

# NWABSD Board Retreat & Special Meeting

Thursday, October 12, 2023 8:30 AM

District Office Boardroom, 744 Third Ave., Kotzebue, AK 99752

|        |  |   |
|--------|--|---|
| 1.     | <b>8:30 AM School Climate and Connectedness Workshop</b>                               | <b>Presenter:</b> Kami Moore, SCCS Presenter        |
| 2.     | <b>1:00 PM NWABSD Board of Education Special Meeting</b>                               |   |
| 2.A.   | <u>I. CALL TO ORDER, ROLL CALL</u>   | <b>Presenter:</b> Margaret Hansen, President        |
| 2.B.   | <u>II. MOMENT OF SILENCE</u>   | <b>Presenter:</b> Margaret Hansen, President        |
| 2.C.   | <u>III. PLEDGE OF ALLEGIANCE</u>   | <b>Presenter:</b> Margaret Hansen, President        |
| 2.D.   | <u>IV. INTRODUCTION OF GUESTS/STAFF</u>  | <b>Presenter:</b> Margaret Hansen, President        |
| 2.E.   | <u>V. OATH OF OFFICE, ELECTED BOARD MEMBERS</u>  | <b>Presenter:</b> Stella Atoruk, NWAB Clerk         |
| 2.F.   | <u>VI. READING AND SIGNING OF THE CODE OF ETHICS</u>                                   | <b>Presenter:</b> Board Members                     |
| 2.G.   | <u>VII. REORGANIZATION OF THE BOARD</u>  | <b>Presenter:</b> Board Members                     |
| 2.H.   | <u>VIII. APPOINTMENT OF STANDING COMMITTEES</u>  | <b>Presenter:</b> Board Members                     |
| 2.I.   | <u>IX. ACTION ITEMS</u>  |   |
| 2.I.1. | NWABSD Memorandum 24-049 Approval of FY23 Audited Financial Statements                 |   |
| 2.I.2. | NWABSD Memorandum 24-050 Nominations for Board of the Year; AASB                       |   |
| 2.I.3. | NWABSD Memorandum 24-051 Approval of Human Resources                                   |   |
| 2.I.4. | NWABSD Memorandum 24-052 Approval of Purchase, Big Ray's                               |   |
| 3.     | <b><u>X. EXECUTIVE SESSION</u></b>   |   |
| 4.     | <b><u>XI. DATE, TIME, &amp; LOCATION OF NEXT MEETING</u></b>                           |   |
| 5.     | <b><u>XII. ADJOURNMENT</u></b>   |   |
| 6.     | <b>2:45 PM Board Retreat Welcome, Introduction, Agenda Overview, and Retreat Norms</b> | <b>Presenter:</b> Margaret Hansen                   |
| 7.     | <b>3:00 PM Board Bylaw Review</b>  | <b>Presenter:</b> Amy Eakin, Director of Technology |
| 8.     | <b>4:15 PM Wrap Up</b>   | <b>Presenter:</b> Margaret Hansen                   |

# Knowing Through Data: Your School Climate & Connectedness Survey Results



**Kami Moore**  
**October 12, 2023**

# Introductions

1. Why did you run for the School Board - What change do you hope to see?
2. What do you hope to gain from today's conversation?

# Today's Objectives

1. Explore your 2023 SCCS results
2. Make meaning of the results
3. Identify ways you will use this information

# Warm Up Conversation

What do students, staff, and families in your communities need to be successful this year?

# What is “School Climate and Connectedness” ?

School climate is a broad, multifaceted concept that involves many aspects of the student’s educational experience.

A positive school climate is the product of a school’s attention to fostering safety; promoting a supportive academic, disciplinary, and physical environment; and encouraging and maintaining respectful, trusting, and caring relationships throughout the school community no matter the setting—from Pre-K/Elementary School to higher education.

-National Center on Safe Supportive Learning Environments

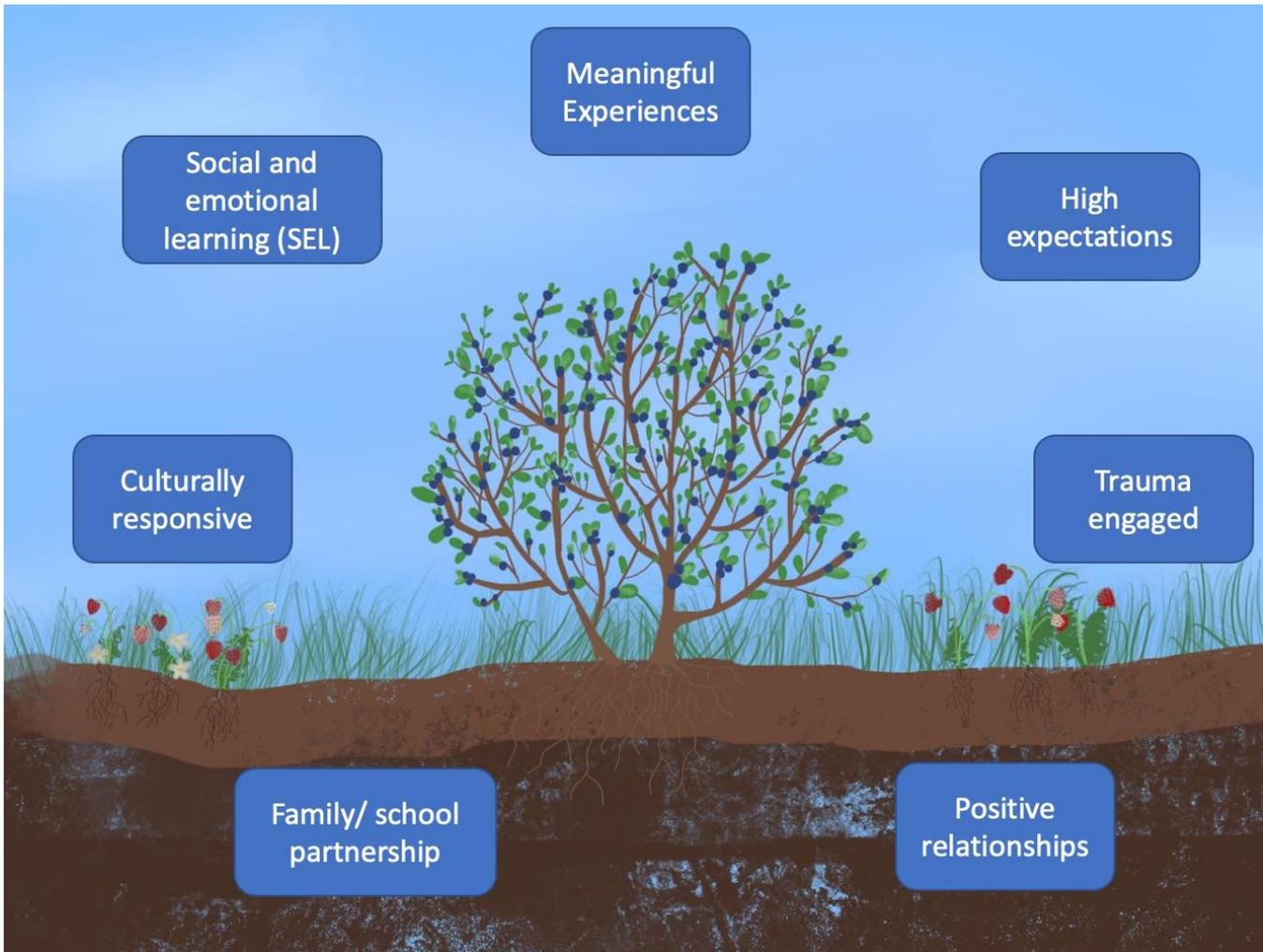
# What are key indicators to school climate?

What does it **look** like? What does it **sound** like?  
What does it **feel** like?



*“Positive school climate and connectedness is not a program but a way of engaging in the world. How do we make this the foundation of all of our interactions?”* -Alaska school counselor

# What is “School Climate and Connectedness” ?



**School Climate Includes 3 Main Components:**

1. **Safety**
2. **Support**
3. **Environment**

# A positive school climate is linked to:



# About the Survey (SCCS)

- **2006:** Developed in partnership with American Institutes for Research (AIR) & school districts.
- **2017:** Online interactive survey platform (Panorama Education )
- Student, Staff & Family Survey (s) Options
- **2018:** Validated National Tool
- Support before, during, and after survey administration



# 2023 changes to the Family Involvement Scale

- Respond to feedback from districts
- Alignment with national research about family/ school partnership, such as the Dual Capacity Framework
- Alignment with Alaska-specific models, such as the *Stronger Together* framework
- Alignment with statewide efforts, such as the Statewide Family Engagement Center

# Measuring Family Partnership with SCCS

## Previous Years

- “Family and Community Involvement” (All surveys)
- “Family Engagement at School” (Family)
- “Opportunities for Involvement at School” (Family)
- “School Communication with Families” (Family, Staff)
- “Student Support at Home” (Family)

## New in 2023

- “Family Partnership- School Capacity” (Families, Staff)
- “Family Partnership- Staff Capacity” (Staff)
- “Family Partnership - Family Capacity” (Families)

Re-distributed questions, removed some about events and activities, and added some new questions.

# Existing questions still on SCCS

- The school does a good job communicating to families.
- This school is a welcoming place for families like mine.
- This school values and welcomes elders.
- This school involves parents/families in most school events or activities.
- What would help you to be more involved in your child's school?





# Student Climate & Connectedness Survey (3-5)

Students (3-5)

- Demographics
- Caring Others (Grades 3-5)
- Social and Emotional Learning (Grades 3-5)
- Recommendation Question (Grades 3-5)
- Safety Question (Grades 3-5)



## Student 6-12: Climate & Connectedness Survey

- Student Risk Behaviors: Delinquent Behaviors
- Student Risk Behaviors: Drug and Alcohol Use
- Student Involvement
- Respectful Climate
- School Safety
- Family and Community Involvement
- Demographics
- Social and Emotional Learning
- High Expectations
- Caring Adults
- Community Support
- Cultural Connectedness
- Peer Climate



# Staff: Climate & Connectedness Survey

- Student Risk Behaviors: Delinquent Behaviors
- Student Risk Behaviors: Drug and Alcohol Use
- Student Involvement
- District Leadership
- School Safety
- Family/School Partnership - Staff Capacity
- Family/School Partnership - School Capacity
- Demographics
- School Leadership
- Staff to Student Relationships
- Staff to Staff Relationships
- Staff Beliefs
- Social and Emotional Learning
- Trauma Engaged Schools
- Peer Climate
- Cultural Connectedness
- Professional Learning Interests



# Family: Climate & Connectedness Survey

- School Safety
- Family and School Partnerships - School Capacity
- Family and School Partnerships - Family Capacity
- Cultural Connectedness
- Background Information
- Student Support at Home
- Communication Preferences

**Available Languages:** English, Spanish, Hmoob (Hmong), Faa-Samoa (Samoan), Wikang Tagalog (Tagalog)

# Your 2023 Survey Results:

## Northwest Arctic Borough School District



# NWABSD Participation

## 2023 Response rates

- Students:
  - *Grades 3-5*: 304
  - *Grades 6-12*: 380
- Staff: 121
- Family Members: 193



# Insight # 1 [Background Questions] Students and families reporting somewhat difficult or very difficult affording basic things they need reported feeling less connected and favorable to school climate.



2023 School Climate & Connectedness Survey 2023  
Grade 6-12 Student Survey

Group Name

Group Size

Caring Adults  
Community Support  
Cultural Connectedness  
Family and Community Involvement  
High Expectations  
Peer Climate  
Respectful Climate  
School Safety  
Social and Emotional Learning (Grades 6-12)  
Student Involvement  
Student Risk Behaviors: Delinquent Behaviors  
Student Risk Behaviors: Drug and Alcohol Use

All respondents

380

59% 64% 57% 75% 67% 31% 50% 64% 70% 50% 86% 90%

These days, many families in Alaska have difficulty affording basic things they need, like food, clothing, transportation or housing. In the past year, how difficult has it been for your family to get the basic things you need?

Not at all difficult

234

+2 +2 +4 +3 +3 +5 +5 +7 +3 +2 +2 +2

Somewhat difficult

135

-4 -2 -7 -4 -3 -8 -8 -8 -6 -3 -1 -2

Very difficult

11

-5 -13 -2 -18 -8 -16 -20 -30 -17 -11 -22 -3

These days, many families in Alaska have difficulty affording basic things they need, like food, clothing, transportation or housing. In the past year, how difficult has it been for your family to get the basic things you need?

Not at all difficult

80

0 +2 0 +3 +2

Somewhat difficult

94

0 -2 +1 +1 -3

Very difficult

18

-6 +1 -5 -16 +3

Families

## Insight # 2 [Background Questions] Students in 8th grade felt the most connected and favorable to school climate, while students in 9 and 11th grade felt the least connected and favorable to school climate.



2023 School Climate &  
Connectedness Survey 2023  
Grade 6-12 Student Survey

Group Name

Group Size

Caring Adults  
Community Support  
Cultural Connectedness  
Family and Community Involvement  
High Expectations  
Peer Climate  
Respectful Climate  
School Safety  
Social and Emotional Learning (Grades 6-12)  
Student Involvement  
Student Risk Behaviors: Delinquent Behaviors  
Student Risk Behaviors: Drug and Alcohol Use

All respondents

380

59% 64% 57% 75% 67% 31% 50% 64% 70% 50% 86% 90%

What grade are you in?

| Grade | Group Size | Caring Adults | Community Support | Cultural Connectedness | Family and Community Involvement | High Expectations | Peer Climate | Respectful Climate | School Safety | Social and Emotional Learning (Grades 6-12) | Student Involvement | Student Risk Behaviors: Delinquent Behaviors | Student Risk Behaviors: Drug and Alcohol Use |
|-------|------------|---------------|-------------------|------------------------|----------------------------------|-------------------|--------------|--------------------|---------------|---|---------------------|--|--|
| 6     | 89         | +4            | -2                | +10                    | 0                                | +5                | +6           | -5                 | -2            | 0   | +6                  | -1   | +5   |
| 7     | 69         | 0             | 0                 | -1                     | +1                               | -3                | +1           | -3                 | -5            | -1  | -2                  | +2   | +3   |
| 8     | 74         | +1            | +5                | -2                     | +8                               | +6                | +1           | +6                 | +6            | +3  | +5                  | +3   | +4   |
| 9     | 67         | -3            | +1                | -3                     | -4                               | -6                | -8           | -5                 | -2            | -7  | -8                  | -5   | -5   |
| 10    | 48         | -4            | -4                | 0                      | -1                               | +2                | -6           | +8                 | +2            | +1  | -1                  | +2   | -3   |
| 11    | 20         | -7            | +1                | -13                    | -10                              | -6                | -3           | -5                 | -3            | 0   | -10                 | +2   | -12  |
| 12    | 13         | -2            | -4                | -11                    | -6                               | -1                | +8           | +8                 | +15           | +2  | 0                   | +5   | -5   |

# Insight # 3 Social Emotional Learning and Peer Climate were the two areas with the largest disparity between students and staff.

## Social and Emotional Learning



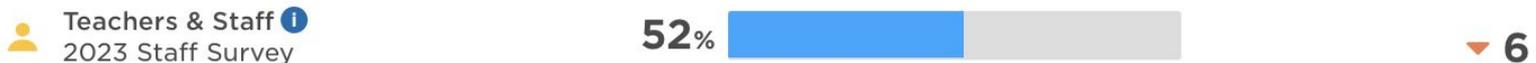
## Social and Emotional Learning (Grades 3-5)



## Social and Emotional Learning (Grades 6-12)



## Peer Climate



# Northwest Arctic School District Highlights

## Cultural Connectedness

 Family Members   
2023 Family Survey



 **9**  
Greatest increase

 Teachers & Staff   
2023 Staff Survey



 **1**

 Students   
2023 Grade 6-12 Student Survey



 **7**

# Northwest Arctic Borough School District Highlights

## Family and Community Involvement



Students   
2023 Grade 6-12 Student Survey

75%



## Family/school partnership - school capacity



Family Members  
2023 Family Survey

68%



Teachers & Staff  
2023 Staff Survey

58%



# Northwest Arctic Borough School District Highlights

## Caring Adults



## Caring for Others (Grades 3-5)



## Staff to Student Relationships



# **Northwest Arctic Borough School District Highlights**

# Together Look at Your Data

## Think About:

- What do you see?/What stands out to you?
- What was encouraging?
- What was concerning?



# Group Share Out

*What are your students, families, and staff telling you about their experience in school?*



# Using SCCS for Future Planning

## Think About:

- Where do you see opportunities for growth?
- What areas of your current strategic plan align with?
- As you look to the future and the development of a new strategic plan - how does this data fit in?

# Our Recommendations

## To increase survey participation & in turn stronger results:

- **Explore the rest of your district results** - results are available in the Panorama Education platform (district public link).
- **Share results with rest of your school communities** (school advisory councils, staff, students and community)
- **Communication:** Clear communication and transparency. Reach out to families & staff to share importance of survey and ask them to participate and as well as providing explanations for decisions. Send updates to families and receive communications through multiple channels.
- **Use results in your district & school planning:** Strategic Planning, Vision & Goal-Setting
- **Ensure District Policies** are supportive of positive school climates. (AASB (AASB Model School Climate Policy)

# Accessing Your SCCS Results

## NWABSD Public Link:

[https://secure.panoramaed.com/aasb/understand?auth\\_token=northwestarcticborough](https://secure.panoramaed.com/aasb/understand?auth_token=northwestarcticborough)

The screenshot shows the 'Results' section of the Panorama Education interface. It features a navigation menu with a hamburger icon and the text 'Results'. Below this, it says 'Browse survey results for:'. There are three main categories: 'Participating Alaska Districts' with a map of Alaska icon, 'Northwest Arctic Borough School District' with a school building icon, and 'AFEC' with a school building icon. A dropdown menu is open for the Northwest Arctic Borough School District, showing '12 Schools' and a search bar. The schools listed are: Ambler School (highlighted), Aqqaluk High/Noorvik Elementary, Buckland School, Davis-Ramoth School, Deering School, June Nelson Elementary School, Kiana School, Kobuk School, Kotzebue Middle/High School, McQueen School, Napaaqtugmiut School, and Shungnak School. At the bottom, the Panorama Education logo and 'Copyright © Panorama Education' are visible.

**Results**  
Browse survey results for:

-  Participating Alaska Districts
-  Northwest Arctic Borough School District
  - 12 Schools**
  - 
  - Ambler School
  - Aqqaluk High/Noorvik Elementary
  - Buckland School
  - Davis-Ramoth School
  - Deering School
  - June Nelson Elementary School
  - Kiana School
  - Kobuk School
  - Kotzebue Middle/High School
  - McQueen School
  - Napaaqtugmiut School
  - Shungnak School
-  AFEC

**PANORAMA**  
EDUCATION

Copyright © Panorama Education

# Thank you!

Kami Moore, School Climate and Connectedness Coordinator -  
[kmoore@aasb.org](mailto:kmoore@aasb.org)

## BB 9271 CODE OF ETHICS

This code of ethics expresses the personal ideals which the School Board believes should guide each school Board member's activities.

In all actions as a school Board member, the member's first commitment is to the well-being of our youth. His/her primary responsibility is to every student in the district.

Board members also have other major commitments to:

- The Community. Each Board member is responsible to all residents of the district and not solely to those who elected him/her; nor solely to any organization to which he/she may belong, or which may have supported his/her election.
- Individuals. Each Board member has a direct concern for every individual in the community. As an integral part of his/her duties, he/she represents the authority and responsibility of government. This authority must be exercised with as much care and concern for the least influential as for the most influential member of the community.
- Employees. The Board member's actions may affect the capability of district employees to practice their trade or profession and should encourage their increasing competence and professional growth.
- Laws, Policies. Each Board member must be aware of, and comply with, the constitutions of State and Nation, the Alaska Education Statutes, other laws pertaining to public education, and the established policies of the district.
- Decision making. Each Board member is obliged by law to participate in decisions pertaining to education in the district. As an elected representative of the people, the Board member can neither relinquish nor delegate this responsibility to any other individual or group.
- Individual Feelings and Philosophy. Every individual Board member has something to contribute to society.

Understanding and acting upon the foregoing premises, each Board member shall:

- Consider his/her position on the Board as a public trust and not use it for private advantage or personal gain.
- Be constantly aware that he/she has no legal authority except when acting as a member of the Board. Board members shall present their concerns and concepts through the process of Board debate. If in the minority of any decision, they shall abide by and support the majority decision. When in the majority, they shall respect divergent opinions.
- Encourage ideas and opinions from the residents of the district and endeavor to incorporate community views into the deliberations and decisions of the Board.
- Devote sufficient time, thought, and study to proposed actions so as to be able to base decisions upon all available facts and vote in accordance with honest convictions, unswayed by partisan bias of any kind.
- Remember that the basic functions of the Board are to establish the policies by which district schools are administered and to select the Superintendent and staff who will implement those policies.

- Promote and participate actively in a concerted program of timely exchange of information with all district residents, parents, employees and students.
- Recognize that the deliberations of the Board in executive session may be released or discussed in public only with Board approval.
- Make use of opportunities to enlarge his/her potential as a Board member through participation in educational conferences, workshops and training sessions made available by local, state and national agencies.

*Adoption Date: May 23, 1995*

### **Northwest Arctic Borough School District**

---

## MEMORANDUM

---

**TO:** NWABSD Board of Education Members

**DATE:** October 12, 2023

**NUMBER:** 24-049

**FR:** Office of the Superintendent

**SUBJECT:** Approval of FY23 Audited Financial Statements

### **ABSTRACT:**

The board approves Audited Financial Statements

### **ISSUE:**

At issue is the approval of the FY23 Audited Financial Statements.

### **BACKGROUND AND/OR PERTINENT INFORMATION:**

The District is required by State law to have an annual audit performed by independent auditors. The annual financial audit is an independent and unbiased examination of the District's financial information. It is required that the FY23 Audited Financial Statements be sent to the Alaska Department of Education and Early Development by November 15<sup>th</sup> of each year and be approved by the board. Altman, Rogers & Co. presented the FY23 financial statement information and auditor opinions to the Board during the Special October 12<sup>th</sup>, 2023, meeting.

The FY23 Audited Financial Statements cover the operation of the Northwest Arctic Borough School District for the period July 1, 2022, through June 30, 2023.

### **ALTERNATIVES:**

1. Approve the FY23 Audited Financial Statements as presented;
2. Disapprove the FY23 Audited Financial Statements as presented;
3. Take no action.

### **ADMINISTRATION'S RECOMMENDATION:**

The administration recommends the Board approve the FY23 Audited Financial Statements as presented.



## Presentation of Financial Statements

June 30, 2023

# Independent Auditor's Report - excerpt

## ***Report on the Audit of the Financial Statements***

### **Opinions**

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Northwest Arctic Borough School District (District), a component unit of the Northwest Arctic Borough, Alaska, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial accompanying position of the governmental activities, each major fund, and the aggregate remaining fund information of the Northwest Arctic Borough School District as of June 30, 2023, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### **Basis for Opinions**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, (Government Auditing Standards). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Northwest Arctic Borough School District, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions

# Independent Auditor's Report – excerpt continued.

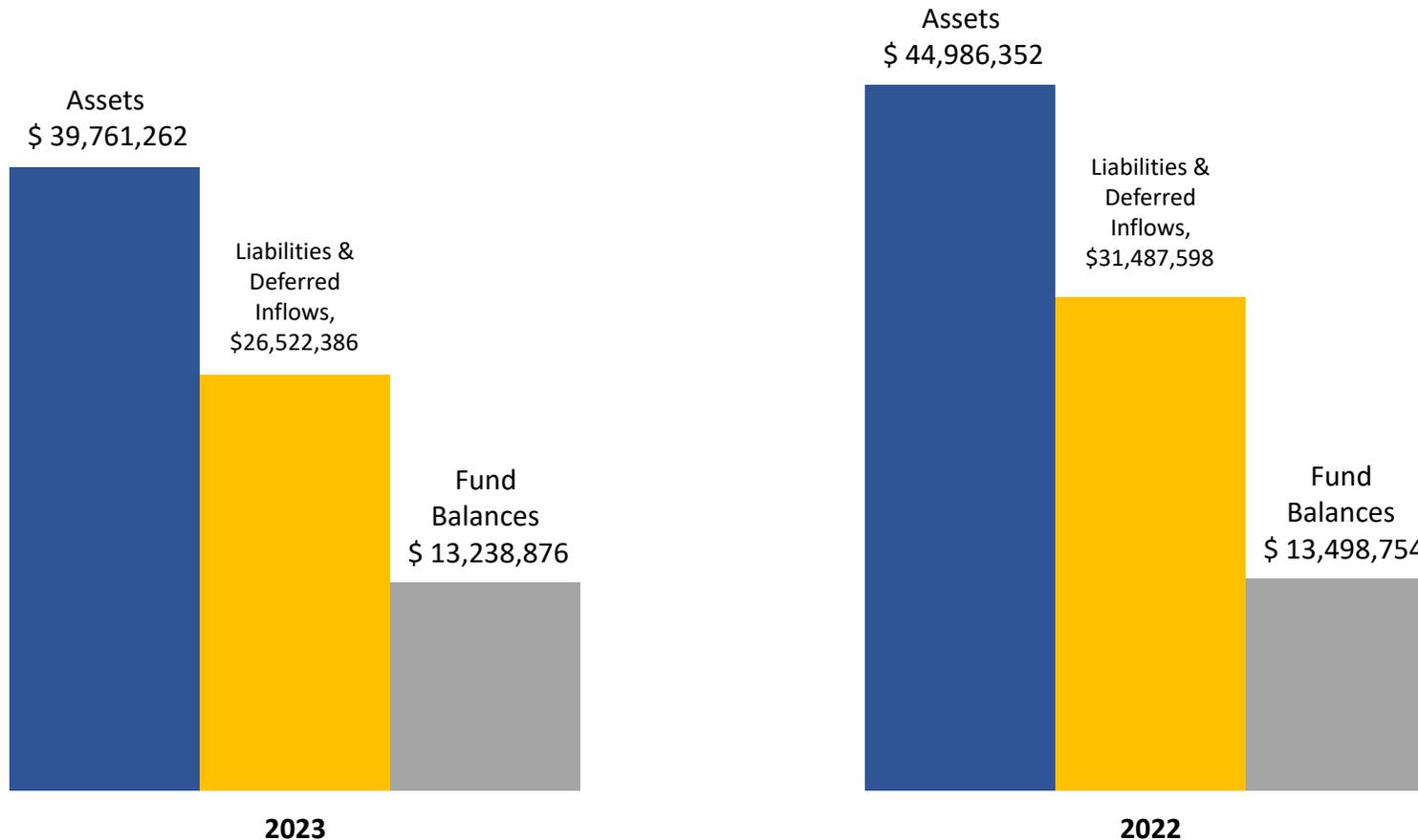
## **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and Government Auditing Standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements

# Governmental Funds – Fund Financials



## Assets

Overall decrease \$(5,225,090)  
 -Total cash decreased \$(1.1) million  
 -Net AR decreased \$(1) million  
 -Due from decreased \$(3) million  
 -Prepaid items decreased \$900 thousand

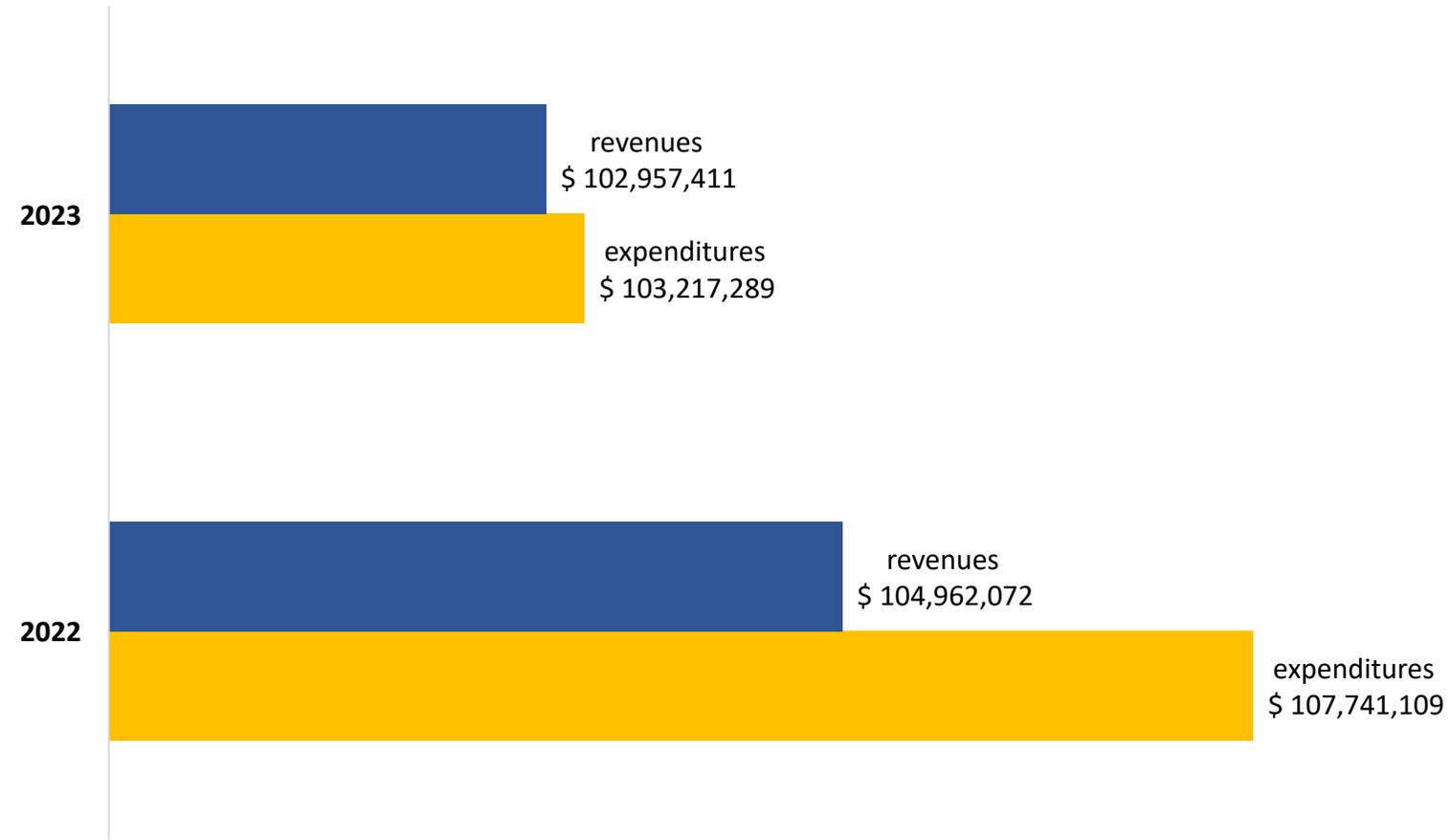
## Liabilities & Deferred Inflows

Overall decrease \$(4,965,212)  
 -Accounts payable decreased \$(2) million  
 -Unearned revenue increased \$50 thousand  
 -Due to decreased \$(3) million

## Fund Balances

Overall decrease of \$(259,878)  
 -Unassigned increased \$1.8 million- this is your spendable monies.  
 Assigned down \$(2.2) million  
 -Nonspendable decreased \$(900) thousand

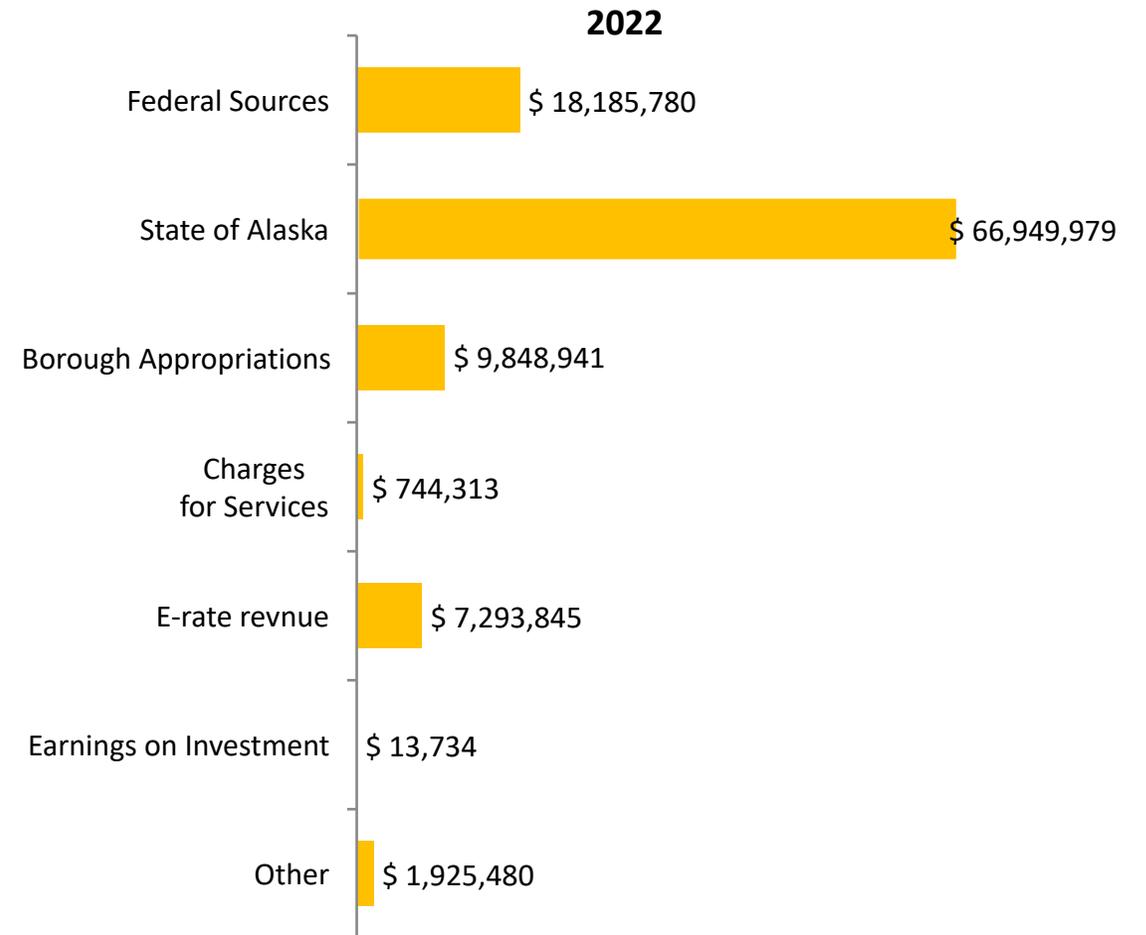
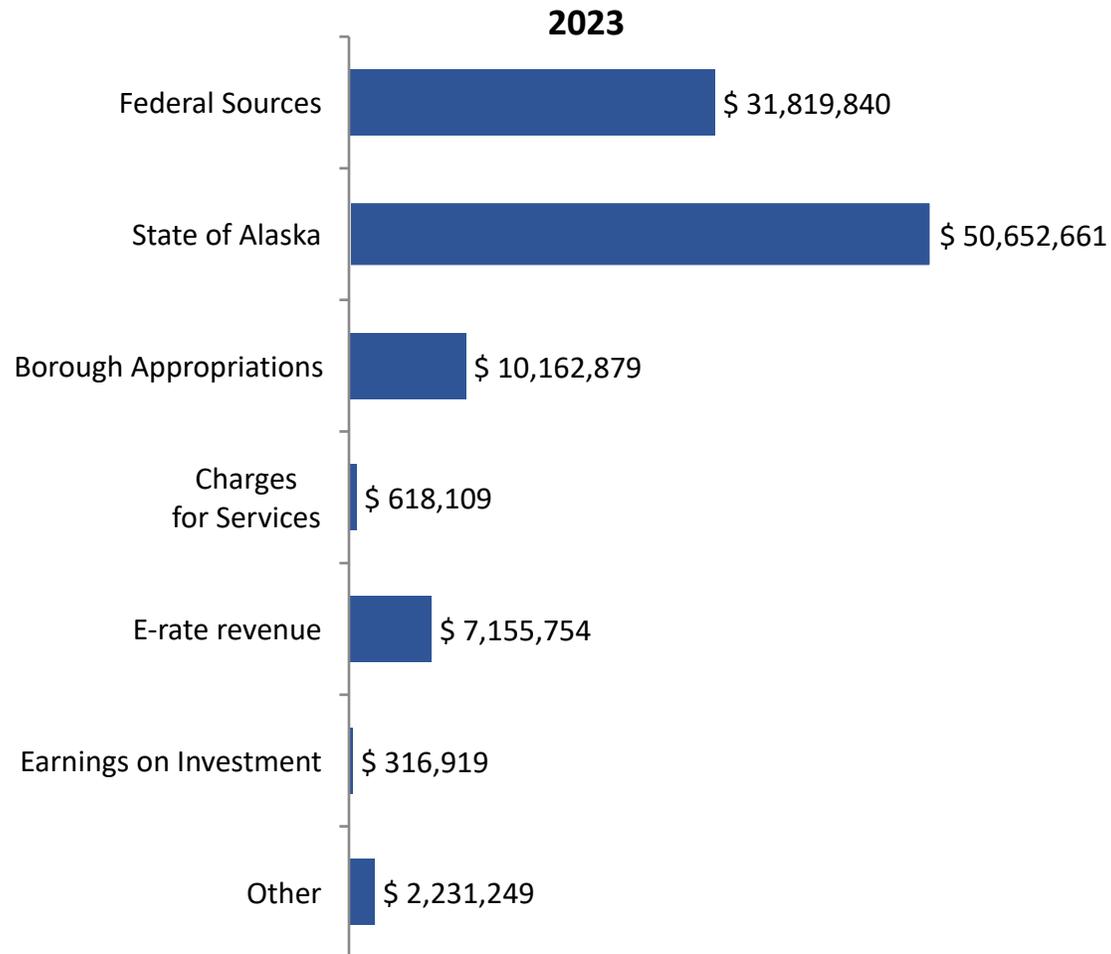
# Revenues & Expenditures – Fund Financials



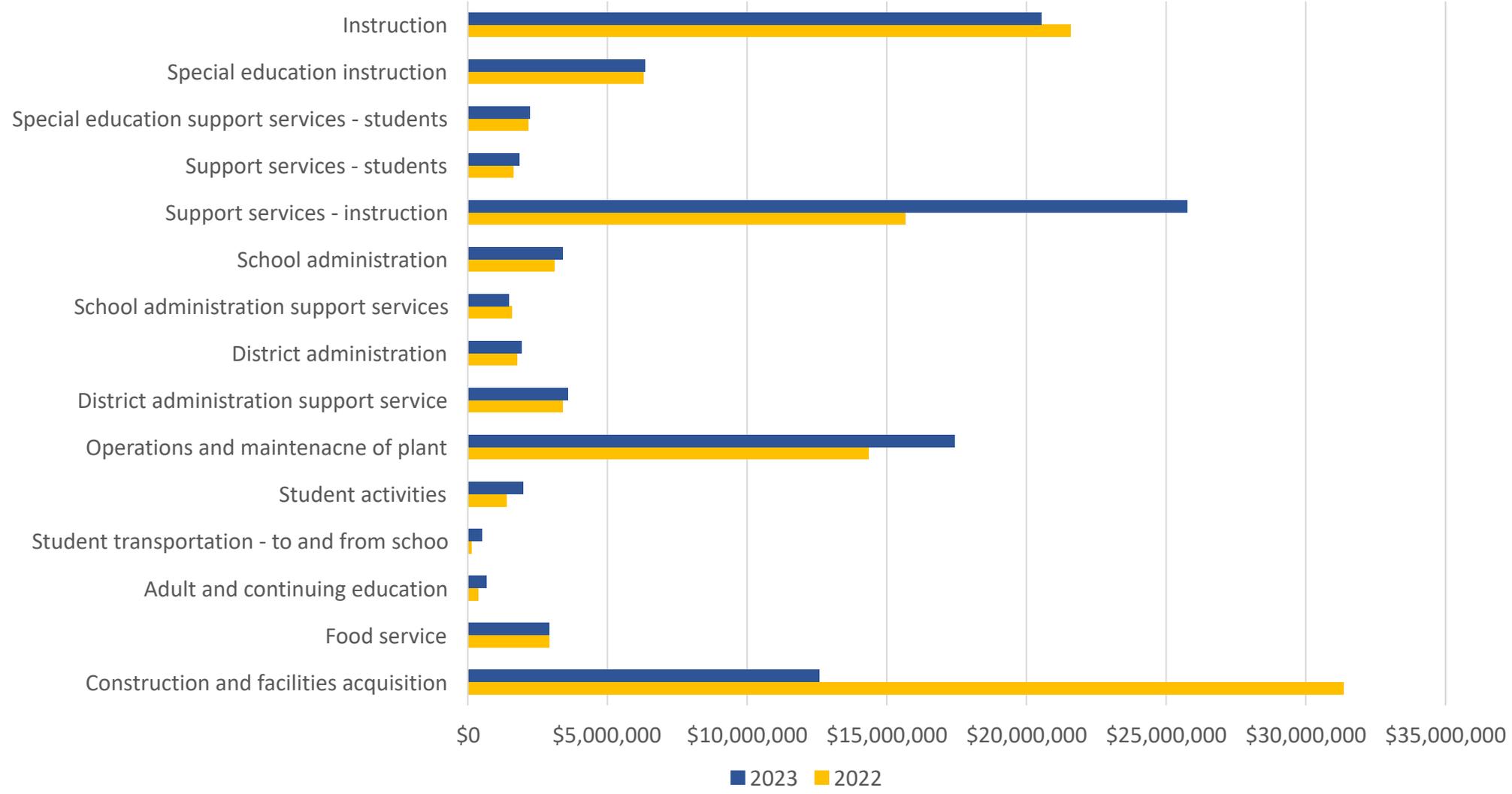
Revenues  
Revenues decreased \$2,004,661

Expenses  
Expenses decreased by \$4,523,820

# Revenue Detail – Fund Financial



# Expenditures Detail – Fund Financial



**Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards - excerpt**

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (Government Auditing Standards), the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Northwest Arctic Borough School District a component unit of Northwest Arctic Borough, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Northwest Arctic Borough School District's basic financial statements, and have issued our report thereon dated **Month XX, 2023**.

**Report on Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Northwest Arctic Borough School District's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Northwest Arctic Borough School District's internal control. Accordingly, we do not express an opinion on the effectiveness of the Northwest Arctic Borough School District's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that have not been identified.

**Section I - Summary of Auditor's Results**

Financial Statements

Type of report the auditor issued on whether the financial statement audited were prepared in accordance with GAAP: Unmodified

Is a going concern emphasis-of-matter paragraph included in the audit report  Yes  No

Internal control over financial reporting:  
Material weakness(es) identified?  Yes  No  
Significant deficiency(ies) identified?  Yes  None noted

Noncompliance material to financial statements noted?  Yes  No

Federal Awards

Internal control over major programs:  
Material weakness(es) identified (2 CFR 200.516 (a) (1))?  Yes  No  
Significant deficiency(ies) identified (2 CFR 200.516 (a) (1))?  Yes  None noted

Any material noncompliance with provisions of laws, regulations, contracts, or grant agreements related to a major program (2 CFR 200.516 (a) (2))?  Yes  No

Type of auditor's report issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with the Uniform Guidance, 2 CFR 200.516 (a) (3) or (4)?  Yes  No

Identification of major programs:

| <u>ALN Number(s)</u> | <u>Name of Federal Program</u>                       |
|----------------------|--|
| 84.041               | Impact Aid   |
| 84.060               | Indian Education Grant to Local Educational Agencies |
| 84.425               | Education Stabilization Fund (ESF)                   |

Dollar threshold used to distinguish between Type A and Type B programs: \$ 954,543

Auditee qualified as low-risk auditee?  Yes  No

**Report on Compliance For Each Major Federal Program and Report on Internal Control Over Compliance as Required by the *Uniform Guidance*– excerpt,**

***Report on Compliance for Each Major Federal Program***

**Opinion on Each Major Federal Program**

We have audited Northwest Arctic Borough School District’s compliance requirements identified as subject to audit in the *OMB Compliance Supplement* that could have a direct and material effect on each of Northwest Arctic Borough School District’s major federal programs for the year ended June 30, 2023. Northwest Arctic Borough School District’s major federal programs are identified in the summary of auditor’s results section of the accompanying Federal Schedule of Findings and Questioned costs.

In our opinion, Northwest Arctic Borough School District complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2023.

**Basis for Opinion on Each Major Federal Program**

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (Government Auditing Standards); and the audit requirements of *Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor’s Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Northwest Arctic Borough School District and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of Northwest Arctic Borough School District’s compliance with the compliance requirements referred to above.

**Responsibilities of Management for Compliance**

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Northwest Arctic Borough School District’s federal programs.

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

State Schedule of Findings and Questioned Costs

Year Ended June 30, 2023

**Section I – Summary of Auditor's Results**

Financial Statements

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

Material weakness identified?  Yes  No

Significant deficiency identified?  Yes  None reported

Noncompliance material to the financial statements noted?  Yes  No

State Financial Assistance

Internal control over major programs:

Material weakness identified?  Yes  No

Significant deficiency identified?  Yes  None reported

Type of auditor's report issued on compliance  
for major programs: Unmodified

Dollar threshold used to distinguish between  
Type A and Type B programs: \$1,460,781

Auditee qualified as low-risk auditee?  Yes  No

**Section II – Financial Statement Findings**

Northwest Arctic Borough School District did not have any findings that related to the financial statements.

**Section III – State Award Findings and Questioned Costs**

Northwest Arctic Borough School District did not have any findings related to State awards.

**Report on Compliance for Each Major State Program and Report on Internal Control Over Compliance as Required by the State of Alaska Audit Guide and Compliance Supplement for State Single Audits - excerpt**

***Report on Compliance for Each Major State Program***

**Opinion on Each Major State Program**

We have audited Northwest Arctic Borough School District's compliance with the types of compliance requirements identified as subject to audit in the State of Alaska Audit Guide and Compliance Supplements that could have a direct and material effect on each of Northwest Arctic Borough School District's major state programs for the year ended June 30, 2023. Northwest Arctic Borough School District's major state programs are identified on the Schedule of State Financial Assistance.

In our opinion, Northwest Arctic Borough School District complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major state programs for the year ended June 30, 2023.

**Basis for Opinion on Each Major State Program**

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States (Government Auditing Standards); and the audit requirements in the State of Alaska Audit Guide. Our responsibilities under those standards and the State of Alaska Audit Guide are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Northwest Arctic Borough School District's and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major state program. Our audit does not provide a legal determination of Northwest Arctic Borough School District's compliance with the compliance requirements referred to above.

**Responsibilities of Management for Compliance**

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to Northwest Arctic Borough School District's state programs.

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT  
(A Component Unit of the Northwest Arctic Borough)

Schedule of Compliance AS 14.17.505

Year Ended June 30, 2023

|  |    |                  |
|--|----|------------------|
| Total fund balance - School Operating Fund | \$ | <u>9,915,223</u> |
| Less exemptions per 4 AAC 09.160(a):       |    |                  |
| Inventory                                  |    | 1,520,272        |
| Prepaid items                              |    | 203,419          |
| Federal impact aid received                |    | <u>6,079,159</u> |
|  |    | <u>7,802,850</u> |
| Fund balance subject to 10% limitation     | \$ | <u>2,112,373</u> |

Unreserved fund balance as a percentage of  
current year expenditures:

$$\frac{\text{Fund balance subject to limitation}}{\text{Current year expenditures}} = \frac{2,112,373}{60,349,445} = \underline{\underline{3.50\%}}$$

## MEMORANDUM

---

**TO:** NWABSD Board of Education  
Members

**DATE:** October 20, 2023

**NUMBER:** 24-050

**FR:** Office of the Superintendent

**SUBJECT:** Nomination for  
Outstanding School  
Board of the Year; AASB

**STRATEGIC PLAN/BOARD GOAL:**

Improve Stakeholder Communication.

**ABSTRACT:**

Nominations for the Association of Alaska School Board's (AASB) Outstanding School Board of the Year requires formal Board action.

**ISSUE:**

At issue is to nominate a School Board for the AASB, Outstanding School Board of the Year.

**BACKGROUND AND/OR PERTINENT INFORMATION:**

The Outstanding School Board Award is designed to reflect and honor a school board's involvement in Board Standards. School Boards should self-nominate for this award. Selection is done by the AASB Awards Committee. This award is presented at the Annual Conference awards luncheon.

In order to be eligible, a school board:

- Must be a member board in good standing of AASB
- Must have formally adopted Board Standards

Nominations must be received by October 13, 2023.

**ALTERNATIVES:**

1. Nominate the Northwest Arctic Borough School District Board of Education for the AASB Outstanding School Board of the Year Award as presented;
2. Nominate a Board from another member district for the AASB Outstanding School Board of the Year Award;
3. Take no final action.

## MEMORANDUM

---

**TO:** NWABSD Board of Education

**DATE:** October 12, 2023

**NUMBER:** 24-051

**FR:** Office of the Superintendent

**SUBJECT:** Approval of Human Resources

**ABSTRACT:**

Each month various Human Resources actions occur which require Board action or cognizance.

**ISSUE:**

At issue is the approval of Human Resources actions.

**BACKGROUND AND/OR PERTINENT INFORMATION:**

On a monthly basis the administration recommends Board approval of new certified/classified hires, position reclassifications, and new or revised job descriptions. In addition, the administration informs the Board of resignations, transfers, and terminations throughout the district.

**ALTERNATIVES:**

1. Approve the Human Resources actions as presented;
2. Disapprove the Human Resources actions as presented;
3. Take no final action.

**ADMINISTRATION RECOMMENDATION:**

The administration recommends the Board approve the Human Resources actions as presented.

**Human Resources  
October 2023**

I. The administration recommends approval of the following action items:

- a) Certified new hires FY24
- b) Classified new hires FY24

a) The administration recommends approval of the following FY24 Certified New Hires:

| <u>LOCATION&amp;DATE</u>         | <u>NAME</u>       | <u>POSITION</u>   |
|----------------------------------|-------------------|-------------------|
| <b><u>NOATAK</u></b><br>09/2023  | Robert Sheldon    | Teacher MS/HS SCI |
| <b><u>NOORVIK</u></b><br>10/2023 | D. Andrew Horsley | Teacher MS/HS SCI |
| 10/2023                          | Cytrenna Palmer   | Teacher MS/HS LA  |
| <b><u>SELAWIK</u></b><br>10/2023 | Savannah Smead    | Teacher MS LA     |

b) The administration recommends approval of the following FY24 Classified New Hires:

| <u>LOCATION&amp;DATE</u>          | <u>NAME</u>      | <u>POSITION</u>                             |
|-----------------------------------|------------------|---|
| <b><u>BUCKLAND</u></b><br>09/2023 | Katherine Hadley | Inupiaq Instructor                          |
| <b><u>DO</u></b><br>10/2023       | Shayne Schaeffer | Executive Assistant to<br>the Supt. & Board |
| <b><u>SHUNGNAK</u></b><br>08/2023 | Dolly Custer     | Inupiaq Instructor                          |

## MEMORANDUM

---

**TO:** NWABSD Board of Education Members

**DATE:** October 12, 2023

**NUMBER:** 24-052

**FR:** Office of the Superintendent

**SUBJECT:** Approval of Purchase,  
Big Ray's The Alaskan  
Outfitters

**STRATEGIC PLAN/BOARD GOAL:**

Goal 3: Family Support and Engagement

**ABSTRACT:**

Board approval is required for purchases that exceed \$50,000.

**ISSUE:**

At issue is the Board's approval of the purchases of migrant education student services winter clothing from Big Ray's Anchorage for an amount not to exceed \$120,000

**BACKGROUND AND/OR PERTINENT INFORMATION:**

Migrant student clothing orders are being finalized and purchased by site according to orders received from parents. The total purchase cost will not exceed \$120,000 as budgeted.

These items were fully budgeted for and approved by the Alaska Department of Education as part of NWABSD's Migrant Title 1-C application.

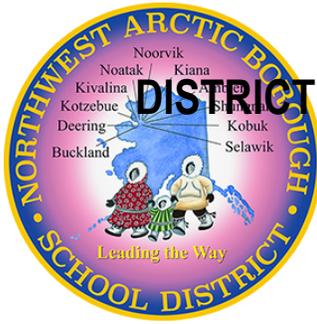
Funding: Migrant Education Fund 263

**ALTERNATIVES:**

1. Approval of purchase of migrant education student services clothing from Big Ray's The Alaskan Outfitters for an amount not to exceed the budgeted amount of \$120,000 as presented.
2. Disapproval of purchase of migrant education student services clothing from Big Ray's The Alaskan Outfitters for an amount not to exceed the budgeted amount of \$120,000 as presented.
3. Take no final action.

**ADMINISTRATION'S RECOMMENDATION:**

The administration recommends board approval of the purchase of migrant education student services clothing from Big Ray's The Alaskan Outfitters as presented.



# NORTHWEST ARCTIC BOROUGH SCHOOL

Ambler · Buckland · Deering · Kiana · Kivalina · Kobuk · Kotzebue · Noatak · Noorvik · Selawik · Shungnak  
PO Box 51 · Kotzebue, Alaska 99752 · Phone (907) 442-1800

## BOARD OF EDUCATION RETREAT AGENDA – OCTOBER 12-14, 2023

### Thursday, October 12, 2023

- 8:30 AM School Climate and Connectedness Workshop  
*Kami Moore, SCCS Presenter*
- 9:30 AM BREAK
- 9:45 AM School Climate and Connectedness Workshop Continued  
*Kami Moore, SCCS Presenter*
- 12:00 PM LUNCH
- 1:00 PM NWABSD Board of Education Special Meeting  
*See separate agenda.*
- 2:30 PM BREAK
- 2:45 PM Welcome, Introduction, Agenda Overview and Retreat Norms  
*Margaret Hansen, Board President*
- 3:00 PM Board Bylaw Review
- 4:15 PM Wrap-up  
*Margaret Hansen, Board President*

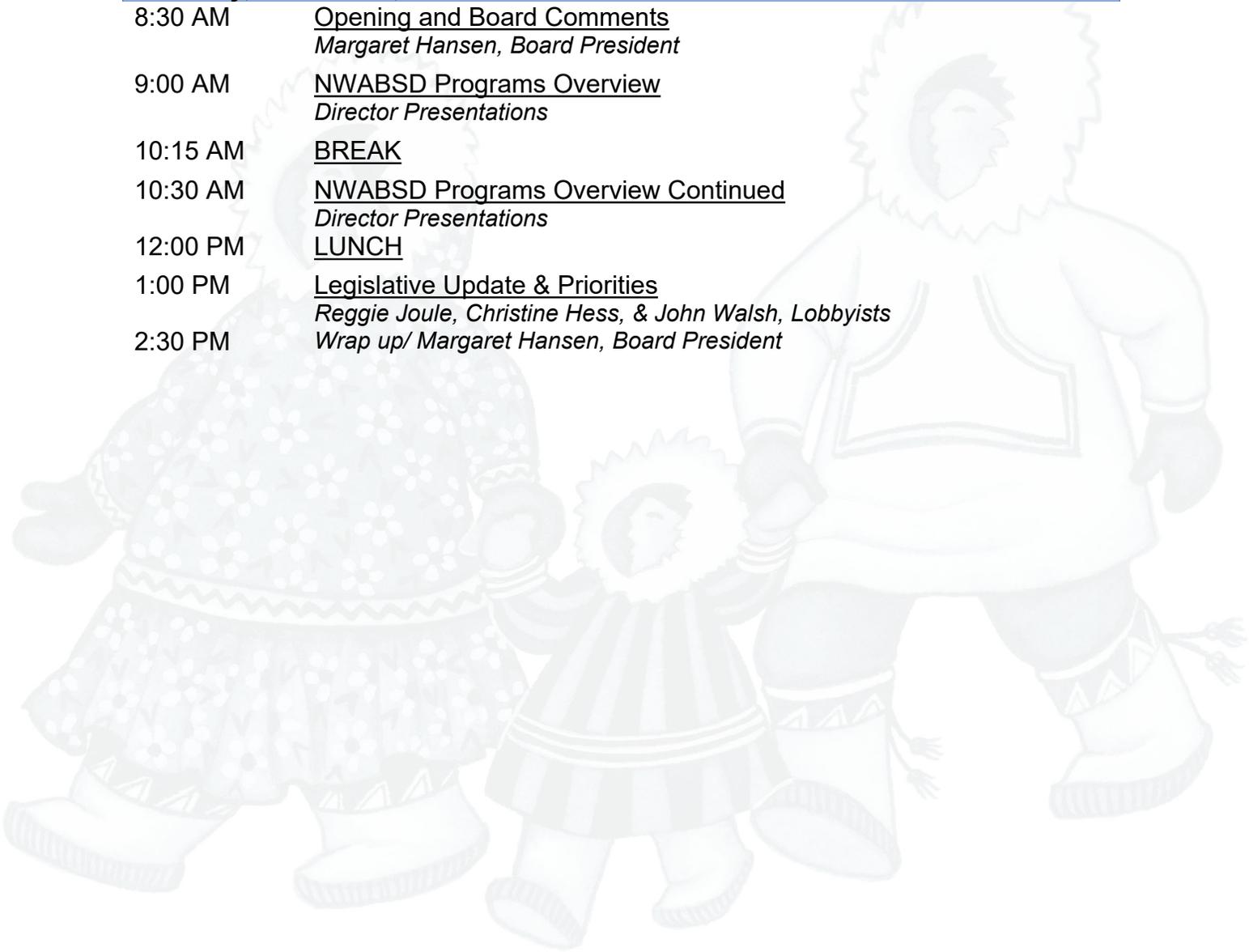
### Friday, October 13, 2023

- 8:30 AM Opening and Board Comments  
*Margaret Hansen, Board President*
- 9:15 AM Strategic Plan Update  
*Administration & Board Members*
- 10:30 AM BREAK
- 10:45 AM Fall Inservice Presentation & Professional Development Update  
*Tracy Bell, Director of Curriculum*
- 12:00 PM LUNCH
- 1:00 PM AK Reads Act  
*Tracy Bell, Director of Curriculum*
- 2:15 PM Budget & Investments Overview  
*Megan Williams, Director of Curriculum*
- 3:30 PM BREAK
- 3:45 PM Board Budget Discussion  
*Margaret Hansen, Board President*
- 4:15 PM Wrap-up & Board Comments  
*Margaret Hansen, Board President*

**MISSION:** To provide a learning environment that inspires and challenges students and employees to excel  
**VISION:** To graduate all students with the knowledge, skills, and attitudes necessary for a successful future

**Saturday, October 14, 2023**

- 8:30 AM Opening and Board Comments  
*Margaret Hansen, Board President*
- 9:00 AM NWABSD Programs Overview  
*Director Presentations*
- 10:15 AM BREAK
- 10:30 AM NWABSD Programs Overview Continued  
*Director Presentations*
- 12:00 PM LUNCH
- 1:00 PM Legislative Update & Priorities  
*Reggie Joule, Christine Hess, & John Walsh, Lobbyists*
- 2:30 PM Wrap up/ Margaret Hansen, Board President





**NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT**

*Atautchikun Iñuunialiptigun (Through Our Way of Life Together as One)*

# Board Policy and Bylaws

## 2023 Regional Board Retreat

Amy Eakin

Director of Technology

2023-2024



Boards define their role  
through **Board Bylaws** and  
delegate through **Policy**.

Policy makes clear the Board's  
direction and intention.



- Provides the framework for the day-to-day operation of the district.
- Keeps decision-making situation-based and not person-based.
- Policies are made of:
  - **Board Policy (BP) is the WHY & What**
    - Policy tells us why and what needs to be done
    - Requires Board Approval
  - **Administrative Regulation (AR) is the HOW**
    - Developed by the Superintendent
    - Tells us how the policy is implemented
    - Does not require Board Approval



## Processes for New or Revised Board Policy :

1. AASB (Alaska Association School Boards) provides model board policy and updates that are required from changing laws and statutes
  - A. OR the District/Board may initiate a review or update at any time
2. Model policy and updates are reviewed by the administrative team
3. Regional Board Policy Committee reviews administrative team recommendations alongside AASB recommendations
4. 1<sup>st</sup> Reading Adoption for policy updates become agenda items at the next Regional Board meeting
5. 2<sup>nd</sup> Reading Adoption for policy updates become agenda items at the next Regional Board meeting
6. Approved 2<sup>nd</sup> readings go to AASB to be uploaded online



# Board Bylaws (BB)

Contents Search Hit List Favorites

- Northwest Arctic Borough School District
  - ARTICLE 0 (Series 0000) VISION-PHILOSOPHY-GOALS-VALUES & COMPREHENSIVE PLANS
  - ARTICLE 1 COMMUNITY RELATIONS (Series 1000)
  - ARTICLE 2 ADMINISTRATION (Series 2000)
  - ARTICLE 3 BUSINESS & NONINSTRUCTIONAL (Series 3000)
  - ARTICLE 4 PERSONNEL (Series 4000)
  - ARTICLE 5 STUDENTS (Series 5000)
  - ARTICLE 6 INSTRUCTION (Series 6000)
  - ARTICLE 7 NEW CONSTRUCTION (Series 7000)
  - ARTICLE 8 ADVISORY SCHOOL COUNCILS (Series 8000)
  - ARTICLE 9 BYLAWS OF THE BOARD (Series 9000)**
    - BB 9000 ROLE OF BOARD AND MEMBERS (POWERS, PURPOSES, DUTIES)
    - BB 9010 PUBLIC STATEMENTS
    - BB 9011 DISCLOSURE OF CONFIDENTIAL INFORMATION
    - BB 9012 COMMUNICATIONS TO AND FROM THE BOARD
    - BB 9110 BOARD MEMBERSHIP
    - BB 9120 OFFICERS AND DUTIES
      - BB 9121 PRESIDENT
      - BB 9122 VICE PRESIDENT
      - BB 9123 SECRETARY
      - BB 9124 TREASURER
      - BB 9125 ATTORNEY
    - BB 9130 BOARD COMMITTEES
    - BB 9140 BOARD REPRESENTATIVES
    - BB 9200 BOARD MEMBERS
    - BB 9220 SCHOOL BOARD ELECTIONS
    - BB 9222 RESIGNATION
    - BB 9223 BOARD VACANCIES
    - BB 9224 OATH OR AFFIRMATION
    - BB 9230 ORIENTATION
    - BB 9240 BOARD DEVELOPMENT
    - BB 9250 REMUNERATION, REIMBURSEMENT, AND OTHER BENEFITS
    - BB 9260 LEGAL PROTECTION
    - BB 9270 CONFLICT OF INTEREST
    - BB 9271 CODE OF ETHICS
    - BB 9300 GOVERNANCE
      - BB 9310 POLICY MANUAL
      - BB 9311 BOARD POLICIES
      - BB 9312 BOARD BYLAWS
      - BB 9313 ADMINISTRATIVE REGULATIONS
      - BB 9314 SUSPENSION OF POLICIES, BYLAWS, ADMINISTRATIVE REGULATIONS
    - BB 9320 MEETINGS
      - BB 9321 EXECUTIVE SESSIONS
      - BB 9322 AGENDA/MEETING MATERIALS
      - BB 9323 MEETING CONDUCT
      - BB 9324 BOARD MINUTES
    - BB 9330 MEMBERSHIP IN ASSOCIATIONS
    - BB 9400 BOARD SELF-EVALUATION

1. Establish why and what to govern the district (rules & responsibilities of the Board)

2. Prescribes bylaws for its own governance (the Board is charge of itself & governs itself)

3. [Article 9 Bylaws of the Board \(Series 9000\)](#)



# Roles & Responsibilities

<https://aasb.org/wp-content/uploads/22-AASB-Roles-Responsibilities.pdf>

| AREA                  | SCHOOL BOARD   | SUPERINTENDENT   |
|-----------------------|--|--|
| <b>General</b>        | Governs the district, hires the superintendent, establishes expectations, and evaluates self and the Superintendent. | Advises the Board, is executive of the district, the Board's only employee through contractual relationship.   |
| <b>Policy</b>         | Reviews suggestions from Superintendent, debates and adopts.   | Responsible for ensuring policies are current, responsible for recommending and implementing policy.   |
| <b>Meetings</b>       | President or chairperson is in charge of meetings.   | With the board chair is responsible for preparation of agenda and subsequent preparation of board meeting packet, ex officio member of the board, serves as resource during meeting. |
| <b>Budget/Finance</b> | Adopts and monitors, responsible for audit adoption.   | Prepares, administers and monitors the budget and audit, ensures budget compliance.  |
| <b>Curriculum</b>     | Establishes criteria, approves and monitors curriculum and assessments.  | Recommends, oversees efforts, evaluates curriculum and assessments.  |



# Roles & Responsibilities

<https://aasb.org/wp-content/uploads/22-AASB-Roles-Responsibilities.pdf>

| AREA                    | SCHOOL BOARD   | SUPERINTENDENT  |
|-------------------------|--|---|
| <b>Personnel</b>        | Establish criteria, approves or rejects recommendations, handles grievance appeals as appropriate. | Interviews, recommends, hires, evaluates. Promotes and implements staff training, adjudicates grievances.               |
| <b>Negotiations</b>     | Provides guidelines, ratifies contracts.   | Monitors process within guidelines (depends on district size), frames contract proposals.                               |
| <b>Student Services</b> | Establishes criteria, approves and monitors.   | Recommends, administers efforts, maintains legal perspective.   |
| <b>Facilities</b>       | Develops policies on use.  | Implements policy, creates rules and regulations pursuant to policy.  |
| <b>Public Relations</b> | Creates a positive image, can represent district at community functions.                           | Creates a positive image; directs staff effort, maintains stakeholder communications throughout district and community. |



## **THE BOARD** Governs the district

1. Represents public education and serves as a liaison between the schools and community.
2. Elected policy-making body is required by law to establish rules to govern the schools and students.
3. Recruits and hires the superintendent, establishes and
4. approves their contract, gives direction through written goals, evaluates based on goals.
5. Invests the superintendent with those powers and duties it may legally delegate in accordance with board policy and state/federal laws.
6. Empowers the superintendent to be the educational leader of the district.
7. Requires professional leadership from the superintendent.
8. Attends educational conferences, workshops and trainings to increase governance skills and better understand their role as a board member.
9. Approves a planning process that includes stakeholders in the development of a comprehensive long- range plan for student achievement.

## **THE SUPERINTENDENT** Manages the district, advises the board

1. Serves as the chief executive officer of the board and is responsible to the board for implementing board policies, actions, and directions.
2. Is employed at the pleasure of the board.
3. Administers the district in accordance with board policies and guidelines, rules, regulations,
4. state and federal requirements.
5. Delegates authority to other staff members.
6. Provides educational leadership to the board staff, students and community.
7. Responsible for the overall operation of the schools.
8. Identifies district needs.
9. Participates with appropriate professional associations, attends conferences, workshops and other professional development opportunities.
10. Implements the comprehensive strategic plan.



## **THE BOARD** Governs

1. Establishes process and criteria for the recruitment, interview, and selection/hiring of the superintendent.
2. Establishes contract provisions for superintendent.
3. Provides the superintendent with written goals of expectation of performance upon which they will be evaluated.
4. Evaluates the superintendent at least once a year.
5. Demonstrates trust and respect for the professional judgment of the superintendent.
6. Conducts annual self-evaluation of the board's effectiveness in conducting the business of the board.
7. Annually sets goals and/or priorities for the Board to improve its effectiveness.
8. Demonstrates trust and respect for the superintendent and for his/her right to have opinions that may differ from theirs.

## **THE SUPERINTENDENT** Manages

1. Provides the board with materials as requested from the board as a whole.
2. Assures personal professional qualifications meet the criteria established by the board.
3. Holds a valid superintendent's certificate and maintains certificate or is a qualified chief school administrator.
4. Provides board with written goals and objectives to meet the board's expectations and defines their goals for the district.
5. Demonstrates trust and respect for the board members and for their right to have different opinions from theirs.
6. Acts as advisor to the board in areas needing policy development and revision.
7. Encourages the board to evaluate its roles and responsibilities and participates with them during this evaluation.
8. Works together with the board for the good of the district and student achievement.



## **THE BOARD** Adopts Policy

1. Adopts policies for the governance and management of the school district.
2. Clearly defines the intent of the board and actions necessary for implementation.
3. Reviews, and may adopt, administrative procedures, rules and regulations to ensure they honor the intent of the board's policy.
4. Reviews and evaluates board policy on a regular annual basis.

## **THE SUPERINTENDENT** Advises on and Implements Policy

1. Acts as advisor to the board in areas needing policy development or revision.
2. Drafts written policy and provides board with data and information supporting the policy recommendation.
3. Maintains up-to-date written manual of district policies; ensures policies are accessible to all school employees and the community.
4. Implements district policies and assures the staff, student and community are aware of the intent and importance of those policies.
5. Develops and implements rules, administrative regulations and procedures necessary to implement the board's policies.
6. Assists the board to evaluate policies by identifying areas where the board should revise or rewrite policies as needs of the district or laws and regulations change.



## **THE BOARD** Adopts & Monitors

1. Establishes priorities for the fiscal management of the district.
2. Receives the audit report from the auditor and with them, explores the internal controls of the district, major changes in fiscal procedures, adequacy of budget preparation and other concerns of the board and/or the auditor.
3. When used, appoints the budget committee.
4. Provides the superintendent with the Board's priorities in the development of the budget.
5. Approves, adopts and monitors an annual budget.
6. Provides leadership in securing community support for budget.
7. Establishes the limit for a budget transfer that can be done without board approval.
8. Reviews and approves warrants to pay bills, purchase supplies, equipment or services in accordance with board policy.
9. Adopts policies for the accounting of all school funds, and for the reporting of fiscal information to the board.
10. Recruits, interviews and hires an external auditor who is directly responsible to the board.

## **THE SUPERINTENDENT** Prepares, administers, monitors, audits details

1. Serves as the district budget officer.
2. Prepares a detailed budget based on the board's priorities and parameters.
3. Presents a budget to the board and budget committee for their consideration and approval.
4. Seeks board approval for expenditures according to board policy.
5. Administers the budget and assures expenditures of district funds are within the legal requirements of the budget.
6. Coordinates efforts to obtain community support for district financing.
7. Establishes a control system and oversees monthly report for financial accounting in accordance with board policy and state law.
8. Obtains board approval to transfer funds exceeding amount set by board policy.
9. Provides the board with a list of bidders for purchases exceeding amounts established by law or district policy.
10. Assists the auditor by assuring that pertinent staff and appropriate information is available on request.



**THE BOARD** Establishes criteria, approves, monitors

1. Establishes an educational philosophy and goals for the instructional programs of the district.
2. Adopts and/or changes standards (curriculum) and instructional programs as necessary or as recommended by the superintendent.
3. Follows state standards.
4. Regularly reviews student achievement data.
5. Reports to the community on the status of education in the district.
6. Identifies and adopts graduation requirements.
7. Periodically requests reports from professional staff relative to assessments and instructional programs.
8. Adopts curricula material.
9. Uses school climate data in decision-making.

**THE SUPERINTENDENT** Recommends, oversees staff efforts, evaluates

1. Advises the board on the educational needs of the students, the requirements of DEED, and other directives.
2. Recommends policy for the selection of curricula, instructional materials and equipment in accordance with state standards and legal requirements.
3. Recommends curricula materials for adoption to board.
4. Reports to the community on the status of education in the district.
5. Recommends assessments to the board. Implements testing program appropriate to the educational objectives.
6. Recommends appropriate graduation standards and methods to measure their attainment.
7. Assigns staff to instructional areas and reports such information to the Board.
8. Regularly schedules presentations and reports by staff on various segments of the instructional program.
9. Provides leadership to the staff and board in the continuous development, implementation, and evaluation of the instructional programs.



## **THE BOARD** Establishes criteria and/or rejects

1. Employs certificated and classified staff members based on the recommendation of the superintendent.
2. Establishes criteria to be used in hiring in policy.
3. Adopts policies for personnel management.
4. Ensures job descriptions are in place.
5. Reviews staff evaluation procedures.
6. Adopts policy on the evaluation of
7. personnel.
8. On appeals, upholds or set aside disciplinary actions or terminations of staff after a thorough review of supporting documentation.
9. Promotes good working relations with staff and maintains lines of communication with staff as appropriate.
10. Recognizes the board does not have a right to review staff evaluations.
11. Receives and acts on personnel recommendations from the superintendent.
12. Conducts an annual evaluation of the superintendent, the Board's only employee.

## **THE SUPERINTENDENT** Interviews, recommends, hires, evaluates, promotes, trains

1. Recommends to the Board the employment, promotion, transfer, retirement, or dismissal of all certified and classified staff.
2. Responsible for the supervision of all employees of the district.
3. Establishes job descriptions for all positions.
4. Delegates authority to staff members, as appropriate.
5. Provides the board with information regarding employee work assignments.
6. Recommend staff disciplinary actions to the board in accordance with board policies and legal requirements.
7. Supervises the evaluation of all staff and conducts or supervises evaluations of administrators under his/ her supervision.
8. Establishes procedures for the recruitment, hiring, and assignment of staff and establishes expectations for staff.
9. Fosters good working relationships with staff and maintains open lines of communication with employee organizations.
10. Serves as the board's liaison with staff.
11. Develops a systematic plan for evaluating the performance of all district staff.
12. Documents recommendations for tenure, retention, or dismissal. Identifies corrective actions taken on proposals and verifies full compliance with legal requirements and board policy.



## **THE BOARD** Provides guidelines, ratifies contracts

1. Grants recognition to bargaining units in the district.
2. Designates the bargaining unit as the exclusive negotiating representative of the employees in the unit.
3. Determines district issues to be presented for negotiations.
4. Approves contracts.
5. Selects negotiator; appoints negotiating team.
6. Establishes guidelines and criteria for the collective bargaining process for all units.

## **THE SUPERINTENDENT** Monitors process within guidelines

1. Provides the board with job titles included in the composition of the unit.
2. Verifies the bargaining unit represents a majority of the employees in that unit.
3. Acts in a support role for the board.
4. Provides factual data and makes necessary management recommendations.
5. May serve as an advisor to negotiating team. Normally is not the negotiator.
6. Administers and ensures compliance of contracts.



## **THE BOARD** Adopts policies for care and control

1. Adopts policies for the provision of student services including admission, attendance, rights and responsibilities, safety, discipline and welfare.
2. Adopts policies necessary to cover students' special needs and challenges.
3. Adopts policies necessary to assure appropriate safety and health needs of students.
4. Reviews student handbooks on an annual basis.

## **THE SUPERINTENDENT** Recommends, implements, directs

1. Implements student policies adopted by the board.
2. Recommends appropriate policy and rules to maintain adequate services and appropriate control of students.
3. Directs and supervises all student activities, instructional, extra-curricular, and co-curricular.
4. Develops and implements programs that provide for special needs students.
5. Develops and implements written procedures to deal with health and safety emergencies.



## **THE BOARD** Develops policy on use of facilities

1. Establishes policies for the appropriate use and the proper operation and maintenance of school district building and ground.
2. Adopts policy governing use of district facilities, grounds and equipment.
3. Works with the City or Borough to identify appropriate school sites when applicable.
4. Approves the hiring of architects or other consultants as necessary.
5. Decides on the consolidation and closings of schools.
6. Collaborates with the municipality/borough on the issuance and sale of bonds to fund construction projects where applicable.
7. Determines projects to be submitted for consideration by DEED for construction.

## **THE SUPERINTENDENT** Implements policy, writes procedure, makes recommendations

1. Provides for the proper upkeep of facilities and maintenance of equipment.
2. Prioritizes long-range plans for preventive maintenance of buildings, equipment and ground.
3. Assigns and supervises facilities maintenance staff.
4. Works with architects, staff and consultants.
5. Recommends and supervises the public use of buildings, facilities and equipment.
6. Collects information and makes recommendations to the board.
7. Acts in an advisory capacity to board in planning and construction.
8. Submits application to DEED for construction and/or major maintenance projects.



## **THE BOARD** In charge of

1. Meets together to transact all business of the district only in an officially called meeting.
2. Establish, through policy, the operational procedures for maintaining control of the board meeting.
3. Has clear protocol for inclusion of items onto an agenda.
4. The board president, in consultation with the superintendent, develops the agenda for the board meeting.
5. Identifies for the superintendent the amount of information expected for good decision-making.
6. Complies with Open Meeting Act and refrains from misuse of Executive Sessions.
7. Read the board packet and come prepared to participate in meetings.
8. Notify Superintendent of potential issues/ questions before the meeting.
9. Follow adopted rules of order in meetings.

## **THE SUPERINTENDENT** Serves as a resource to the board

1. Serves as an advisor and ex-officio member to the board.
2. Assures compliance with all legal requirements relative to posting of notices and maintenance of meeting records.
3. Provides Board members, in advance of the meeting, with sufficient information and data to assist them in making informed decisions.
4. Identifies areas of business that boards must address at meetings and works with the board president in the development of the agenda.
5. Implements board decisions and instructions developed at meetings.
6. Notifies staff and students of boards' actions relevant to them.
7. Assures the scheduling and holding of board meetings meets the requirements of the law.
8. Advises the board on the Open Meetings Act and the legalities of entering into Executive Session.



**THE BOARD** Creates a positive image of the district

1. Acts as liaison between the schools and the community.
2. Maintains awareness of community attitudes, values, and interests.
3. Actively participates in programs that build good community relationships.
4. Appoints advisory or parent committees and outlines their responsibilities.
5. Encourages the community to follow appropriate channels for expressing ideas or concerns for the district via the superintendent.
6. Ensure opportunities for youth to take a leadership role in decision-making, governance, climate-building, and school improvement.
7. Represents the schools at community functions and school functions.
8. Cooperates with the news media for dissemination of information.
9. Channels complaints or grievances through the appropriate channels.

**THE SUPERINTENDENT** Creates a positive image for the district, directs communication

1. Informs the community about its schools.
2. Recommends community relations activities.
3. Works with parent groups and other organizations to share about district programs and activities.
4. Offers the board opportunities of how the district will to engage families.
5. Serves as the board's liaison with advisory/ parent committees.
6. Establishes a working relationship with the news media.
7. Serves as the liaison with the community to resolve complaints or grievances, makes recommendations to the board for resolution of such issues that cannot be solved at the administrative level.
8. Provides opportunities for the community to welcome and support district/school staff.
9. Ensures engagement measures are built into annual accountability structures.
10. Builds bridges between the district, key organizations, community leaders, and governmental representatives.