

( ) Required  
(X) Local  
(X) Notice

### BOARD OPERATIONAL GOALS

As a Board, we carry out our responsibilities through the capabilities and the activities of the organization that we are empowered by the public to create. The organization exists to develop our students.

To meet its goal, the Board of Education:

1. Commits to open and honest communication with all segments of our school community. By achieving this objective, we protect the integrity of school operations. Creating the opportunity to assure school effectiveness requires that we safeguard the integrity of our faculty, administrators and staff. Open and honest communication prevents rumors from serving as a basis of communication and this protects the working environment for our employees. Openness and honesty are the essence of trust; our employees need to know that they work in a trusting environment.
2. Must provide the resources to permit the organization to achieve the education and shaping of our students as defined by the outcome attributes we use to describe our children. Resources must be allocated in relationship to the outcome goals we have defined, and the relative priorities in resource allocation must be reflected in clearly stated value terms that can be accepted by both our community and our employees.
3. Has an obligation to provide stability for the organization. The education of our children is by definition a multi-year process and we must create a stable environment for our employees that will allow them to plan and implement consistent with the long-term nature of their task. While change is necessary, change should not be permitted to occur in an atmosphere of chaos or conflict. The pace of change can be fast, as long as it is managed carefully in an atmosphere of trust. The Board values its basic educational program; it provides a sound foundation for our system, upon which change can proceed. It should be protected as a source of stability.
4. Values staff contributions to the development of district programs and policy. We have an obligation to provide this opportunity throughout the organization. Participation in all activities and communications must come from all organizational levels. If we accomplish this goal, we set a "role model" example for the educational process itself in our schools.
5. Has an obligation to articulate a public plan for the Superintendent of Schools. We must be clear about outcome objectives and their measurement to insure the integrity of accountability of the Superintendent and the organization to the Board, on behalf of the ownership.

The Superintendent serves also as the advisor to the Board. He or she is the content expert or and expeditor to the Board. The Superintendent is responsible, and must be an expert, in the management of the educational delivery process. The Superintendent must have excellent

process skills to assist the Board in carrying out the communication and participation tasks that are essential.

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