

BOARD OF DIRECTORS**OPERATING PRINCIPLES/BOARD PROTOCOL**

For the purpose of enhancing teamwork among members of the board and between the board and the superintendent, we, the members of the Pullman School District Board of Directors do hereby commit individually and collectively to the following operating principles:

[\[RCW 28A.150.230\]](#)

- 1. We place student interests first.** The board will represent the needs and interests of all children in our district. The continuous improvement of student learning is our primary goal. (Policies 1000 & 1005)
- 2. We strive to govern effectively.** The Board will utilize its membership in the Washington State School Directors' Association (WSSDA) and will engage in professional development activities to improve its practice, while being guided by the Washington School Board Standards as a model. (Policies 1820, 1822, & 1830)
- 3. We conduct open public meetings and we encourage public input.** The board will adhere to Washington's Open Public Meeting Act and will encourage public comment at all regular board meetings. Board meeting notes and agendas are published in advance and the board posts agendas so the public can stay informed about the board's actions and provide input during the decision-making process. (Policy 1400)
- 4. We state clear goals and use those goals as a basis for evaluation.** The board will work with the superintendent to set clear goals and will use these goals for self-evaluation and evaluation of the superintendent. The board and superintendent will set clear goals for the Pullman School District. (Policy 1810)
- 5. We make efficient board decisions and hold effective board meetings.** Board members will adequately prepare themselves for meetings. When a board member needs additional information, the board member should contact either the superintendent or board president prior to the meeting. (Policies 1400 & 1400P, 1220)
- 6. We adhere to an agenda and avoid surprises at meetings.** The board agrees to ask the board president to place an item on the agenda with sufficient notice before the next. In the rare case that an item should be added, modified, or amended to the agenda at the time of the meeting, the chair will follow Robert's Rules of Order (latest edition). (Policies 1101, 1400 & 1400P, 1420 & 1420P)
- 7. We consider superintendent input.** The superintendent is the chief executive officer of the district and should give information, make recommendations, proposals or suggestions on most matters that come before the board. (Policy 1620)
- 8. We demonstrate civility.** The board recognizes the importance of good conduct at meetings and agrees to avoid words and actions that create a negative impression on an individual, the board, or the district. While we encourage debate and differing points of view, we will do so with care, respect and civility. (Policies 1101)
- 9. The board acts as a body.** The board gives every member a say as they represent their constituents, but not necessarily their way. Individual board members do not have authority; only

the boards as a whole has authority. Once the board has made a decision, individual board members will not undermine that decision through words or actions. The board president or the board's designee will communicate the position(s) of the board on all issues. (*Policy 1101*)

- 10. We conduct closed sessions only for appropriate subjects.** The board conducts executive sessions only when specific needs arise and only to discuss those issues allowed by state statute (i.e., to consider a real estate matter, to review negotiations, to evaluate a personnel matter, or to consult with legal counsel). Board members will be sensitive to the legal ramifications of their meeting and comments and will maintain confidentiality of information discussed. Executive sessions will remain focused on the topic for the executive session as identified. (*Policies 1410 & 1410P*)
- 11. We are involved in the district.** When board members serve on various district committees, attend committee meetings, or meet with members of the community their role shall be as "liaison" to the board. We will be active members in our community through attendance at school functions, district meetings, and community events. As community liaisons we will be mindful of our words and actions so as to build and maintain a positive image for the district. We will demonstrate good listening skills and exhibit respect when addressed by the public. (*Policy 1005*)
- 12. We are advocates for students and public schools.** In addition to overseeing district policy, the board may take positions on broader issues to advance the welfare of students and/or public education in general. (*Policy 1105*)
- 13. We represent the values our community holds for their schools.** The board ensures that district information and decisions are communicated community-wide. In its decision-making, the board seeks and considers input from a diverse range of perspectives. Individual board members endeavor to hear and understand perspectives that differ from their own, and take into account systemic inequities and personal circumstances that affect how community members can contribute their perspectives. (*Policies 4001, 4110, 4120, & 4220*)
- 14. We handle inquiries, concerns and complaints with care.** Board members support and uphold the district's policies for handling and resolving concerns related to district administration, programs, or personnel. Individual board members should contact the superintendent and/or board president directly when they hear concerns in the community regarding issues relating to district administration, programs or personnel. The board will handle public concerns in a tactful, orderly and effective way (that is, by listening to the individual's concern, explaining the process for handling concerns, expressing appreciation to the individual for expressing concern, and assuring the individual that the concern will be forwarded to the board as a whole or the superintendent). All personnel complaints and criticisms received individual board members should be directed to the board president and superintendent. When complaints or concerns about the superintendent are received by individual board members, they should be shared immediately or with the entire board in executive session. The board will act as a body on any follow-up action to investigate those concerns. No individual board member will take action. Should the board determine it necessary, the board will identify an independent, third-party to investigate concerns. (*Policy 4220*)
- 15. We practice the governance role.** The board will emphasize planning, policy making, accountability, and communication rather than becoming involved in the management of the schools. The Pullman School District Board of Directors governs the district through policy. (*Policy 1310*)

Governance responsibilities are described below:

LEADERSHIP TEAM ROLES	
SCHOOL BOARD = Governance Team (Guides/Directs)	SUPERINTENDENT = Management Team (Administers, Operates)
Decides What	Decides How
Requests Information	Seeks and Provides Information
Considers Issues	Provides Recommendations
Creates, Reviews, Adopts Policy	Recommends, Implements Policy
Approves & Reviews Plans	Implements Plans
Monitors Progress	Reports Progress
Contracts with Personnel, Supervises & Evaluates Superintendent	Supervises & Evaluates Personnel
Approves & Reviews Budget	Formulates Budget
Represents Public Interests	Acts in Public Interest

We, the members of, the Pullman School District Board of Directors hereby commit to these operating principles:

Board Member

Board Member

Board Member

Board Member

Board Member

Superintendent

Date

Approved by Board on February 13, 2019

Revised Date: January 27, 2021

Revised Date: January 11, 2023

Revised Date: February 14, 2024