



2022-23 Board of Directors

Board Chair, Alisha Oliver **Board Vice-Chair,** Erin Cramer

Board Members: Mike Wagner, Laura Wipper, Mark Henderson, Coral Ford & Mackenzie Strawn

Student Representative to the Board, Omar Garcia & Rori Bentz

Superintendent, Lee W. Loving

Assoc. Superintendent, Dave Bolin

Director of Business & Fiscal Services, Rhonda Allen

Director of Human Resources, Danielle Blackwell

Superintendent/School Board Executive Assistant, Tonia Whisman

Special Session

Tuesday, December 7, 2021 ~ 6:00 PM

NSSD District Office/Santiam Room

1155 N 3rd Ave

Stayton, OR 97383

NSSD VISION

We change kids' lives through a commitment to excellence, integrity, equity, and community engagement

NSSD MISSION STATEMENT

Ensure students reach their highest academic and vocational potential and develop into productive citizens

NSSD GUIDING PRINCIPLE

Do what is best for all kids

BOARD GOALS

- 1) Offer the most comprehensive program possible for students and the appropriate staffing to support our commitment to doing what is best for all kids
- 2) Celebrate the successes of the District and community
- 3) Routinely monitor the effectiveness of District programs and services in order to better serve all kids
- 4) Build and sustain dynamic relationships with stakeholders of the District through proactive communication exchanges

1. **CALL SPECIAL SESSION TO ORDER**

The Special Session of the North Santiam School District’s Board of Directors is called to order at 6:00 pm. It is an open meeting of the Board and the public is allowed to observe in-person, as room occupancy allows, and via Zoom.

ACKNOWLEDGEMENT OF BOARD MEMBERS PRESENT: ALISHA OLIVER
PLEDGE OF ALLEGIANCE: ALISAH OLIVER

2. **APPROVAL OF THE AGENDA**

Any changes to the agenda after posting on December 1, 2021 are noted below:

Added Attachments-

- Board Policies BBAA, BBF, BCB, BDDH, BG and KL (for reference only)

RECCOMENDED MOTION

Motion that the Board approves the meeting agenda as modified.

Motion Made By:
Vote:

3. **OSBA BOARD/SUPT. ROLES & RESPONSIBILITIES WORKSHOP**

4

Janet Avila-Medina, OSBA Board Development Specialist

Janet Avila-Medina will be attending the meeting virtually to facilitate a workshop that helps attendees learn about school boards' governance roles and their relationship with their superintendent. While focusing on best practices and boards’ legal roles and responsibilities found in state statutes and board policies, this workshop provides a guide for boards to be effective in governing their districts.

OSBA_North Santiam SD Work Session_12-7-21

4

1. **Public Meetings Law**

2. **Board Work & Service**

3. **Research & Findings–High vs. Low Performing Boards**

4. **Governance vs. Management**

5. **Balanced Governance Concept**

6. **Policies, Systems, Scenarios, and Best Practices**

63

During this agenda item, the following NSSD policies will be referenced:

- *BBAA: Individual Board Member’s Authority and Responsibilities*
- *BBF: Board Member Standards of Conduct*
- *BCB: Board Officers*
- *BDDH: Public Comment at Board Meetings*

- *BG: Board-Staff Communications*
- *KL: Public Complaints*

BBAA Individual Board Member's Authority & Resp	63
BBF-Board Member Standards of Conduct-app 5.20.21 edited	65
BCB Board Officers	67
BG Board-Staff Communication	69
KL Public Complaints	70

7. Communication Protocols & Best Practices

8. OSBA Resources

4. ADJOURN

Time:

EQUAL OPPORTUNITY EMPLOYER

Equal employment opportunity and treatment shall be practiced by the North Santiam School District regardless of an individual's perceived or actual race, color, religion, sex, sexual orientation, national or ethnic origin, marital status, age, mental or physical disability or perceived disability, pregnancy, familial status, economic status, veterans' status, or of any other persons with whom the individual associates is able to perform the essential functions of the position, with or without reasonable accommodation. This meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours prior to the meeting. If you require special accommodations, please contact Tonia Whisman at the North Santiam School District Office at 503-769-4928.



North Santiam School District

Serving Stayton, Sublimity, Lyons &
Mehama

Janet Avila-Medina

Board Development Specialist, OSBA

December 7, 2021

**Board Work Session
Board-Superintendent Roles &
Responsibilities**



Welcome & Introductions

- Name & how many years you have served as a board member?
- What motivates you about this work?
- What gives you pause in this work?

Agenda



Public Meetings Law



Board Work & Service



Policies & Systems



Communication Protocols



Other Resources

A young girl with long blonde hair in two pigtails is seen from behind, raising her right hand. She is wearing a dark blue sweater. In the background, a chalkboard has the equation $5+5$ written on it. A small red horizontal bar is located in the top left corner of the image.

What are you
hoping to learn
today?

$$5+5$$

Public Meetings Law

**STATE OF OREGON
DEPARTMENT OF JUSTICE**

**ATTORNEY GENERAL'S
PUBLIC RECORDS
AND
MEETINGS MANUAL**





Regular Board Meetings |



Special Meetings



Emergency Response

Emergency Meetings

PUBLIC MEETING

to discuss the future location of the Williamstown Branch
of the Stormont, Dundas and Glengarry County Library

Thursday, June 1 at 7:00pm

St. Mary's Centre

19641 County Road 19, Williamstown

Presentation by SD&G County Library Staff
and Board Members,

followed by an opportunity for public comment.

We want to hear from you!

**Join us and share your thoughts for the
future location of the Williamstown Branch**



(613) 936-8777 | generalinfo@sdglibrary.ca



MEETING NOTICE!

Executive Session



CONFIDENTIAL

Executive Sessions

The Board may meet in executive session to discuss subjects allowed by statute but may not take final action except for the expulsion of students and matters pertaining to or examination of the confidential medical records of a student, including that student's educational program.

An executive session may be convened by order of the Board chair, upon request of three Board members or by common consent of the Board for a purpose authorized under Oregon Revised Statute (ORS) 192.660 during a regular, special or emergency meeting. The presiding officer will announce the executive session by identifying the authorization under ORS 192.660 for holding such session and by noting the subject of the executive session.

The Board may hold an executive session:

1. To consider the employment of a public officer, employee, staff member or individual agent. (ORS 192.660(2)(a))
2. To consider the dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent who does not request an open hearing. (ORS 192.660(2)(b))
3. To conduct deliberations with persons designated by the governing body to carry on labor negotiations. (ORS 192.660(2)(d))
4. To conduct deliberations with persons designated by the governing body to negotiate real property transactions. (ORS 192.660(2)(e))
5. To consider information or records that are exempt by law from public inspection. (ORS 192.660(2)(f))
6. To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed. (ORS 192.660(2)(h))
7. To review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing. (ORS 192.660(2)(i))
8. To consider matters relating to school safety or a plan that responds to safety threats made toward a school. (ORS 192.660(k))

9. To review the expulsion of a minor student from a public elementary or secondary school. (ORS 332.061(1)(a))
10. To discuss matters pertaining to or examination of the confidential medical records of a student, including that student's educational program. (ORS 332.061(1)(b))

Members of the press may attend executive sessions except those matters pertaining to:

1. Deliberations with persons designated by the Board to carry on labor negotiations;
2. Hearings on the expulsion of minor students or examination of the confidential medical records of a student including, that student's educational program; and
3. Current litigation or litigation likely to be filed if the member of the news media is a party to the litigation or is an employee, agent or contractor of a news media organization that is a party to the litigation.

If an executive session is held pursuant to ORS 332.061, the following shall not be made public: the name of the minor student; the issue, including the student's confidential medical records and educational program; the discussion; and each Board member's vote on the issue.

Minutes shall be kept for all executive sessions.

Content discussed in executive sessions is confidential.

END OF POLICY

Legal Reference(s):

[ORS 192.610 to -192.710](#)
[ORS 332.045](#)
[ORS 332.061](#)

Board Service & Work



COMPLEX



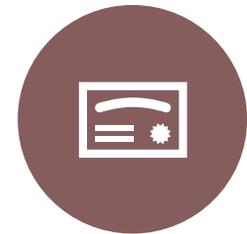
CONSTRAINED
BY LAWS



BOARD
EXPECTATIONS



PUBLIC
EXPECTATIONS



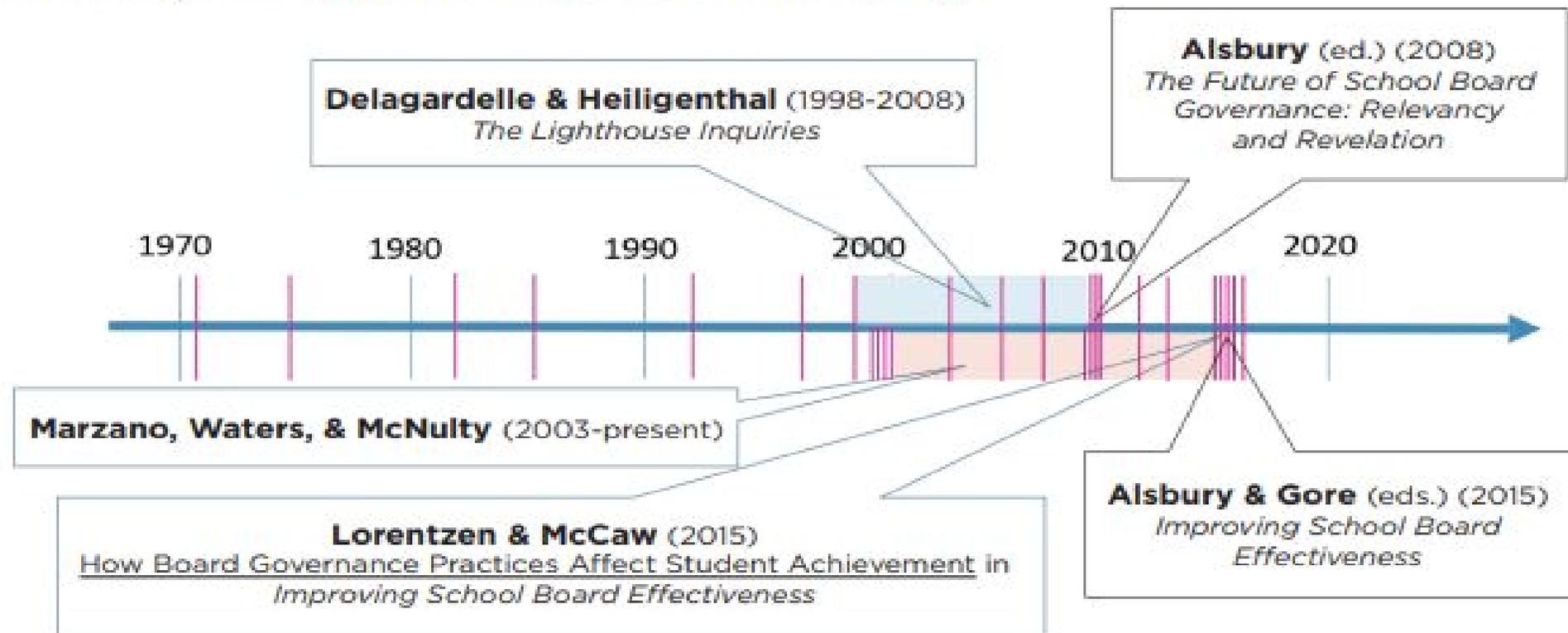
STUDENT
ACHIEVEMENT





THE RESEARCH

Chronology of Applicable Research Informing Effective Boardsmanship



High-Performing Boards

	Lighthouse (Rice, et al., 2000 and Delagardelle & Alsbury, 2014)	Essential board leadership practices (Johnson, 2013)	Characteristics of effective school boards (Dervarics & O'Brien, 2016)
1. Vision and goals	Set clear expectations; set goals	Creating a vision	Commit to a vision of high expectations for students and set goals toward that vision
2. Climate and resources	Create conditions for success	Creating climate; providing staff development; creating awareness and urgency	Align and sustain resources to meet goals
3. Data and monitoring	Hold the system accountable	Monitoring progress and taking corrective action; using data	Data savvy, embracing and monitoring data, even when negative
4. Cohesive teaming	Learn together as a board team	Demonstrating commitment; practicing unified governance	Strong shared beliefs and values about the system and all students
5. Stakeholder and community engagement	Build public will	Engaging the community; connecting with district leadership	Collaborative relationship with staff and community; strong structure to inform/engage stakeholders
6. Policy and accountability		Developing policy with a focus on student learning	Accountability driven, focused on policy and not operations

Low-Performing Boards

- **Lee & Eadens (2014)**

- Meetings less orderly
- Less time spent on student achievement
- Members seek to advance their own agendas
- Less effective working relationships
- Less reliance on the superintendent for advice and input
- Less focus on policy items

- **Dervarics & O'Brien (2016)**

- Refer to external pressures as main reason for lack of student success
- Micromanagement
- Anecdotes and personal experiences drive decisions instead of data

Other Applicable Findings

- Politically-motivated board and superintendent turnover may impact student performance; test scores decline as board turnover increases (*Alsbury, 2008*).
- Board conflict is negatively correlated with district performance, especially on urban boards (*Ford & Ihrke, 2017*).
- Board bonding (internal connections) and bridging (external connections) impact financial and academic outcomes (*Saatcioglu et al., 2011*).



Collaborative Governance

Collaborative Governance

Collaborative Governance is an approach that utilizes **effective partnerships** to learn and lead together in an environment of **trust and respect** with a **shared focus** on student learning through **collective responsibility**, accountability, and support.

Balanced Governance Continuum

Disengaged:
rubber stamp

Informed
oversight

Over-reaching:
micromanaging

A close-up photograph of two people's hands pulling on a thick rope, symbolizing teamwork and shared effort. The background is blurred, showing a person in a white shirt and a person in a blue shirt. The rope is thick and textured, and the hands are gripping it firmly. The lighting is soft and natural, highlighting the texture of the rope and the skin of the hands.

Board Culture

CULTURE IS LIKE AN ICEBERG



CULTURE IS LIKE AN ICEBERG



**IT IS WHAT IS UNDERNEATH THAT
COUNTS**

HOW CULTURE REALLY WORKS

WHAT WE THINK GETS THINGS DONE

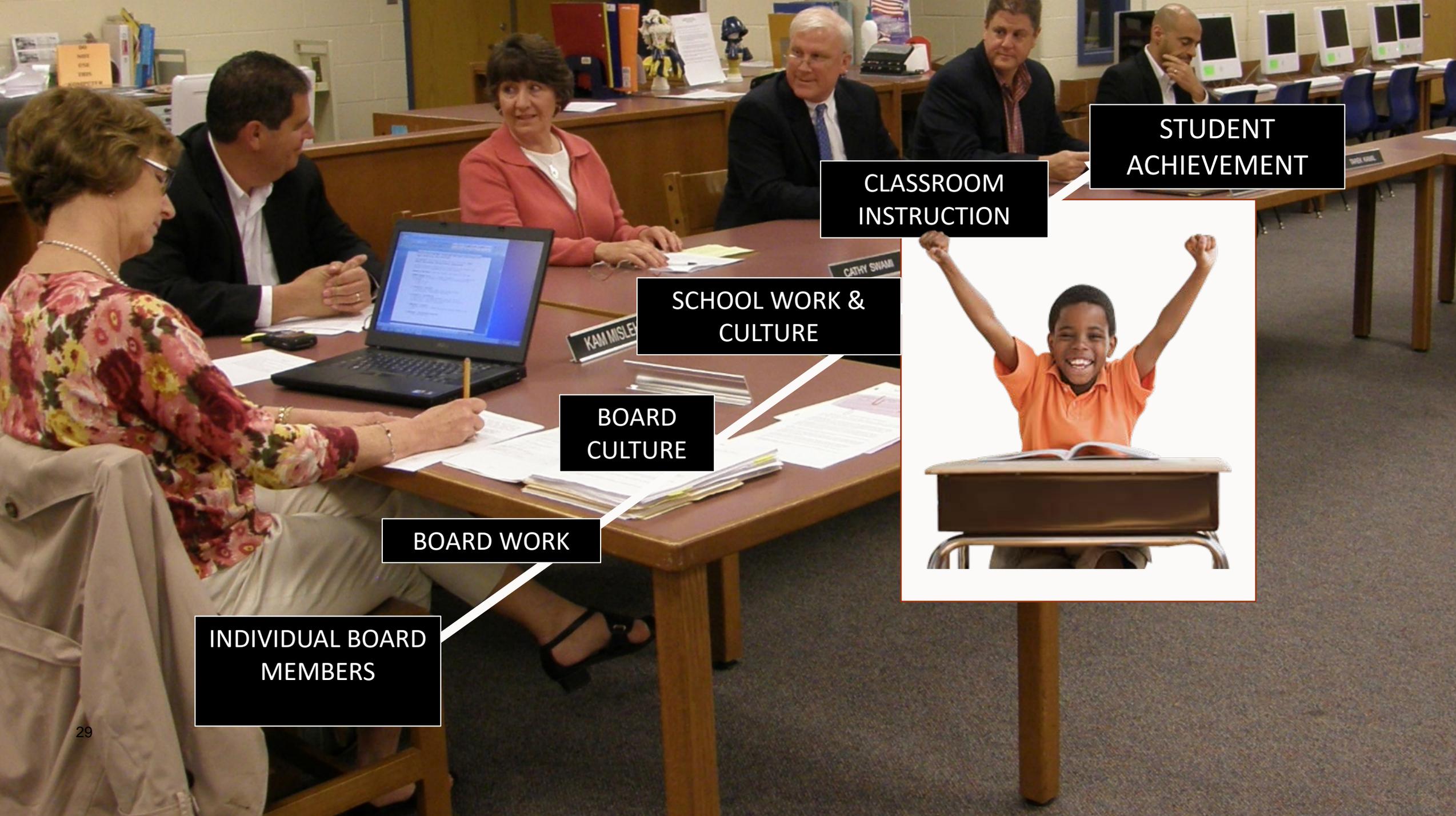
VISION VALUES
MISSION GOALS
STRATEGIES OBJECTIVES

WHAT REALLY GETS THINGS DONE

INTERNAL COMPETITION CORPORATE POLITICS
PERSONAL VALUES UNWRITTEN RULES
FOLKLORE ATTITUDES
ASSUMPTIONS OLD HABITS
PERCEPTIONS TRADITIONS
FEAR BELIEFS







INDIVIDUAL BOARD MEMBERS

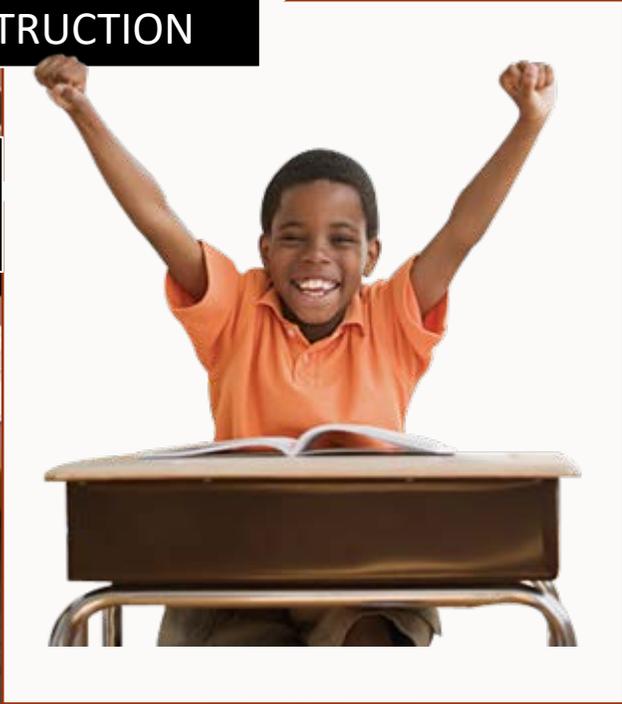
BOARD WORK

BOARD CULTURE

SCHOOL WORK & CULTURE

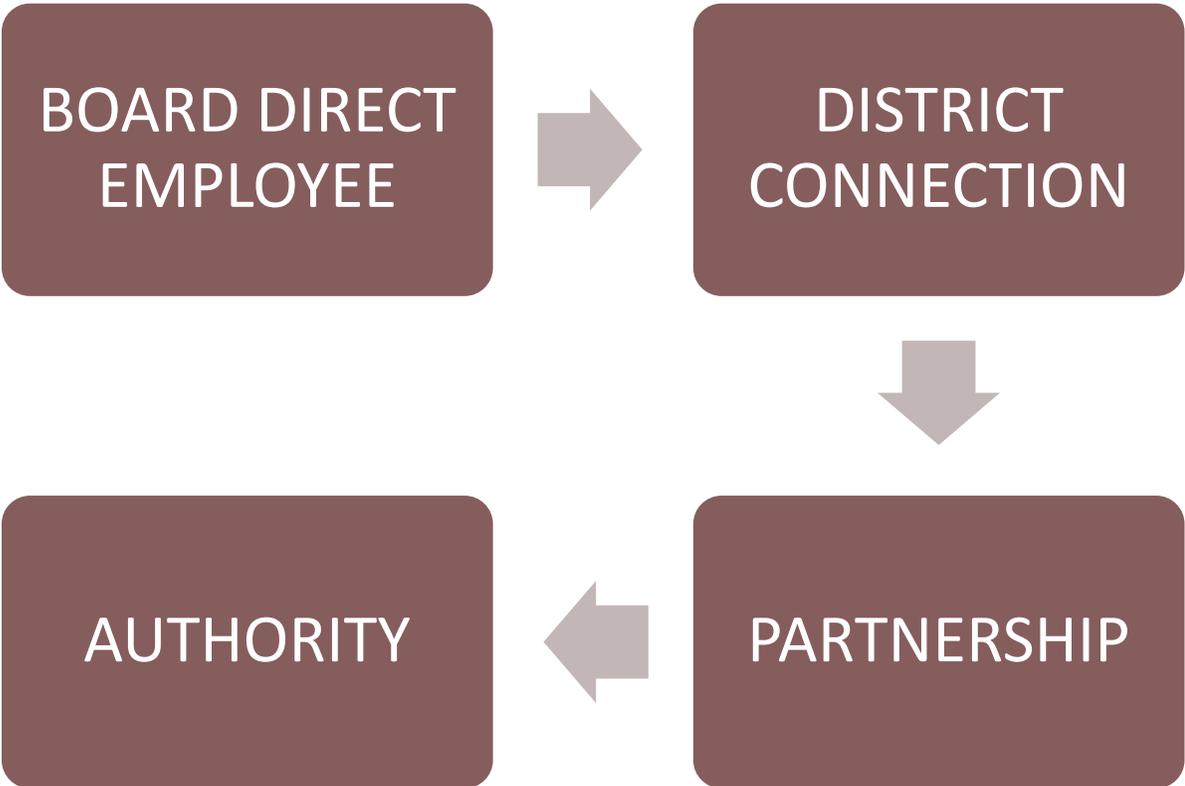
CLASSROOM INSTRUCTION

STUDENT ACHIEVEMENT





Board-Superintendent Relationship





Board

- Hires & evaluates the superintendent
- Sets the district priorities
- Adopts policy
- Oversees the budget
- Monitors district priorities progress

Superintendent

- Hires staff
- Turns priorities into action
- Implements policies & develops administrative regulations (AR)
- Plans expenditures & manages budget
- Reports progress to the board





WHAT VS HOW



Policies/Systems/Best Practices

North Santiam School District

Code: BBAA
Adopted: 7/01/96
Readopted: 8/21/97; 8/20/09; 6/15/17 ;
5/16/19
Orig. Code: BBAA

Individual Board Member's Authority and Responsibilities

An individual Board member exercises the authority and responsibility of his or her position when the Board is in legal session only.

A Board member has the authority to act in the name of the Board when authorized by a specific Board motion. The affirmative vote of the majority of members of the Board is required to transact any business. When authorized to act as the district's designated representative in collective bargaining, a Board member may make and accept proposals in bargaining subject to subsequent approval by the Board.

A Board member has the right to express personal opinions. When expressing such opinions in public, the Board member must clearly identify the opinions as their own.

Members will be knowledgeable of information requested through Board action, supplied by the superintendent, gained through attendance at district activities and through professional Board activities.

Members of the Board will adhere to the following in carrying out the responsibilities of membership:

1. Request for Information

Any individual Board member who desires a copy of an existing written report or survey prepared by the administrative staff will make such a request to the superintendent. A copy of the material may be made available to each member of the Board. Requests for the generation of reports or information, which require additional expense to the district, must be submitted to the Board for consideration.

2. Requests for Legal Opinions

Requests for legal opinions by a Board member must be approved by a majority vote of the Board before the request is made to legal counsel. If the legal opinion sought involves the superintendent's employment or performance, the request should be made to the Board chair. Legal counsel is responsible to the Board.

3. Action on Complaints or Requests Made to Board Members

When Board members receive complaints or requests for action from staff, students or members of the public, the Board members will direct the staff, students, members of the public to the appropriate complaint policy. Such information will be conveyed to the superintendent.

4. Board Member's Relationship to Administration

Individual Board members will be informed about the district's educational program, may visit schools or other facilities to gain information, and may request information from the superintendent. No individual Board member may direct the superintendent to action without Board authorization. Board members will not intervene in the administration of the district or its schools.

5. Contracts or Agreements

All contracts of the district must be approved by the Board, unless otherwise delegated by the Board to the superintendent or designee for approval, before an order can be drawn for payment. If a contract is made without authority of the Board, the individual making such contract shall be personally liable.

END OF POLICY

Legal Reference(s):

[ORS 332.045](#)
[ORS 332.055](#)

[ORS 332.057](#)
[ORS 332.075](#)

North Santiam School District

Code: BBF
Adopted: 6/15/17
Revised: 05/20/21

Board Member Standards of Conduct

A Board member should:

1. Comply with ethics laws for public officials;
2. Understand that the Board sets the standards for the district through Board policy. Board members do not manage the district on a day-to-day basis;
3. Understand that the Board makes decisions by a quorum vote of the Board. Individual Board members may not commit the Board to any action;
4. Respect the right of other Board members to have opinions and ideas which differ;
5. Recognize that decisions are made by a quorum vote are the final decisions of the Board. Such decisions should be supported by all Board members;
6. Make decisions only after the facts are presented and discussed;
7. Understand the chain of command and refer problems or complaints to the proper administrative office;
8. Recognize that the Board must comply with the Public Meetings Law and only has authority to make decisions at properly noticed Board meetings;
9. Insist that all Board and district business is ethical and honest;
10. Be open, fair and honest — no hidden agendas;
11. Understand that Board members will receive information that is confidential and cannot be shared;
12. Recognize that the superintendent is the Board's employee and designated as the chief executive officer of the district;
13. Take action only after hearing the superintendent's recommendations;
14. Refuse to bring personal or family problems into Board considerations;
15. Give District staff the respect and consideration due to skilled, professional employees;
16. Present personal criticism of district operations to the superintendent, when appropriate, not to district staff;
17. Respect the right of the public to attend and observe Board meetings;

18. Respect the right of the public to be informed about district decisions and school operations as allowed by law;
19. Remember that content discussed in executive session is confidential;
20. Use social media, websites, or other electronic communication judiciously, respectfully, and in a manner that does not violate Oregon's Public Meetings Laws;
21. When posting online or to social media, Board members will treat and refer to other Board members, staff, students and the public with respect, and will not post confidential information about students, staff or district business;
22. A Board member is a mandatory reporter of child abuse. A Board member having reasonable cause to believe that any child with whom the Board member comes in contact with has suffered abuse or that any person with whom the Board member comes in contact with has abused a child shall immediately make an oral report by telephone or otherwise to the local Department of Human Services (DHS), to the designee of the department or to a local law enforcement within the county where the person making the report is located at the time of contact.

END OF POLICY

Legal Reference(s):

[ORS 162.015 - 162.035](#)
[ORS 162.405 - 162.425](#)
[ORS 192.610 - 192.710](#)

[ORS Chapter 244](#)
[ORS 332.055](#)
[ORS 419B.005](#)

[ORS 419B.010](#)
[ORS 419B.015](#)
[Senate Bill 415 \(2019\)](#)

Board Officers

No later than the next meeting following July 1, the Board will elect one of its members to serve as chair and one to serve as vice chair. In a Board election year, this meeting must be no later than July 31. No member of the Board may serve as chair more than two years in succession. The Board may approve an extension of this period by a motion approved in June, prior to the Board elections in July of each year. If a Board member is unable to continue to serve as an officer, a replacement will be elected immediately. The replacement officer will serve the remainder of the officer's term until the following July.

The Board chair will:

1. Assist the superintendent in establishing the agenda for regular Board meetings;
2. Call special meetings when required;
3. Preside at all meetings of the Board and enforce the rules of order;
4. Sign the minutes and other official documents that require the signature of the chair;
5. Represent the district and the Board at official functions, unless this duty is delegated by the Board chair to another Board member;
6. Appoint all committees and will be an ex-officio member of all such committees unless otherwise approved through consensus of the Board;
7. Have the right to discuss and vote on any issue.

In the absence, incapacitation or death of the chair, the vice chair will perform the duties of chair and, when so acting, will have the chair's powers. The vice chair will perform other functions as designated by the Board.

The superintendent will designate a staff member to serve as Board secretary and will directly supervise and evaluate the secretary. The secretary to the Board will take notes at Board meetings, compile minutes and perform related work as assigned by the superintendent or requested by the Board chair. These duties will include, but not be limited to, the following:

1. Record the disposition of all matters on which the Board considered action;
2. Prepare, check and distribute minutes in advance for approval at the next Board meeting;
3. Maintain properly authenticated official copies of the minutes;

4. Maintain the official record of Board policies;
5. Properly post all Board meetings.

Board or District Spokesperson

The Board may appoint one of its members, usually the chair, or another person to make authorized statements to the public or the media when the Board deems that, under the circumstances, the district's position should be articulated by a single voice. The spokesperson serves at the Board's direction and may be removed or replaced at any time by majority action of the Board.

END OF POLICY

Legal Reference(s):

[ORS 255.335](#)
[ORS 332.040](#)
[ORS 332.045](#)
[ORS 332.057](#)

[OAR 166-400-0010\(9\)](#)



Public Comment at Board Meetings

*“The right of public attendance guaranteed by the Public Meetings Law does not include the right to participate by public testimony or comment”
(Rosenblum, 2019, p. 155).*

**STATE OF OREGON
DEPARTMENT OF JUSTICE**

**ATTORNEY GENERAL’S
PUBLIC RECORDS
AND
MEETINGS MANUAL**



Public Comment at Board Meetings

All Board meetings, with the exception of executive sessions, will be open to the public. The Board invites district community members to attend Board meetings to become acquainted with the program and operation of the district. Members of the public are encouraged to share their ideas and opinions with the Board when appropriate.

It is the intent of the Board to ensure communications with individuals with disabilities are as effective as communications with others. Individuals with hearing, vision or speech impairments will be given an equal opportunity to participate in Board meetings. Primary consideration will be given to requests of qualified individuals with disabilities in selecting appropriate auxiliary aids¹ and services.

Auxiliary aids and services for persons with disabilities will be available at no charge to the individual. All auxiliary aids and/or service requests must be made with appropriate advance notice. Should the Board demonstrate such requests would result in a fundamental alteration in the service, program or activity or an undue financial and administrative burdens, an alternative, equally effective means of communication will be used.

Audience

During a session of a Board meeting open to the public, members of the public may be invited to present comments during the designated portion of the agenda. At the discretion of the Board chair, further public comment may be allowed.

Request for an Item on the Agenda

A member of the public may request the superintendent consider placing an item on the agenda of a regular Board meeting. This request should be made in writing and presented to the superintendent for consideration at least five working days prior to the scheduled meeting.

Procedures for Public Comment at Meetings

The Board will establish procedures for public comment in open meetings. The purpose of these procedures will be to inform the public how to effectively participate in Board meetings for the best interests of the individual, the district and the patrons. The information will be easily accessible and available to all patrons attending a public Board meeting.

1. Discussion or presentation concerning a published agenda item is limited to its designated place on the agenda, unless otherwise authorized by the Board chair.
2. A visitor speaking during the meeting may introduce a topic not on the published agenda. The Board, at its discretion, may require that a proposal, inquiry or request be submitted, in writing, and reserves the right to refer the matter to the administration for action or study.
3. Any person who is invited by the Board chair to speak to the Board during a meeting should provide his/her name and address and, if speaking for an organization, the name and identity of the organization. A spokesperson should be designated to represent a group with a common purpose.
4. Statements by members of the public should be brief and concise. The Board chair may use discretion to establish a time limit on discussion or oral presentation by visitors.
5. Questions asked by the public will be referred to the superintendent for response at a later time.
6. At the discretion of the Board chair, anyone wishing to speak before the Board, either as an individual or as a member of a group, on any agenda item or other topic, may do so by providing the Board secretary with a completed registration card or sign in sheet, prior to the Board meeting, in order to allow the chair to provide adequate time for each agenda item.

Petitions

Petitions may be accepted at any Board meeting. No action will be taken in response to a petition before the next regular meeting. Petitions will be referred to the superintendent for consideration and recommendation.

comments Regarding Staff Members

Speakers may offer objective criticism of school operations and programs. The Board will not hear comments regarding any individual district staff member. The Board chair will direct the visitor to the procedures in Board policy KL - Public Complaints for Board consideration of a legitimate complaint involving staff member. The association contract governing the employee's rights will be followed.

END OF POLICY

¹Auxiliary aids may include, but are not limited to, such services and devices as qualified interpreters, assistive listening systems, note takers, readers, taped texts, Braille materials and large print.

Sample Policy

BDDH-AR

Public Comment at Board Meetings

The Board requests that a public comment add information or a perspective that has not already been mentioned previously, and that the patron refrains from repeating a similar point.

To make a comment or present a topic during public comment, if the opportunity is available on the Board agenda, please complete the Intent to Speak card and submit it to the Board secretary prior to the start of the meeting. An individual that has submitted an Intent to Speak card and has been invited to speak by the Board chair, will be allowed five minutes.

Any person, who is invited by the Board chair to speak to the Board during a meeting, should state his/her name and address and, if speaking for an organization, the name of the organization. A spokesperson should be designated to represent a group with a common purpose.

Please keep in mind that reference to a specific employee or group of employees, is prohibited as follows:

Board policy BDDH - Public Comment at Board Meetings:

“Comments Regarding Staff Members -

Speakers may offer objective criticism of district operations and programs. The Board will not hear comments regarding any individual district staff member. The Board chair will direct the visitor to the procedures in Board policy KL - Public Complaints for Board consideration of a legitimate complaint involving a staff member. A commendation involving a staff member should be sent to the superintendent, who will forward it to the employee, his/her supervisor and the Board.”

INTENT TO SPEAK

The Board welcomes your input. Please submit this completed card to the Board secretary prior the start of the meeting.

Name: _____ Phone: _____

Address: _____

Email (optional): _____

Topic or comment to be presented (brief description): _____

A complaint brought before the Board shall be referred to the proper school authorities. A complaint shall be processed in accordance with Board policy KL - Public Complaints and KL-AR - Public Complaints Procedure. A hearing conducted before the Board regarding personnel shall take place in an executive session.

The Board requests that a topic or comment is limited to three minutes or less.

Your OSBA Policy team



Spencer Lewis
Director of Policy
Services

[Contact Spencer](#)



Rick Stucky
Policy Services
Specialist

[Contact Rick](#)



Leslie Fisher
Policy Services
Specialist

[Contact Leslie](#)



Colleen Allen
Senior Policy
Administrative
Assistant

[Contact Colleen](#)



Jean Chiappisi
Policy Administrative
Assistant

[Contact Jean](#)

<http://www.osba.org/Programs/Policy.aspx>

Your OSBA Board Development team



Steve Kelley
Director of
Board Development

[Contact Steve](#)



Sarah Herb
Executive Search and
Events Specialist

[Contact Sarah](#)



Janet Avila-Medina
Board Development
Specialist

[Contact Janet](#)



Kristen Miles
Board Development
Specialist

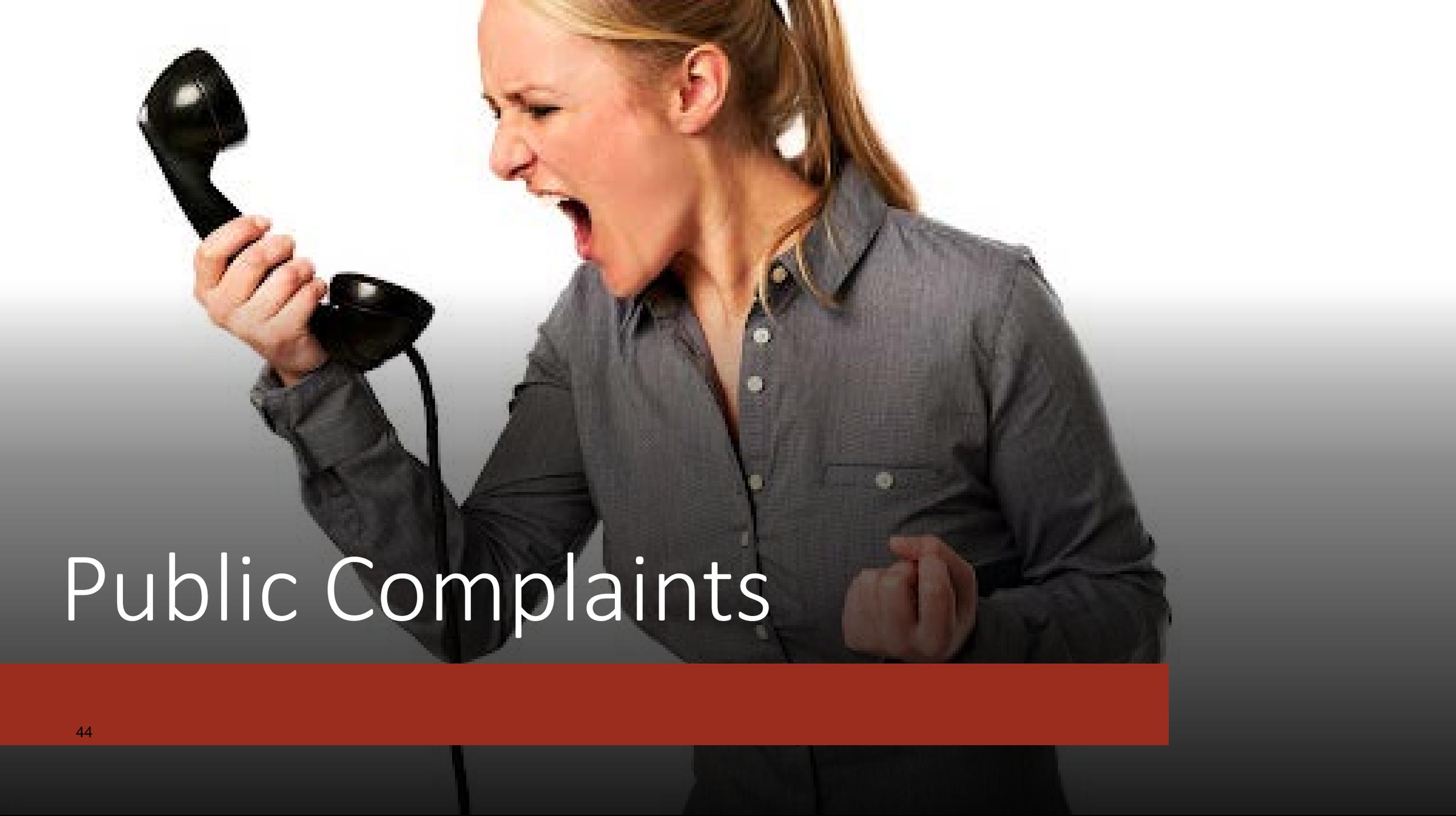
[Contact Kristen](#)



Vincent Adams
Board Development
Specialist

[Contact Vincent](#)

<http://www.osba.org/Programs/BoardDevelopment.aspx>



Public Complaints

North Santiam School District

Code: KL
Adopted: 9/21/00
Revised/Readopted: 5/17/12; 12/18/14; 12/17/15;
10/19/17; 3/15/18; 4/19/18

Public Complaints

Board members recognize that complaints about schools will be voiced by employees, students, parents and community members from time-to-time. When such complaints are made to a Board member, the Board member shall refer the person making the complaint to the superintendent or designee. A Board member shall not attempt to respond, review, handle or resolve such complaints as the individual Board member has no authority to do so.

No staff member, student, parent or guardian of a student attending school in the district or person that resides in the district will be denied the right to petition the district with a complaint. A complainant will be referred through the proper administrative process for resolution of a complaint before investigation or action by the Board. An exception will be a complaint against superintendent or one that involves Board actions or Board operations.

The complaint procedure is available at the district's administrative office and on the home page of the district's website.

The Board advises that there is a process for resolving complaints; including, but not limited to, a complaint in one or more of the following areas:

1. Instruction;
2. Discipline;
3. Learning material;
4. Compliance with State Standards;
5. Restraint and/or seclusion;
6. With a staff member; or
7. Retaliation against a student or a student's parent who in good faith reported information that the student believes is evidence of a violation of state and federal law, rule or regulation.

The complainant must follow the complaint procedure as outlined in administrative regulation KL-AR - Public Complaint Procedure.

The district may offer mediation or an other alternative dispute resolution process as an option if all parties to the complaint agree in writing to participate in such mediation or resolution.

Any complaint about school personnel other than the superintendent will be investigated by the administrator before consideration and action by the Board. The Board will not hear complaints against employees in a session open to the public unless an employee requests an open session. Complaints against the principal may be filed with the superintendent. The superintendent will attempt to resolve the complaint. If the complaint remains unresolved within 10 working days of receipt by the

superintendent, the complainant may request to place the complaint on the Board agenda at the next regularly scheduled or special Board meeting.

Complaints against the superintendent should be referred to the Board chair on behalf of the Board. The Board chair shall present the complaint to the Board. The Board may refer the investigation to a third party. When the investigation is complete, the results will be presented to the Board. After receiving the results of the investigation, the Board shall decide, within 20 days, in open session what action, if any, is warranted.

Complaints against the Board as a whole or against an individual Board member should be made to the Board chair on behalf of the Board. The Board chair shall present the complaint to the Board. If the Board decides an investigation is warranted, the Board may refer to district counsel. When the investigation is complete, the results will be presented to the Board. After receiving the results of the investigation, the Board shall decide, within 20 days, in open session what action, if any, is warranted.

Complaints against the Board chair may be made to the Board vice chair on behalf of the Board. The Board vice chair shall present the complaint to the Board. If the Board decides an investigation is warranted, the Board may refer the investigation to a third party. When the investigation is complete, the results will be presented to the Board. After receiving the results of the investigation, the Board shall decide, within 20 days, in open session what action, if any, is warranted.

A complainant must file a complaint within the later of either time limit set below, in accordance with state law:

1. Within two years after the alleged violation or unlawful incident occurred or the complainant discovered the alleged violation or unlawful incident. For incidents that are continuing in nature, the time limitation must run from the date of the most recent incident; or
2. Within one year after the affected student has graduated from, moved away from or otherwise left the district.

The superintendent will develop and administer the complaint process, as appropriate. If any complaint alleges a violation of Oregon Administrative Rule (OAR) Chapter 581, Division 22 (Standards), Oregon Revised Statute (ORS) 339.285 to 339.383 or OAR 581-021-0550 to 581-021-0570 (Restraint and Seclusion) or ORS 659.852 (Retaliation), and the complaint is not resolved through the complaint process, the complainant, who is a student, a parent or guardian of a student attending a school in the district or a person who resides in the district, may appeal rights with the Deputy Superintendent of Public Instruction as outlined in Oregon Administrative Rule (OAR) 581-002-0040 (See KL-AR(23) - Appeal to the Deputy Superintendent of Public Instruction).

If the complaint alleges discrimination pursuant to ORS 659.850 (Discrimination) and the complaint is not resolved at the local level through administrative regulation AC-AR - Discrimination Complaint Procedure, the complaint may meet the criteria to file an appeal with the Superintendent of Public Instruction as outlined in OAR 581-021-0049. Complaint Procedures

Supervisors, principals and/or the superintendent shall have responsibility for investigations concerning complaints by staff, student complaints, public complaints; and complaints about district personnel. The investigator(s) shall be a neutral party having had no involvement in the complaint presented. The following procedures shall be used for the reporting, investigating and resolving of complaints.

Informal Resolution

Informal resolution can be described differently by the complainant but usually consists of the district administrator serving as a mediator of the dispute in order to reach an agreement about future interactions. If an informal solution is sought, the administrator will facilitate that resolution.

If this resolution is not acceptable to the complainant, the complainant will be asked to provide a written statement, which will describe the incident(s) and the resolution sought to a district administrator on the form provided in the administrative rule of this policy asking for a formal resolution.

Formal Resolution

Formal resolution would consist of an investigation to see if the allegations are found to have merit. All complaints will be promptly investigated in accordance with the following procedures by a district administrator or the superintendent

- Step 1 All complaints shall be presented to the building administrator. Complaints against the building administrator shall be filed with the superintendent. Complaints against the superintendent shall be filed with the Board chair. All such information will be reduced to writing and will include the specific nature of the offense, corresponding dates and potential witnesses. The superintendent or designee will be informed of all complaints upon their receipt.
- Step 2 The district administrator receiving the complaint shall promptly investigate. Parents will be notified of the nature of any complaint involving their student. The district administrator, or designated official, will arrange such meetings as may be necessary with all concerned parties within five working days after receipt of a written complaint. The parties will have an opportunity to submit evidence and a list of witnesses. All findings related to the complaint will be reduced to writing. The district official(s) conducting the investigation shall notify the complainant (and parents as appropriate) within 10 days in writing when the investigation is concluded and their findings determined.

A copy of the notification letter or the date and details of notification to the complainant, together with any other documentation related to the incident, including disciplinary action taken or recommended, shall be forwarded to the superintendent or designee.

- Step 3 If the complainant is not satisfied with the decision at Step 2, he/she may submit a written appeal to the superintendent or designee. Such appeal must be filed within 10 working days after receipt of the Step 2 decision. The superintendent or designee will arrange such meetings with the complainant and other affected parties as deemed necessary to discuss the appeal. The superintendent or designee shall provide a written decision to the complainant's appeal within 10 working days.
- Step 4 If the complainant is not satisfied with the decision at Step 3, a written appeal may be filed with the Board using the Review of Administrative Decision form provided in the administrative regulation of this policy. Such appeal must be filed within 10 working days after receipt of the Step 3 decision from the superintendent. The Board shall at its next regular session conduct a hearing at which time the complainant shall be given an opportunity to present the written complaint as it was received by the superintendent. The Board shall provide a final determination in writing to the complainant within 10 working days following the completion of the hearing. The decision of the Board is final.

The complaint procedure set out above will not be longer than 90 days from the filing date of the original complaint with the administrator. The timelines may be extended upon written agreement between both parties.

46 Documentation related to the incident may be maintained as a part of the student's education records or employee's personnel file as determined.

Violation of Standards

Complaints alleging violation of standards for public elementary and secondary schools shall be made in writing and presented to the superintendent.

In the event that a complaint alleges a violation of state standards and is not resolved at the Board level, then the district will supply the complainant with appropriate information in order to file a direct appeal to the State Superintendent of Public Instruction as outlined in Oregon Administrative Rules (OAR) 581-022-1940.

The final decision for a complaint processed under this administrative regulation that alleges a violation of OAR Chapter 581, Division 22 (Standards), ORS 339.285 to 339.383 or OAR 581-021-0550 to 581-021-0570 (Restraint and Seclusion) or ORS 659.852 (Retaliation), will be issued in writing or electronic form. The final decision will address each allegation in the complaint and contain reasons for the district's decision. If the complainant is a student, parent or guardian of a student attending school in the district or a person that resides in the district, and this complaint is not resolved through the complaint process, the complainant may have appeal rights with the Deputy Superintendent of Public Instruction as outlined in Oregon Administrative Rule (OAR) 581-002-0040.

If the complaint alleges discrimination pursuant to ORS 659.850 (Discrimination) and the complaint is not resolved at the local level through the Board's administrative regulation AC-AR - Discrimination Complaint Procedure, the complaint may meet the criteria to file an appeal with the Deputy Superintendent of Public Instruction as outlined in OAR 581-021-0049.

END OF POLICY

Legal Reference(s):

[ORS 192.610 to -192.690](#)
[ORS 332.107](#)

[ORS 659.852](#)
[OAR 581-022-2370](#)

**North Santiam
School District**

Code: **KL-AR(1)**
Adopted: Unknown
Readopted: 10/19/17

Public Complaint Procedure

NORTH SANTIAM SCHOOL DISTRICT 29J

PUBLIC COMPLAINTS

Person Initiating Complaint Phone No. Date Form Received

Person/Issue Being Complained About

~~~~~  
Nature of Complaint: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Who should we talk to and what evidence should we consider? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your desired solution: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Other pertinent information: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature of Complainant                      Date

~~~~~  
Resolution of Complaint Attached

Review of Administrative Decision Form

This form is to be used to request a review by the Board of an administrative decision or an interpretation of a procedure, policy or administrative regulation.

Submitted by: _____ Telephone: _____

Address: _____

State the decision, procedure, administrative regulation or policy questioned: _____

Describe in detail (use other pages as necessary) the nature of or reasons for concern:

Requested changes or suggested resolutions of the problem:

NOTE: You are invited to appear to personally address the Board or you may choose to submit only your written statement. You will be advised in writing of the Board's decision within 10 working days after the Board has heard the complaint.

I wish to appear before the Board: Yes No

Signature: _____ Date: _____

Appeal to the Deputy Superintendent of Public Instruction

For complaints that allege violation of Oregon Division 22 Standards, restraint and seclusion or retaliation as defined in Oregon Revised State (ORS) 659.852, the complainant may have appeal rights for a complaint with the Deputy Superintendent of Public Instruction, if the complainant has exhausted the local complaint procedures and one of the following occurred:

1. The district failed to render a written decision within 30 days of the submission of the complaint at each step identified in the district’s complaint process; or
2. The district failed to resolve the complaint within 90 days of the initial filing of the written complaint with the district, unless the district and the complainant have agreed in writing to a longer time period.

The appeal must be received by the Oregon Department of Education (ODE) no later than one year after the date of the final decision of the district or if the district fails to issue a final decision, no later than two years after the date the complainant first filed the underlying complaint with the district.

1. The complaint upon which the appeal is based, must have filed with the district by the later of the either stated below:
 - a. Filed the complaint within two years after the alleged violation or unlawful incident occurred or after the complainant discovered the alleged violation or unlawful incident. If the alleged violation or unlawful incident is of a continuing nature, the right to file an appeal exists so long as the complaint was filed within two years of the most recent incident; or
 - b. One year after the affected student has graduated from, moved away from, or otherwise left the district.
2. The appeal shall be in writing submitted by mail, in person or electronically, and contain:
 - a. The name and address of the person bringing the appeal;
 - b. The name and address of the district which is alleged to have violated the statute or administrative rule; and
 - c. A statement of the facts on which the appeal is based.
3. Upon receipt of the appeal, the Deputy Superintendent will determine whether the appeal alleges a violation of a statute or administrative rule for which the Deputy Superintendent has jurisdiction and whether the requirements contained in section 2. of OAR 581-002-0040 have been satisfied.
 - a. After these determinations, the Deputy Superintendent will either, not accept the appeal and will notify the complainant and the district or will accept the appeal and notify the complainant and the district that the appeal has been accepted.

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4. If the Deputy Superintendent has accepted an appeal and made notification to the complainant and the district involved as described in OAR 581-002-0040, the district shall submit a written report within 30 days of receipt of the notice which shall include:
 - a. A statement of facts;
 - b. A statement of district action, if any, taken in response to the complaint; if none was taken, the reason(s) why no action was taken;
 - c. A stipulation, if one was reached, of the settlement of the complaint; and
 - d. A list of any complaints filed with another agency by the party concerning the subject of the appeal.
5. The Deputy Superintendent may for good cause extend the time for the filing of a report by the district.
6. Upon receipt of the district’s report, the Deputy Superintendent will conduct an investigation that will include a review of the written materials submitted by the complainant and district and may also include, but not be limited to:
 - a. Onsite investigations;
 - b. Interviews;
 - c. Surveys; and
 - d. Reviewing documents.
7. The Deputy Superintendent will issue a written final order that addresses each allegation in the complaint that was accepted for appeal and contains the reasons for the Deputy Superintendent’s decision on whether or not the district is deficient. The final order will be issued within 90 days of the date the Deputy Superintendent receives the district’s report,¹ or the Deputy Superintendent may extend the time period for issuing a final order pursuant to OAR 581-002-0040(7)(b),(c).
8. If a violation is found, the Deputy Superintendent’s final order will include any necessary corrective action to be taken by the district as well as any documentation to be supplied by the district to ensure that the corrective action has occurred.
9. Corrective action ordered by the Deputy Superintendent must be completed within the timelines established in the final order.

¹If the 90-day period for issuing the final order would conclude during the time when the schools of the district are closed for the summer, the final order will be issued within 90 days of the date the Deputy Superintendent received the district’s report exclusive of the time the schools are closed for the summer. The Deputy Superintendent of Public Instruction may extend the time period with agreement from the complainant. The Deputy Superintendent shall prepare a timeline and plan for investigation and provide copies to the complainant and the district within two weeks of receiving the district’s report.



Communication

North Santiam
School District

Code: **BG**
Adopted: 7/01/96
Readopted: 8/21/97; 6/15/17
Orig. Code(s): BG

Board-Staff Communications

The Board desires to maintain open channels of communication between itself and the district staff. The basic line of communication will be through the superintendent.

Staff Communications to the Board

All formal communications or reports to the Board, or any Board committee, from staff members will be submitted through the superintendent. This procedure will not be construed as denying the right of any employee to appeal to the Board. In addition, this procedure does not restrict protected labor relations communications of bargaining unit members. The superintendent must be notified of the forthcoming appeal and the appeal process in accordance with the Board's policy on complaints and grievances. Staff members are invited to Board meetings, which provide an opportunity to observe the board's deliberations on matters of district operations.

Board Communications to Staff

All official Board communications, policies and directives of staff interest and concern will be communicated to the staff through the superintendent. The superintendent will provide appropriate communication to keep staff fully informed of the Board's policies, deliberations, and actions.

Visits to Schools

Visits by Board members will be carried out only under Board authorization and with the full knowledge of staff, including the superintendent, principal and other appropriate supervisors. School visits by Board members will be regarded as informal expressions of interest in school affairs and not as "inspections" or visits for supervisory or administrative purposes. Board members visiting in any other capacity will follow usual procedures for visitors.

END OF POLICY

Legal Reference(s):

[ORS 332.107](#)

[OAR 581-022-2405](#)

Anderson v. Central Point Sch. Dist., 746 F.2d 505 (9th Cir. 1984).

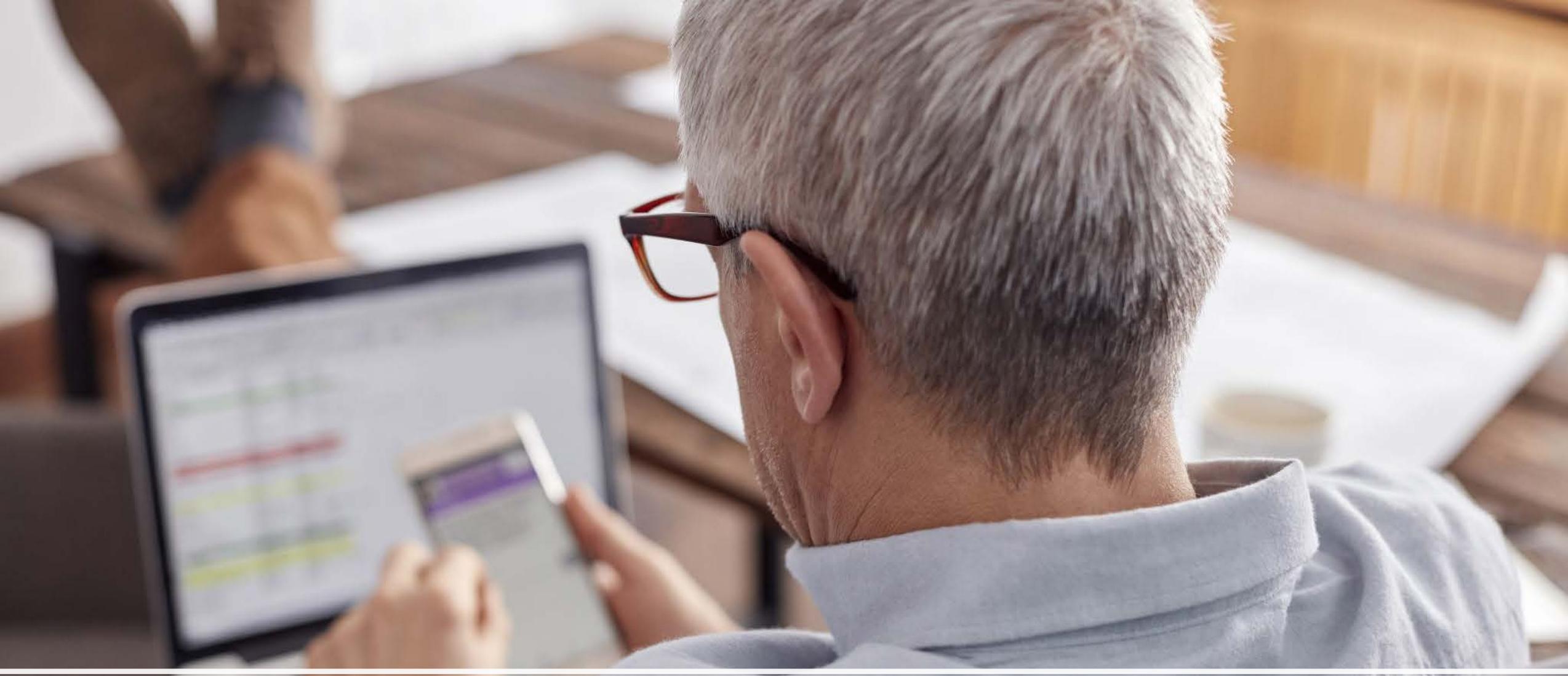
Connick v. Myers, 461 U.S. 138 (1983).

Lebanon Education Association/OEA v. Lebanon Community School District, 22 PECBR 323 (2008).

Cross Reference(s):

GBD - Board-Staff Communications

KK - Visitors to District Facilities



Email Correspondence



Board Operating Agreements

EXAMPLE 1 SCHOOL BOARD OPERATING AGREEMENT

Date: _____

PURPOSE:

For the purpose of enhancing teamwork among members of the board and between the board and the administration, we, the members of the School District Senior Leadership Team (board and superintendent) do hereby publicly commit ourselves collectively and individually to the following operating protocol:

1. **Don't spring surprises** on other board members or the superintendent. Surprises to the board or the superintendent will be the exception, not the rule. We agree to ask the board chair or the superintendent to place an item on the agenda instead of bringing it up unexpectedly at the meeting.
2. **Communication** between staff and the board is encouraged as long as it follows board policy. The senior leadership team recognizes that "good," "timely," "open" and "constant" communication regarding school district issues is extremely important. We will strive to anticipate issues which may become important or are sensitive to our school district and district stakeholders.
3. **Follow the chain of command.** The last stop, not the first, will be the board. We agree to follow the chain of command and insist that others do so. While the board is eager to listen to its constituents and staff, each inquiry is to be referred to the person who can properly and expeditiously address the issue. Board requests that will likely require considerable time or have political implications are to be directed to the superintendent. All personnel complaints and criticisms received by the board or its individual members will be directed to the superintendent.
4. **Own the collective decision making process.** The senior leadership team will support decisions made by the board and/or the administrative team once a decision is made. We will support the majority decision(s).
5. **Exemplify the governance role.** The leadership team (board and superintendent) will support the policies our district currently has in place. We will continue to annually study and review policies for effectiveness and appropriately engage key stakeholders in the development or deletion of policies and policy revisions. We will maintain and apply district policies consistently while being cognizant of and recognizing the potential uniqueness of any given situation.
6. **Annually conduct a self-assessment/evaluation.** The board will address its behavior by yearly self-evaluation and by addressing itself to any individual problems, such as poor meeting attendance or disclosure of confidential information.
7. **Clearly state goals.** The board will set clear goals for itself and the superintendent. The board and superintendent will set clear goals for the district.
8. **Utilize CEO input.** The superintendent is the chief executive officer of the senior leadership team and should make recommendations, proposals or suggestions on most matters that come before the board.
9. **Board acts only as a body.** Individual board members do not have authority. Only the board as a whole has authority. We agree that an individual board member will not take unilateral action. The board chair will communicate the position(s) of the board on controversial issues. When board members serve on various board committees, their role shall be defined by the board as silent observer or active participant.
10. **Meeting protocol.** Conduct at a board meeting is very important. We desire to have a legacy of a well-functioning, effective board. We agree to avoid words and actions that create a negative impression on an individual, the board or the district. We will be open-minded and willing to deeply listen to all speakers/presenters. We agree that we can disagree and will do so using common courtesy and respect for others. We will not react to impromptu complaints on the spot, but will assure any individual(s) that the school district will follow up.
11. **Avoid marathon board meetings.** To be efficient and effective, long board meetings should be avoided. Points should be made in as few words as possible; speeches at board meetings will be minimal. If a board member believes s/he doesn't have enough information or has questions, either the superintendent or board chair is to be called before the meeting.
12. **Practice efficient decision-making.** Board meetings are for decision-making, action and votes, not endless discussion. We agree to move to the question when discussion is repetitive.
13. **Speak to agenda issues.** The board will not converse with the audience. We agree to speak to the issues on the agenda and attend to our fellow board members. Facts and information needed from the administration will be referred to the superintendent.
14. **Executive/closed sessions** will be held only for legally appropriate subjects. Executive sessions will be held only when specific needs arise. Board members will be extremely sensitive to the legal ramifications of their meetings and comments.
15. **Children's interests come first.** The board will represent the needs and interests of all the children in our district.

continued on back

EXAMPLE 2

SCHOOL BOARD

OPERATING AGREEMENT

BOARD ROLES & RESPONSIBILITIES

1. Focus on governance: policy-making, strategic planning and evaluation (curriculum, district performance and superintendent).
2. Uphold the legal, compliance and confidentiality requirements on all matters arising from board meetings and executive session.
3. Recognize the role of the chair to speak for and about the board to the press and public groups. Recognize the role of the chair to convene meetings, execute documents as appropriate, and develop the agenda with the vice chair and superintendent.
4. The board and superintendent will participate annually in establishing goals and objectives for themselves and the district.
5. The board will act as ambassadors to the schools, the community and the district.

HOW WE OPERATE & MAKE DECISIONS

6. Make decisions as a whole board only at properly called meetings.
7. Support decisions of the majority. Once a decision is made, members will support the decision of the majority.
8. Two (three, depending on policy) board members must agree before an item is placed on a meeting agenda.
9. Start and end meetings on time.
10. Notify the school administration before visiting a school in the role of school board member.

HOW WE COMMUNICATE

11. Communicate directly with the superintendent when information is needed or a question arises. Specific questions concerning information contained in the board packet may be addressed to the person providing the information.
12. The chair responds to group email sent to the board.
13. Be mindful that you represent the board in public and that no individual board member has the authority to speak for the board.
14. Board members will communicate with one another should an issue or problem develop between them.

BOARD – SUPERINTENDENT OPERATING AGREEMENT SAMPLE

PURPOSE:

The Board of Directors is the educational policymaking body for (organization). To effectively meet the system's challenges the School Board and Superintendent must function together as a leadership team. To ensure unity among team members, effective group agreements must be in place. The following are the group agreements for the Board and Superintendent.

COLLABORATIVE GOVERNANCE:

1. Members of the Board and the Superintendent shall work together as a team; modeling lifelong learning and collaboration.
2. Board members shall recognize and respect the Superintendent's responsibility to manage the school district and to direct employees in district and school matters.
3. Board members shall give careful consideration, listening to all perspectives, to all issues brought to the board by individuals and district leadership.
4. The Board shall make decisions only at properly called meetings. Board members recognize that individual members have no authority to take individual action in policy or district and school administrative matters, unless so authorized by board vote.

COMMUNICATION AGREEMENTS:

1. Board members shall follow the chain-of-command and communicate directly with the Superintendent when a question arises, or a concern or complaint is voiced by a staff member, student, parent or community member.
2. Board Members shall communicate directly with the Superintendent or Board Chair prior to meetings of the board to address questions and/or concerns about agenda items.
3. Board members and the Superintendent shall communicate one-on-one, when an individual concern arises, with any member of the board-superintendent team as appropriate.

BOARD EXPECTATIONS OF THE SUPT:

1. Identify one and place here.
2. Identify one and place here.
3. Identify one and place here.
4. Identify one and place here.
5. Identify one and place here.

SUPERINTENDENT'S EXPECTATIONS OF THE BOARD:

1. Identify one and place here.
2. Identify one and place here.
3. Identify one and place here.
4. Identify one and place here.
5. Identify one and place here.

SIGNATURES OF AGREEMENT:

Date _____



North Santiam School District

2021-22 BOARD OF DIRECTORS' OPERATING PROTOCOL

For the purpose of enhancing teamwork among members of the Board, Administrative/Leadership Team and staff, as members of the North Santiam School District Board of Directors, we publicly commit ourselves collectively and individually to the following protocol:

1. To make decisions based on what is best for all kids in the District.
2. To operate with honesty, insight, and integrity.
3. To set clear goals for ourselves.
4. To communicate accurate and complete information at all times.
5. To encourage and welcome communications between staff, the Board, and the community.
6. To agree to follow the chain of command, and insist that others do by referring inquiries to the appropriate person and process to resolve concerns.
7. To understand individual board members do not have authority; only the Board as a whole has authority, with the understanding that the Board Chairperson will communicate the position(s) of the Board on controversial issues.
8. To agree to debate issues with care and to seek to understand and respect other members' points of view while keeping board meetings efficient and effective.
9. To agree to ask the Board Chairperson or the Superintendent to place an item on the agenda instead of bringing it up unexpectedly at the meeting, ultimately keeping surprises to other board members or to the Superintendent as the exception, not the rule.
10. To support training and educational opportunities in our schools, our District, and our community.
11. To recognize that our primary duties are planning, policy-making, budget, and public relations and that the management of the schools is the responsibility of the Leadership Team, led by the Superintendent.
12. To understand that Executive Sessions will be held only for a legally permissible reason and to maintain the confidentiality that is required for any discussion held in Executive Session.

Mike Wagner, Board Member

Alisha Oliver, Board Chair

Laura Wipper, Vice-Chair

Erin Cramer, Board Member

Mark Henderson, Board Member

Coral Ford, Board Member

Mackenzie Strawn, Board Member

Tayven Whieldon & Sarah Wolf, Student Representatives

Programs

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Topics

I need to look up information

Training & Events

Learning opportunities

News Center

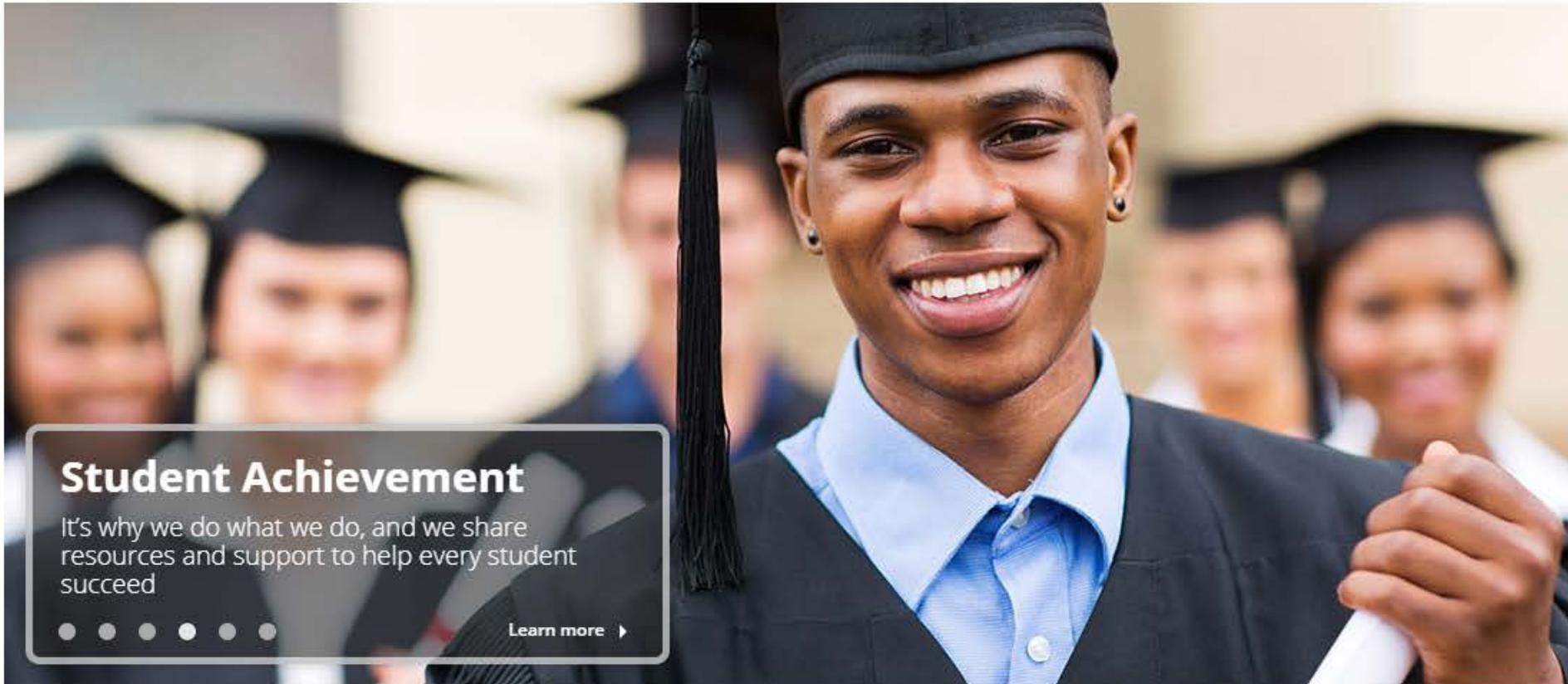
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My OSBA

Your account



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It's why we do what we do, and we share resources and support to help every student succeed



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OREDNEWS

OREGON PUBLIC BROADCASTING

[Vaccination rates in public schools vary widely as the districts comply with state mandates](#)



High vaccination rates help protect schools from quarantine losses, Oregon Department of Education director says

News site names marked with an asterisk (*) have paywalls and limit article views without a subscription.

THE ASSOCIATED PRESS

[Pfizer says COVID-19 vaccine more than 90% effective in kids](#)

If shots for ages 5-11 are approved in early November, first students in line could be fully vaccinated by Christmas



NEWSCLIPS

OSBA compiles education-related news from sources around the state. Because newspapers change their web content regularly, the links below may not work beyond the day we send them.

[Trouble with any of the links? Click here to view in your web browser](#)

STATE AND NATIONAL

OREGON CAPITAL INSIDER

[Study: 270 Native students died at Oregon boarding schools](#)

OPB / THINK OUT LOUD

[Oregon's vaccine mandate deadline](#) (Audio)

THE OREGONIAN / OREGONLIVE*

[Kids' return to school hasn't solved pandemic child care challenges for working parents](#)

[Portland Public Schools expects to offer COVID-19 screening tests to all students by mid-November, a month later than planned](#)

EDUCATION WEEK*

[State Test Results Are In. Are They Useless?](#)

[What Teachers Value Most in Their Principals](#)

[Staff Shortages Affect Students, Too. Here's Where Schools Are Shutting Down](#)

[We're Facing a Looming Crisis of Principal Burnout](#) (Opinion)

CENTRAL OREGON

THE MADRAS PIONEER*

[To help solve child care crisis, Central Oregon Community College trains next generation of early educators](#)

EASTERN OREGON

MALHEUR ENTERPRISE*

[Ontario students take to the football field, but with instruments in hand](#)

Upcoming OSBA Webinars/Events

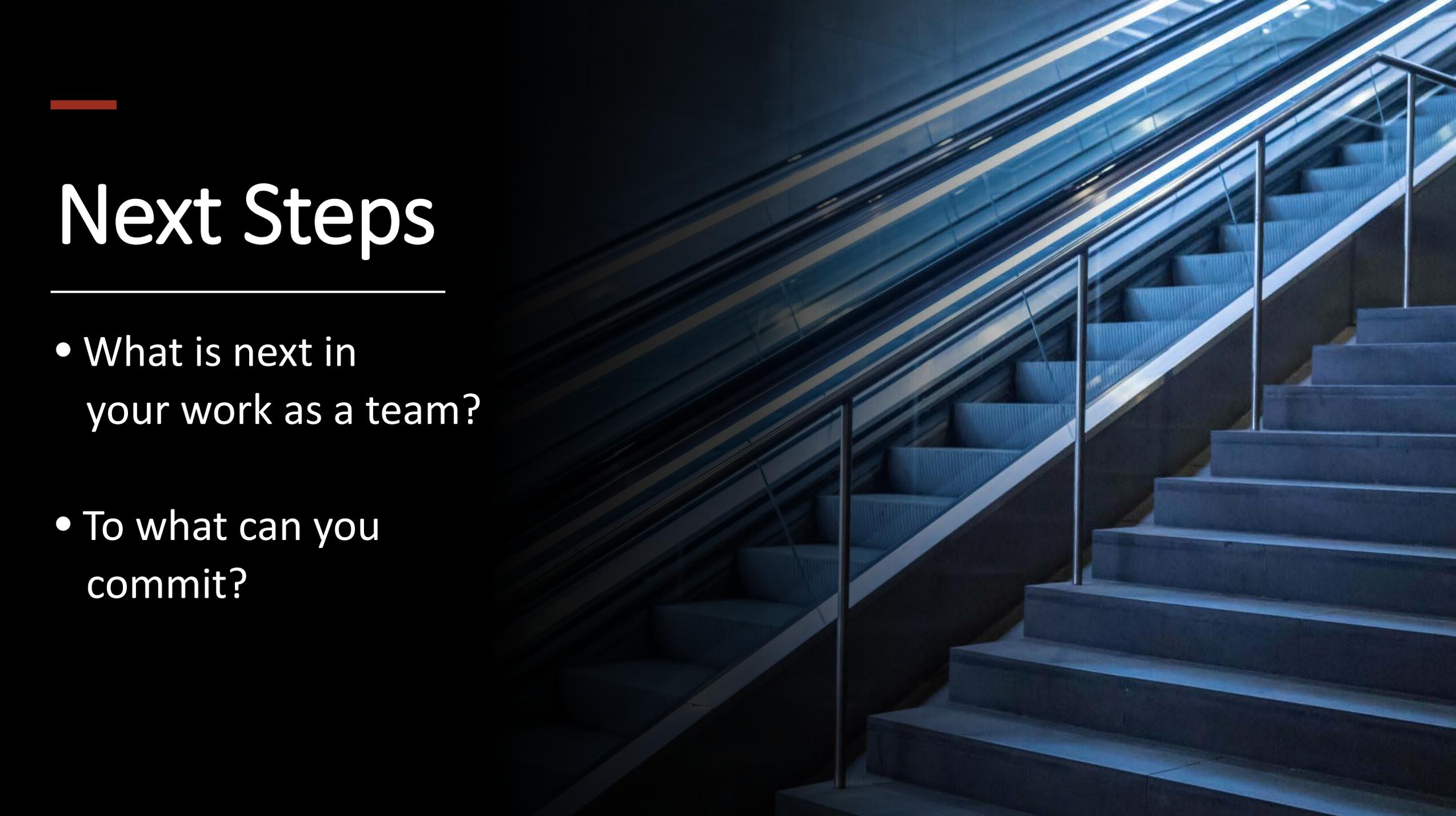
Collective Efficacy and Leadership: The Board- Superintendent Nexus
December 14, 2021 at 12pm



Bonds, Ballots and Buildings Conference
April 8, 2022

Salem - Salem Convention Center and The Grand Hotel - 200 Commercial St SE, Salem OR 97301 - 877-540-7800
[Map/Directions](#)





Next Steps

- What is next in your work as a team?
- To what can you commit?



Questions

North Santiam School District

Code: BBAA
Adopted: 7/01/96
Readopted: 8/21/97; 8/20/09; 6/15/17 ;
5/16/19
Orig. Code: BBAA

Individual Board Member's Authority and Responsibilities

An individual Board member exercises the authority and responsibility of his or her position when the Board is in legal session only.

A Board member has the authority to act in the name of the Board when authorized by a specific Board motion. The affirmative vote of the majority of members of the Board is required to transact any business. When authorized to act as the district's designated representative in collective bargaining, a Board member may make and accept proposals in bargaining subject to subsequent approval by the Board.

A Board member has the right to express personal opinions. When expressing such opinions in public, the Board member must clearly identify the opinions as their own.

Members will be knowledgeable of information requested through Board action, supplied by the superintendent, gained through attendance at district activities and through professional Board activities.

Members of the Board will adhere to the following in carrying out the responsibilities of membership:

1. Request for Information

Any individual Board member who desires a copy of an existing written report or survey prepared by the administrative staff will make such a request to the superintendent. A copy of the material may be made available to each member of the Board. Requests for the generation of reports or information, which require additional expense to the district, must be submitted to the Board for consideration.

2. Requests for Legal Opinions

Requests for legal opinions by a Board member must be approved by a majority vote of the Board before the request is made to legal counsel. If the legal opinion sought involves the superintendent's employment or performance, the request should be made to the Board chair. Legal counsel is responsible to the Board.

3. Action on Complaints or Requests Made to Board Members

When Board members receive complaints or requests for action from staff, students or members of the public, the Board members will direct the staff, students, members of the public to the appropriate complaint policy. Such information will be conveyed to the superintendent.

4. Board Member’s Relationship to Administration

Individual Board members will be informed about the district’s educational program, may visit schools or other facilities to gain information, and may request information from the superintendent. No individual Board member may direct the superintendent to action without Board authorization. Board members will not intervene in the administration of the district or its schools.

5. Contracts or Agreements

All contracts of the district must be approved by the Board, unless otherwise delegated by the Board to the superintendent or designee for approval, before an order can be drawn for payment. If a contract is made without authority of the Board, the individual making such contract shall be personally liable.

END OF POLICY

Legal Reference(s):

[ORS 332.045](#)

[ORS 332.057](#)

[ORS 332.055](#)

[ORS 332.075](#)

38 OR. ATTY. GEN. OP. 1995 (1978)

S. Benton Educ. Ass’n v. Monroe Union High Sch. Dist., 83 Or. App. 425 (1987).

Cross Reference(s):

BHD - School District

DFEA - School District

North Santiam School District

Code: BBF
Adopted: 6/15/17
Revised: 05/20/21

Board Member Standards of Conduct

A Board member should:

1. Comply with ethics laws for public officials;
2. Understand that the Board sets the standards for the district through Board policy. Board members do not manage the district on a day-to-day basis;
3. Understand that the Board makes decisions by a quorum vote of the Board. Individual Board members may not commit the Board to any action;
4. Respect the right of other Board members to have opinions and ideas which differ;
5. Recognize that decisions are made by a quorum vote are the final decisions of the Board. Such decisions should be supported by all Board members;
6. Make decisions only after the facts are presented and discussed;
7. Understand the chain of command and refer problems or complaints to the proper administrative office;
8. Recognize that the Board must comply with the Public Meetings Law and only has authority to make decisions at properly noticed Board meetings;
9. Insist that all Board and district business is ethical and honest;
10. Be open, fair and honest — no hidden agendas;
11. Understand that Board members will receive information that is confidential and cannot be shared;
12. Recognize that the superintendent is the Board's employee and designated as the chief executive officer of the district;
13. Take action only after hearing the superintendent's recommendations;
14. Refuse to bring personal or family problems into Board considerations;
15. Give District staff the respect and consideration due to skilled, professional employees;
16. Present personal criticism of district operations to the superintendent, when appropriate, not to district staff;
17. Respect the right of the public to attend and observe Board meetings;

18. Respect the right of the public to be informed about district decisions and school operations as allowed by law;
19. Remember that content discussed in executive session is confidential;
20. Use social media, websites, or other electronic communication judiciously, respectfully, and in a manner that does not violate Oregon’s Public Meetings Laws;
21. When posting online or to social media, Board members will treat and refer to other Board members, staff, students and the public with respect, and will not post confidential information about students, staff or district business;
22. A Board member is a mandatory reporter of child abuse. A Board member having reasonable cause to believe that any child with whom the Board member comes in contact with has suffered abuse or that any person with whom the Board member comes in contact with has abused a child shall immediately make an oral report by telephone or otherwise to the local Department of Human Services (DHS), to the designee of the department or to a local law enforcement within the county where the person making the report is located at the time of contact.

END OF POLICY

Legal Reference(s):

[ORS 162.015 - 162.035](#)
[ORS 162.405 - 162.425](#)
[ORS 192.610 - 192.710](#)

[ORS Chapter 244](#)
[ORS 332.055](#)
[ORS 419B.005](#)

[ORS 419B.010](#)
[ORS 419B.015](#)
[Senate Bill 415 \(2019\)](#)

Cross Reference(s):

BBFA - Board Member Ethics and Conflicts of Interest
GBI - Gifts and Solicitations

Board Officers

No later than the next meeting following July 1, the Board will elect one of its members to serve as chair and one to serve as vice chair. In a Board election year, this meeting must be no later than July 31. No member of the Board may serve as chair more than two years in succession. The Board may approve an extension of this period by a motion approved in June, prior to the Board elections in July of each year. If a Board member is unable to continue to serve as an officer, a replacement will be elected immediately. The replacement officer will serve the remainder of the officer's term until the following July.

The Board chair will:

1. Assist the superintendent in establishing the agenda for regular Board meetings;
2. Call special meetings when required;
3. Preside at all meetings of the Board and enforce the rules of order;
4. Sign the minutes and other official documents that require the signature of the chair;
5. Represent the district and the Board at official functions, unless this duty is delegated by the Board chair to another Board member;
6. Appoint all committees and will be an ex-officio member of all such committees unless otherwise approved through consensus of the Board;
7. Have the right to discuss and vote on any issue.

In the absence, incapacitation or death of the chair, the vice chair will perform the duties of chair and, when so acting, will have the chair's powers. The vice chair will perform other functions as designated by the Board.

The superintendent will designate a staff member to serve as Board secretary and will directly supervise and evaluate the secretary. The secretary to the Board will take notes at Board meetings, compile minutes and perform related work as assigned by the superintendent or requested by the Board chair. These duties will include, but not be limited to, the following:

1. Record the disposition of all matters on which the Board considered action;
2. Prepare, check and distribute minutes in advance for approval at the next Board meeting;
3. Maintain properly authenticated official copies of the minutes;

4. Maintain the official record of Board policies;
5. Properly post all Board meetings.

Board or District Spokesperson

The Board may appoint one of its members, usually the chair, or another person to make authorized statements to the public or the media when the Board deems that, under the circumstances, the district's position should be articulated by a single voice. The spokesperson serves at the Board's direction and may be removed or replaced at any time by majority action of the Board.

END OF POLICY

Legal Reference(s):

[ORS 255.335](#)

[ORS 332.040](#)

[ORS 332.045](#)

[ORS 332.057](#)

[OAR 166-400-0010\(9\)](#)

Cross Reference(s):

BC/BCA - Board Organization/Board Organizational Meeting

North Santiam School District

Code: **BG**
Adopted: 7/01/96
Readopted: 8/21/97; 6/15/17
Orig. Code(s): BG

Board-Staff Communications

The Board desires to maintain open channels of communication between itself and the district staff. The basic line of communication will be through the superintendent.

Staff Communications to the Board

All formal communications or reports to the Board, or any Board committee, from staff members will be submitted through the superintendent. This procedure will not be construed as denying the right of any employee to appeal to the Board. In addition, this procedure does not restrict protected labor relations communications of bargaining unit members. The superintendent must be notified of the forthcoming appeal and the appeal process in accordance with the Board's policy on complaints and grievances. Staff members are invited to Board meetings, which provide an opportunity to observe the board's deliberations on matters of district operations.

Board Communications to Staff

All official Board communications, policies and directives of staff interest and concern will be communicated to the staff through the superintendent. The superintendent will provide appropriate communication to keep staff fully informed of the Board's policies, deliberations, and actions.

Visits to Schools

Visits by Board members will be carried out only under Board authorization and with the full knowledge of staff, including the superintendent, principal and other appropriate supervisors. School visits by Board members will be regarded as informal expressions of interest in school affairs and not as "inspections" or visits for supervisory or administrative purposes. Board members visiting in any other capacity will follow usual procedures for visitors.

END OF POLICY

Legal Reference(s):

[ORS 332.107](#)

[OAR 581-022-2405](#)

Anderson v. Central Point Sch. Dist., 746 F.2d 505 (9th Cir. 1984).

Connick v. Myers, 461 U.S. 138 (1983).

Lebanon Education Association/OEA v. Lebanon Community School District, 22 PECBR 323 (2008).

Cross Reference(s):

GBD - Board-Staff Communications

KK - Visitors to District Facilities

North Santiam School District

Code: KL
Adopted: 9/21/00
Revised/Readopted: 5/17/12; 12/18/14; 12/17/15;
10/19/17; 3/15/18; 4/19/18

Public Complaints

Board members recognize that complaints about schools will be voiced by employees, students, parents and community members from time-to-time. When such complaints are made to a Board member, the Board member shall refer the person making the complaint to the superintendent or designee. A Board member shall not attempt to respond, review, handle or resolve such complaints as the individual Board member has no authority to do so.

No staff member, student, parent or guardian of a student attending school in the district or person that resides in the district will be denied the right to petition the district with a complaint. A complainant will be referred through the proper administrative process for resolution of a complaint before investigation or action by the Board. An exception will be a complaint against superintendent or one that involves Board actions or Board operations.

The complaint procedure is available at the district's administrative office and on the home page of the district's website.

The Board advises that there is a process for resolving complaints; including, but not limited to, a complaint in one or more of the following areas:

1. Instruction;
2. Discipline;
3. Learning material;
4. Compliance with State Standards;
5. Restraint and/or seclusion;
6. With a staff member; or
7. Retaliation against a student or a student's parent who in good faith reported information that the student believes is evidence of a violation of state and federal law, rule or regulation.

The complainant must follow the complaint procedure as outlined in administrative regulation KL-AR - Public Complaint Procedure.

The district may offer mediation or an other alternative dispute resolution process as an option if all parties to the complaint agree in writing to participate in such mediation or resolution.

Any complaint about school personnel other than the superintendent will be investigated by the administrator before consideration and action by the Board. The Board will not hear complaints against employees in a session open to the public unless an employee requests an open session. Complaints against the principal may be filed with the superintendent. The superintendent will attempt to resolve the complaint. If the complaint remains unresolved within 10 working days of receipt by the

superintendent, the complainant may request to place the complaint on the Board agenda at the next regularly scheduled or special Board meeting.

Complaints against the superintendent should be referred to the Board chair on behalf of the Board. The Board chair shall present the complaint to the Board. The Board may refer the investigation to a third party. When the investigation is complete, the results will be presented to the Board. After receiving the results of the investigation, the Board shall decide, within 20 days, in open session what action, if any, is warranted.

Complaints against the Board as a whole or against an individual Board member should be made to the Board chair on behalf of the Board. The Board chair shall present the complaint to the Board. If the Board decides an investigation is warranted, the Board may refer to district counsel. When the investigation is complete, the results will be presented to the Board. After receiving the results of the investigation, the Board shall decide, within 20 days, in open session what action, if any, is warranted.

Complaints against the Board chair may be made to the Board vice chair on behalf of the Board. The Board vice chair shall present the complaint to the Board. If the Board decides an investigation is warranted, the Board may refer the investigation to a third party. When the investigation is complete, the results will be presented to the Board. After receiving the results of the investigation, the Board shall decide, within 20 days, in open session what action, if any, is warranted.

A complainant must file a complaint within the later of either time limit set below, in accordance with state law:

1. Within two years after the alleged violation or unlawful incident occurred or the complainant discovered the alleged violation or unlawful incident. For incidents that are continuing in nature, the time limitation must run from the date of the most recent incident; or
2. Within one year after the affected student has graduated from, moved away from or otherwise left the district.

The superintendent will develop and administer the complaint process, as appropriate.

If any complaint alleges a violation of Oregon Administrative Rule (OAR) Chapter 581, Division 22 (Standards), Oregon Revised Statute (ORS) 339.285 to 339.383 or OAR 581-021-0550 to 581-021-0570 (Restraint and Seclusion) or ORS 659.852 (Retaliation), and the complaint is not resolved through the complaint process, the complainant, who is a student, a parent or guardian of a student attending a school in the district or a person who resides in the district, may appeal rights with the Deputy Superintendent of Public Instruction as outlined in Oregon Administrative Rule (OAR) 581-002-0040[(See KL-AR(23) - Appeal to the Deputy Superintendent of Public Instruction).

If the complaint alleges discrimination pursuant to ORS 659.850 (Discrimination) and the complaint is not resolved at the local level through administrative regulation AC-AR - Discrimination Complaint Procedure, the complaint may meet the criteria to file an appeal with the Superintendent of Public Instruction as outlined in OAR 581-021-0049.

Complaint Procedures

Supervisors, principals and/or the superintendent shall have responsibility for investigations concerning complaints by staff, student complaints, public complaints, and complaints about district personnel. The investigator(s) shall be a neutral party having had no involvement in the complaint presented. The following procedures shall be used for the reporting, investigating and resolving of complaints.

Informal Resolution

Informal resolution can be described differently by the complainant but usually consists of the district administrator serving as a mediator of the dispute in order to reach an agreement about future interactions. If an informal solution is sought, the administrator will facilitate that resolution.

If this resolution is not acceptable to the complainant, the complainant will be asked to provide a written statement, which will describe the incident(s) and the resolution sought to a district administrator on the form provided in the administrative rule of this policy asking for a formal resolution.

Formal Resolution

Formal resolution would consist of an investigation to see if the allegations are found to have merit. All complaints will be promptly investigated in accordance with the following procedures by a district administrator or the superintendent

- Step 1 All complaints shall be presented to the building administrator. Complaints against the building administrator shall be filed with the superintendent. Complaints against the superintendent shall be filed with the Board chair. All such information will be reduced to writing and will include the specific nature of the offense, corresponding dates and potential witnesses. The superintendent or designee will be informed of all complaints upon their receipt.
- Step 2 The district administrator receiving the complaint shall promptly investigate. Parents will be notified of the nature of any complaint involving their student. The district administrator, or designated official, will arrange such meetings as may be necessary with all concerned parties within five working days after receipt of a written complaint. The parties will have an opportunity to submit evidence and a list of witnesses. All findings related to the complaint will be reduced to writing. The district official(s) conducting the investigation shall notify the complainant (and parents as appropriate) within 10 days in writing when the investigation is concluded and their findings determined.
- A copy of the notification letter or the date and details of notification to the complainant, together with any other documentation related to the incident, including disciplinary action taken or recommended, shall be forwarded to the superintendent or designee.
- Step 3 If the complainant is not satisfied with the decision at Step 2, he/she may submit a written appeal to the superintendent or designee. Such appeal must be filed within 10 working days after receipt of the Step 2 decision. The superintendent or designee will arrange such meetings with the complainant and other affected parties as deemed necessary to discuss the appeal. The superintendent or designee shall provide a written decision to the complainant's appeal within 10 working days.
- Step 4 If the complainant is not satisfied with the decision at Step 3, a written appeal may be filed with the Board using the Review of Administrative Decision form provided in the administrative regulation of this policy. Such appeal must be filed within 10 working days after receipt of the Step 3 decision from the superintendent. The Board shall at its next regular session conduct a hearing at which time the complainant shall be given an opportunity to present the written complaint as it was received by the superintendent. The Board shall provide a final determination in writing to the complainant within 10 working days following the completion of the hearing. The decision of the Board is final.

The complaint procedure set out above will not be longer than 90 days from the filing date of the original complaint with the administrator. The timelines may be extended upon written agreement between both parties.

Documentation related to the incident may be maintained as a part of the student's education records or employee's personnel file as determined.

Violation of Standards

Complaints alleging violation of standards for public elementary and secondary schools shall be made in writing and presented to the superintendent.

In the event that a complaint alleges a violation of state standards and is not resolved at the Board level, then the district will supply the complainant with appropriate information in order to file a direct appeal to the State Superintendent of Public Instruction as outlined in Oregon Administrative Rules (OAR) 581-022-1940.

The final decision for a complaint processed under this administrative regulation that alleges a violation of OAR Chapter 581, Division 22 (Standards), ORS 339.285 to 339.383 or OAR 581-021-0550 to 581-021-0570 (Restraint and Seclusion) or ORS 659.852 (Retaliation), will be issued in writing or electronic form. The final decision will address each allegation in the complaint and contain reasons for the district's decision. If the complainant is a student, parent or guardian of a student attending school in the district or a person that resides in the district, and this complaint is not resolved through the complaint process, the complainant may have appeal rights with the Deputy Superintendent of Public Instruction as outlined in Oregon Administrative Rule (OAR) 581-002-0040.

If the complaint alleges discrimination pursuant to ORS 659.850 (Discrimination) and the complaint is not resolved at the local level through the Board's administrative regulation AC-AR - Discrimination Complaint Procedure, the complaint may meet the criteria to file an appeal with the Deputy Superintendent of Public Instruction as outlined in OAR 581-021-0049.

END OF POLICY

Legal Reference(s):

[ORS 192.610 to -192.690](#)
[ORS 332.107](#)

[ORS 659.852](#)
[OAR 581-022-2370](#)

Anderson v. Central Point Sch. Dist., 746 F.2d 505 (9th Cir. 1984).
Connick v. Myers, 461 U.S. 138 (1983).

Cross Reference(s):

IIA - Instructional Resources/Instructional Materials