becoming acquainted with educational problems and practices. The Superintendent shall include an amount in each proposed annual budget to cover expenses to support the participation of the Board in activities and programs conducted by the state and other organizations as the Board chooses. Each Board member who participates in such activities shall be reimbursed consistent with Board policy. Any Board member travel outside of Duval County, Florida must be approved in advance by the School Board.

**STATUTORY AUTHORITY: 1001.41, 1001.42, F.S.**

**LAW(S) IMPLEMENTED: 1001.39, 1001.41, 1001.43, F.S.**

**ADOPTED: APRIL 1, 1997**

**REVISION DATE(S): NOVEMBER 10, 2008**

**FORMERLY: BIBA**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### BOARD MEMBER USE OF PROCUREMENT CARD

2.31

- I. To facilitate the efficient operation of the Purchasing Department, and reduce the time required for processing reimbursements, Board members shall limit the use of their District-issued procurement cards to the following education-related expenses:
  - A. Travel Expenses (pursuant to the District's travel policies):
    - i. Method of travel - includes airline tickets, rental cars, taxis and parking fees (but excludes gas purchases)
    - ii. Accommodations – includes hotel room, internet and fax
    - iii. Conference Registration Fees
  - B. No other use of the District-issued procurement cards is permitted.
- II. This policy, and reports of expenditures made via the procurement cards, shall be reviewed on a regular basis by the School Board.

**STATUTORY AUTHORITY: SECTION 1001.41(2), F.S.**

**LAW IMPLEMENTED: SECTION 1001.39 F.S.**

**ADOPTED: NOVEMBER 10, 2008**

**FORMERLY: BIBB**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### SCHOOL ADVISORY COUNCIL

2.32

- I. The School Board shall establish a School Advisory Council (SAC) in each District school to serve in an advisory capacity to the principal and to assist in the development of the educational program and in preparation and evaluation of the School Improvement Plan required pursuant to Florida Statutes. These advisory Councils shall not assume any of the powers or duties now reserved by Florida Statutes for the School Board or its professional staff. Nothing contained in the District and/or local school accountability process shall be construed to lessen or otherwise alter the authority of the school principal as provided for in law, rules or regulations.
- II. The District approved School Advisory Council bylaws form and guidelines are hereby incorporated by reference for use and made a part of this policy. Copies of the approved form and guidelines shall be maintained in the Office of the General Director for Research and Evaluation.

**STATUTORY AUTHORITY: 1001.41, 1001.42, F.S.**

**LAW(S) IMPLEMENTED: 1001.43, 1001.452, 1008.345, F.S.**

**ADOPTED: APRIL 1, 1997**

**FORMERLY: BDF**

## CHAPTER 2.00 SCHOOL BOARD GOVERNANCE AND ORGANIZATION

### SCHOOL HEALTH ADVISORY COUNCIL (SHAC)

2.33

The School Board recognizes the important role that the eight components of Coordinated School Health play towards the attainment of high levels of academic achievement.

1. The School Board shall establish a School Health Advisory Council (SHAC) to serve in an advisory capacity to the School Board and the Superintendent or his/her designee to offer recommendations and advice on issues that relate to the health of children and their families, including, but not limited to, matters pertaining to all eight components (Health Education,; Physical Education; Health Services; Nutrition Services; Counseling, Psychological, Social Services; Healthy School Environment, Health Promotion for Staff, and Family/Community Involvement) of the Coordinated School Health model as defined by the Centers for Disease Control and Prevention. This advisory council shall not assume any of the powers or duties now reserved by Florida Statutes for the School Board.
2. The District approved School Health Advisory Council bylaws are hereby incorporated by reference for use and made a part of this policy. Copies of the approved shall be maintained in the Safe and Healthy Schools Office.
3. The School Health Advisory Council shall review all materials and speakers, which may be about or on a topic controversial or sensitive in nature, in the areas related to the eight components of the Coordinated School Health model.
4. The School Health Advisory Council is encouraged to address the eight components of the Coordinated School Health model in the school district's wellness policy pursuant to s. 1003.453.

**STATUTORY AUTHORITY:** 1001.41, 1001.42, F.S.

**LAW(S) IMPLEMENTED:** 1001.42, 1001.43, 1001.49, 1001.51  
1003.02, 1003.453, 1006.08, 381.0056, F.S.

**STATE BOARD OF EDUCATION RULE(S):**

**HISTORY:**

**ADOPTED:** 11/10/08

**REVISION DATE(S):** \_\_\_\_\_

**FORMERLY:** NEW