

Portland Public Schools **PPS Board** and Superintendent/Staff Expectations and
Operating Protocols Recommendations

I. **Roles and Responsibilities**

As elected members of the Board of Education for Portland Public Schools, our roles and responsibilities are outlined in Board policy and statute; these expectations and protocols do not replace or override Board policies, District administrative directives, or any applicable law.

Highlights of board responsibilities include:

- A. Establishing an overarching educational vision for the district and setting actionable district goals and ~~priorities~~ guardrails to equitably provide the highest quality educational experience for each PPS student;
- B. ~~Providing~~ financial oversight and direction for the District, including reviewing and adopting a student-focused annual budget, establishing general financial goals, authorizing bonds, and exercising taxing authority;
- C. Hiring, ~~setting goals for,~~ and evaluating the Superintendent annually, and maintaining a mutually supportive relationship with the Superintendent in pursuit of established district goals;
- D. Focusing on policy making, goal setting, monitoring, and evaluation to further the goals and priorities of the District,
- E. Acting as an ambassador to the community, both sharing District information with the public, including working to make students and the community aware of the goals and priorities, and communicating public thought to the District.

As Board members do this work responsibly, we commit to:

A. Honoring student voice; centering and prioritizing the voices and experiences of our students of color.

~~A.B.~~ Utilizing ~~the~~ a Racial Equity Lens ~~tool~~ in decision-making with the goal of closing the achievement and opportunity gap for Black, Native American and Students of Color.

~~B.C.~~ Respecting the role of the Superintendent as the chief executive officer of the District, which includes sole authority over directing employees with the exception of the employees in the Office of the Independent Performance Auditor whose work is directed by the Board of Education.

~~C.D.~~ Making decisions as a whole Board only at public meetings. Individual members have no authority to take stand-alone action in policy or in district and school administrative matters or to speak on behalf of the Board without express delegation of authority.

~~D.E.~~ Complying with Board policies, understanding our fiduciary responsibilities, and
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being aware that our actions at all times reflect on the integrity, reputation, and functioning of the District.

E.F. Encouraging and modeling constructive public discourse in Board decision making.

~~F.A. Honoring student voice; centering and prioritizing the voices and experiences of our students of color.~~

Practices of the Board of Education:

II. Priority Setting and Board and Superintendent Evaluation

A. Student Outcomes Focused Priority Setting

1. The Board will adopt a vision that describes what the community expects all students to know and be able to do. Then the Board will adopt one to five SMART goals that describe the high priority student outcomes that the District will focus on for the next three to five years.
2. The Board will adopt one to five guardrails that describe the high priority, non-negotiable values of the community that must be honored by the District as it pursues accomplishment of the goals.
4. ~~The Board will align its work with the District vision, theory of action, Board-adopted goals and guardrails. The Superintendent will develop a strategic plan, goals, and adopted budget.~~

~~3.~~ The Board will establish, at a public meeting, goals in alignment proposed budgets that align with the District's vision Board-adopted goals and guardrails.

~~2.4.~~ The Board will regularly monitor the District's progress in meeting these goals every month with an intention of investing at least half of its minutes each month in board meetings into goal monitoring.

~~3.5.~~ Board Leadership will meet regularly with the Superintendent and key staff to evaluate past Board meetings and determine the agenda for upcoming Board meetings. The Board Leadership will solicit input from Board members.

~~4.6.~~ Board leadership will regularly check in with the full Board regarding the Board meeting structure, progress on Board goals, and addressing Board member priorities.

B. Board Professional Development and Board Self Evaluation

1. The Board will self-assess its performance at least annually using a research-informed instrument that provides specific feedback regarding areas for improvement. Board leadership will regularly evaluate Board meetings and work sessions. All Board members are encouraged to provide feedback to the Board leadership to improve the Board's performance. The Board leadership will annually set expectations and priorities for Board professional development. Board leadership will annually review the Board Office budget to ensure there are sufficient funds to support the Board's professional development.

C. Superintendent's Evaluation

1. The Board will ~~establish annual~~ evaluate the Superintendent annually based on accomplishment of the Board-adopted goals and metrics for the Superintendent's performance and adherence to the Board-adopted guardrails. ~~The Board will~~ engage in a process that provides for thoughtful and deliberative ~~assessment~~ discussion of the Superintendent's work based on those goals and guardrails at least annually.

2. The Board will check-in with the Superintendent quarterly to collaboratively assess progress toward achieving district goals, identify any barriers to success, and make course corrections as necessary.

III. Meetings

A. Agenda Creation

1. The Board Chair, Vice Chair, Superintendent, and/or designee(s) shall review the agenda before it is printed and the Board Chair shall have final authority over whether any item on the agenda is placed in accordance with Board policy. In making this determination, the Board Chair will sort all potential agenda items into one of three categories:

- Yes it automatically is eligible to go on the Board meeting agenda,
- No it is not allowed on the Board meeting agenda, and
- Maybe it is eligible if it meets additional scrutiny.

2. Yes

- Goals: If the item is directly related to the setting or monitoring of the Board's adopted goals for student outcomes, then it may be placed on a Board meeting agenda.
- Guardrails: If the item is directly related to the setting or monitoring of the Board's adopted Guardrails, then it may be placed on a Board meeting agenda.
- Requirements: If the Board is legally required to take action on an item (this is distinct from merely being an item related to legal matters or an item legally required of the District), then it may be placed on a Board meeting agenda.

3. No

- Personnel Who Are Not Direct Reports: If, in the Chair's judgment, the item is related to the Superintendent's duties related to personnel and the item has not gone through the proper administration procedures that would elevate it to being on a Board agenda, then it may not be placed on the Board's agenda.
- Vendors: If, in the Chair's judgment, the item is related to the Superintendent's duties related to vendors and/or vendor contracts and the item has not gone through the proper administrative procedures that would elevate it to being on a Board agenda, then it may not be placed on the Board's agenda.
- Privacy: If the item violates an individual's legally protected right to privacy as defined by state or federal law, then it may not be placed on a Board meeting agenda.

4. Maybe

- Generally, if an item does not meet the "Yes" criteria above, the Board Chair should decline to place it on the agenda.
- If the item is a matter that has been delegated to the Superintendent but the Superintendent agrees that it should be considered by the full Board, then the item may be considered for placement on the agenda.
- If the item is a matter that has been delegated to the Board Chair but the Board Chair agrees that it should be considered by the full Board, then the item may be considered for placement on the agenda.
- All other matters should be declined for placement on the Board agenda.

B. Board Agenda Timeline For Regular Meetings

1. 12 Days Before Board Meeting: For each Board meeting, the Superintendent will provide a draft of all items to be considered -- including legal documents, support materials, staff presentations, etc -- to Board Members at least 12 days prior to the Board meeting during which the items will be considered. The Superintendent will provide a draft agenda to the public and all appropriate supporting documentation at

least 12 days prior to a Regular Board meeting. The Superintendent will always provide a substantiated recommendation for items that require Board approval. All consent-eligible items will be placed, by default, on the consent agenda. Once Board Members receive the materials, they may immediately begin submitting questions to the Superintendent. Any items not provided to the Board at least 12 days in advance will not be eligible for consideration and will be moved to the subsequent meeting agenda.

■ For example, if the Board meeting is at 5pm on the 12th day of the month, the completed agenda and all documents associated with items on the agenda must be provided to Board Members no later than 5pm on the 1st day of the month.

2. 8 Days Before Board Meeting: Board Members will have 4 days to submit questions about the agenda items to the Superintendent.

■ For example, if the Board meeting is at 5pm on the 12th day of the month, Board Members must submit their questions about agenda items no later than 5pm on the 4th day of the month.

3. 5 Days Before Board Meeting: The Superintendent will have 3 days to create a Q&A document of responses to Board Member questions. This document may not indicate who asked which questions so as to avoid creating a serial meeting.

■ For example, if the Board meeting is at 5pm on the 12th day of the month, the Superintendent must provide responses to Board Member questions about agenda items no later than 5pm on the 7th day of the month.

4. 4 Days Before Board Meeting: Board members will have by 9:00 a.m. the following 4 day to request items be removed from the “consent” agenda and placed on the “regular” agenda for discussion and consideration. If at least ~~three~~ two board members request an item to be moved from the consent agenda to the separate vote agenda by 9:00 am 3 working days prior to the board meeting, the Superintendent will immediately make the change. This is the only time before or during Board meetings that items will be able to be moved from the consent agenda to the separate vote agenda.

■ For example, if the Board meeting is at 5pm on the 12th day of the month, Board Members must request items be moved from the consent agenda no later than 9:00 am 5pm on the 8th day of the month.

■ If a majority of board members vote to remove an item from the consent agenda during the board meeting, this motion will have the automatic and unchangeable effect of tabling the item to the next regular board meeting’s regular (non-consent) agenda.

■ If Board members need to recuse themselves from participation in an item on the agenda because of a conflict of interests, they must declare that in writing to the Superintendent and copy the Board Chair. If the Superintendent receives a declaration, they will create a second consent agenda item -- a “recusal consent” agenda -- to place items on that are subject to a conflict of interests so that Board members can vote on the standard consent agenda without voting on an item on the conflicted consent agenda.

- In situations where Board Members have not identified conflicts in advance, they may still vote, “Aye, with the exception of contract x as to which I recuse myself” to remain in legal compliance.
5. 3 Days Before Board Meeting: The Superintendent will post the final agenda 72 hours in advance of the meeting. The Board meeting agenda must include a copy of the Q&A document. No additional changes will be made to the Board agenda during the 72 hour period prior to the Board meeting.
- For example, if the Board meeting is at 5pm on the 12th day of the month, The Superintendent must post the agenda no later than 5pm on the 9th day of the month.
6. Day of Board Meeting: No items may be added or removed from any part of the agenda by Board members during the Board meeting. Motions to that effect will be ruled out of order by the Board Chair. Items may be tabled to a future meeting.

C. Additional Meeting Expectations

- ~~A.1.~~ Board members will be prepared for each meeting by reviewing materials in advance and agree to attend regularly scheduled Board meetings. Board members and board office staff will collaborate on scheduling special meetings and/or work sessions.
- ~~B.2.~~ The times allotted at board meetings for each agenda item are estimates and are to be used as a guideline by the Chair in managing the meeting; ~~however, there are not specific end times.~~
- ~~C.3.~~ Board members agree to strive to start and end meetings on time.
- ~~D.4.~~ Board members agree to uphold the legal requirement for confidentiality on all matters arising from Board executive sessions and any other confidential communications or information.
- ~~E.5.~~ Board members agree to listen carefully and with courtesy when other people are speaking during Board meetings. Discussions between Board members will serve as a model for acceptable public dialogue. Members will seek to clarify issues by soliciting each other’s points of view.
- ~~F.6.~~ Board members are expected to cast a vote or abstain on all matters except when a conflict of interest arises and an abstention is dictated by the ethics policy-.
- ~~G.7.~~ If they miss a meeting, Board members and Leadership Team staff agree to review the video of that meeting to remain current on the Board and district’s work.
8. Board members will submit all technical and tactical questions prior to the board meeting. The board should not expect the superintendent to be prepared to respond to technical or tactical questions that are asked, for the first time, during school board meetings. Instead, the superintendent will respond to those questions in writing during the following week’s regular board update.

IV. Communication

A. Communication Between Board Members & Community Members

1. Board Members recognize that they may not speak on behalf of the Board unless authorized to do so; and may not commit the Board or staff to any particular action.
2. For general comments or feedback, the Board Member will:
 - Listen respectfully.
 - Relay information about the District in a-manner that is constructive and that seeks resolution.
 - Provide the community member with information about how to contact the appropriate staff person, or if that is not known, to the Superintendent's designee for general comments. Board members will not contact District staff on behalf of community members.
3. For specific comments or complaints, the Board Member will:
 - Ask if the individual has followed the District's procedures and/or chain of command.
 - If the individual does not know the correct procedures or chain of command, the Board Member will refer to the appropriate staff member or, where appropriate, will provide information about the District's complaint procedures and the online system for filing complaints.
 - Board members will not contact District staff on behalf of community members.
 - The Superintendent will maintain a system to ensure that Board Members are informed of the resolution of any referred comment/complaint.
4. If community members send communication to all board members or to a quorum of board members that includes the board chair, to avoid a violation of open meeting laws the board chair will respond on behalf of all board members and include an explanation for why only they are replying.
5. Board members will apply a racial equity lens to communications with constituents. Board members may hear more from communities and individuals who already have a lot of social capital in our system. Board members should proactively engage with historically underrepresented communities/constituents to broaden their understanding of the entire system.

B. Communication Between Board Members & Staff Who Do Not Report To The Board

1. Board Members will not initiate communication about District business with District staff except for the Superintendent or designee. This is intended to protect staff from inappropriate behavior from board members, not prevent staff from initiating communication with board members.
2. If contacted by District staff without the direction of the Superintendent, Board Members will follow the procedure, "Communication Between Board Members & Community Members". If the communication from district staff could have legal or financial implications for the district, the board member should notify the superintendent.

- A.3. Board members agree to communicate directly with the Superintendent and/or members of the Superintendent's Leadership Team when Board members have a substantive question, or when a significant concern about PPS operations is voiced

by a staff member, student, parent, or other community member. ~~Board members should use their best professional judgment on who to~~

~~include when communicating~~

C. Communication Between Board Members & Staff Who Report Directly To The Board

1. The only staff members who report directly to the board are the superintendent and general counsel.
2. It is appropriate for Board Members to meet with the Board's Direct Reports -- employees who are directly evaluated by the School Board -- on a regular basis. It is common for the Board Chair and the Superintendent to meet regularly for the purpose of organizing the Board meeting agenda and other Board functions.
3. In their communication with staff who report directly to the Board, Board Members will recognize that the staff report to the Board as an entity and not to any individual Board Member, including the Board Chair.
 - All requests made by Board Members should be made to the Direct Report or their designee.
 - If a Board Member makes a written request for a document that already exists, the Direct Report will provide it no later than seven (7) business days after the request.
 - If a Board Member makes a written request for a document that does not already exist that the Direct Report believes can be handled in fewer than fifteen (15) minutes of staff time to complete or create, the Direct Report shall provide the document no later than seven (7) business days after the request.
 - If a Board Member makes a written request for a document that does not already exist that the Direct Report believes will take more than fifteen (15) minutes of staff time to complete or create, the Direct Report is required to:
 - Notify the Board Chair; and
 - With the Board Chair's approval, add the request to the next Board Meeting agenda for the full Board to decide on.
4. Any response to a question or request that is submitted by a Board Member to a Direct Report of the Board must be shared with all Board Members in the weekly update that is emailed to all Board Members.
5. Board Members understand that most information requests to the Board's Direct Reports will be addressed in a weekly written update that is emailed to all Board Members each Friday unless the Direct Reports determines that a more immediate response is required.
6. Because the Superintendent reports to the Board as an entity, and not to any individual Board Member, only the Board as a whole may make obligations on the Superintendent's Leadership Team. ~~For emails or other written communications involving substantive issues, copying the Senior Board Manager optimizes communications, and Board members are encouraged~~time or delegate authority to individual Board Members to do so.

~~For administrative, or scheduling issues, it is acceptable to email staff without copying other parties. Board members will not direct staff work and board members should share if an information request is time sensitive, especially if it relates to an action item on a board meeting agenda, an executive session, or a public meeting in which the board is participating.~~

~~Board members need adequate time to review materials before , meetings of the board and materials should not arrive or be changed late in the process.~~

7. The Board and Superintendent should operate on a "no surprises" basis. A high level of communication between board members, the superintendent, and senior staff is appropriate, desired, and beneficial.

~~B.8.~~ When receiving questions from Board members, the Superintendent and staff or designee will confirm receipt of the communication in a timely way and indicate how

and when a response will be made.

~~C.1. Board members will apply the racial equity lens tool to communications with constituents. Board members often field complaints or concerns from individuals and will actively listen and empathize with constituents. Board members may hear more from communities and individuals who already have a lot of social capital in our system. Board members should proactively engage with historically underrepresented communities/constituents to broaden their understanding of the entire system.~~

~~D. The Board and staff should operate on a “no surprises” basis. A high level of communication between board members and senior staff is appropriate, desired, and beneficial.~~

~~E. Board members are requested to communicate directly with the Board Chair(s) or Board Vice Chair(s) when concerns arise about other Board members. If there are concerns about District staff, board members should address that with the Superintendent and Board leadership. When disagreeing with other Board members, Board members and staff should maintain a respectful dialogue in their communications. Board members retain the right to express individual opinions in a variety of settings, and when doing so, will clearly state that the opinion is theirs and not that of the Board unless they are speaking of action that the Board has already taken.~~

~~F. Specific personnel complaints submitted to the Board or individual Board members shall be referred to the Superintendent or designee.~~

~~G.D.~~ From time to time, the Board may be required to make findings of fact that can be appealed to another government agency (e.g., personnel matters or charter school application hearings). In these situations, no Board member will discuss the substance of the matter with any person(s) directly involved in the issue, other than PPS staff, outside the formal hearing and deliberation process.

V. Requests for Information or Decision making

A. Information Requests of Staff

~~1. When a Board member has an information request of staff (but does not require any particular decision to be made), the Board member should feel free to communicate their request to any member of the Superintendent’s Leadership team and the Senior Board Manager and use their best professional judgment on who else to copy on communications, respecting the administrative chain of command. If the information request is unrelated to a future Board action or decision, the timing of the fulfillment is at the discretion of the Superintendent and should not interfere with other staff work. The Superintendent may discuss time-consuming requests with the requesting board member to understand the request and then discuss with the board chair to determine if the request, given the resulting resource expenditure, will assist the decision-making of the majority of the board.~~

~~2. Board members will share information they receive with other board members. Staff are encouraged to include the entire board when replying to board questions or requests for substantive information.~~

~~3. If staff is unable to answer a question that comes up during Board discussion, the Board office will note the question and provide follow up to the Board.~~

~~B.A.~~ Providing Documents to Board for Review in Advance of Meetings.

1. The Board Chair and Vice-Chair(s) in consultation with the Superintendent will establish the agenda and major business agenda items for full Board meetings ~~approximately 10~~ no fewer than 14 days prior to the Board meeting.
2. Notes from agenda setting meetings will be sent out to the entire Board by the Board office. Board agendas are made up of action and discussion items, with reports from the Student Representative and Superintendent.
3. The majority of items that require Board action will be first reviewed in a Board Committee meeting, an executive session, or a Board meeting.
4. Staff and the Superintendent will have the Board Book, and any supporting documentation, available at least four days prior to Board meetings except under extenuating circumstances.
5. If a PowerPoint presentation will be given by staff during a Board meeting, it will be included in the Board packet as well, with the understanding that there may be changes at the final Board presentation and any changes will be noted for the Board. Copies of final materials and presentations will be posted as part of the meeting materials.
6. For contracts listed in the Business Consent Agenda, staff will provide memos for each Personal Services Contract and the actual contract will be available electronically to Board Members as requested. Memos and contracts will be posted as part of the meeting materials.

VI. Committee Protocols

A. At the beginning of each academic year, the full Board determines the committee structure. Board leadership appoints Board members to create the membership and leadership of each committee.

No committee may ever meet unless the Board chair has assigned:

1. a specific written deliverable that the committee is to produce and
2. the exact day by when the deliverable must be provided to the full board.

B. Any time a committee ceases to have a current assigned deliverable and/or due date, it is immediately dissolved.

C. If a committee fails to produce its deliverable by the assigned due date, the committee chair is immediately removed from the committee and is ineligible to serve on that committee or related committees for the remainder of their current term.

~~A.D.~~ Committees represent the full Board and are intended to provide a mechanism for deeper monitoring and analysis of ~~complicated issues-board work~~. Committees are expected to keep the full Board apprised of important issues under their purview and produce recommendations for action to be considered for adoption.

~~B.E.~~ The annual agenda and meeting agendas for Committee and Task Force meetings are co-developed by the Committee Chair and staff lead[s] with input from the entire Board. Committee meeting materials will be provided at least 48 hours in advance of the meeting. Absent extenuating circumstances, committee meetings will be publicly noticed 48 hours ahead of time and agendas will be posted prior to the meeting.

- ~~G.F.~~ Recommendations coming from a Committee should be referenced in ~~staff or a written~~ committee chair reports for discussion items and resolutions for action items before the full Board.
- ~~D.G.~~ The Committee Chair will review all minutes before they are sent to the rest of the Committee and posted on the Committee web page.
- H. All Committee meetings will be ~~audio~~ recorded for record keeping purposes and are available upon request, excluding executive sessions.

VII. Performance Concerns

A. Board Member Concerns About The Performance Of Staff Who Do Not Report Directly To The Board

1. When a Board Member becomes concerned about the performance of District employees they must direct their concerns to the Superintendent or designee. Board Members must remain cognizant that District personnel are the responsibility of the Superintendent, not the Board. Such concerns must be limited to:
 - Actions by staff which are/could be illegal
 - Actions by staff which are/could be violations of Board policy
2. No Board Member may speak publicly about concerns with staff performance without first completing the steps above.

B. Board Member Concerns About The Performance Of Staff Who Report Directly To The Board

1. In general, concerns that Board Members have about the performance of the Board's Direct Reports should model the District's belief in restorative practices by attempting to address the matter in a non-public, healing manner. That is the intention of the following steps that follow a graduated approach to performance concerns, except in cases of illegal conduct.
 - In the event of alleged or suspected illegal conduct, Board Members should confer with the District's legal counsel about appropriate steps to take.
 - Steps in this process should be skipped if compliance with the process would create a violation of open meeting laws.
2. If, at any time, a Board Member becomes concerned that a Direct Report may have (1) breached any term of the Direct Report's contract; (2) violated a Board Policy or Operating Procedure; or (3) failed within a reasonable amount of time to address a specific issue identified by the Board, the following process will be used:
 - One-on-One Communication: The concerned Board Member will meet privately with the Direct Report to discuss their concerns in order to resolve the issue(s).
 - One-on-One, Two-on-One, or Full Board Communication: If the concerned Board Member does not feel that the resolution is satisfactory, the Board Member may take their concern to the Board Chair. The Board Chair may choose to meet privately with the Direct Report, meet jointly with the Direct Report, or bring the matter before the full Board at a subsequent closed session Board meeting.
3. No Board Member may speak publicly about concerns with Direct Report performance without first completing the steps above.

C. Board Member Concerns About The Performance Of Board Members

1. In general, Board Member concerns about the performance of other Members should model the District's belief in restorative practices by attempting to address the matter in a non-public, healing manner. That is the intention of the following steps that follow a graduated approach to performance concerns. In the event of alleged illegal activity, Board Members

should confer with the District's legal counsel to determine if this process is most appropriate or if an alternative process would be more appropriate.

2. One-on-One Conference: If a Board Member believes another Member has violated the Conflict of Interest rules, Board Rules and Procedures, Board Policy, State or Federal law, it is the responsibility of the concerned Board Member to discuss the alleged violation directly with the other Board Member in private prior to taking any other action, unless the nature of the allegation requires immediate escalation to the Board Chair or legal authorities. Notably, the Board Member should not first go to other Board Members, social media, or anywhere else other than the Board Member who they believe has committed a violation. The Board Member is strongly encouraged to provide a written follow-up to the Board Chair after the one-on-one communication. If the Board Member declines to meet, the concerned Board Member should document that the other Board Member declined to meet one-on-one (which then allows for immediate escalation to Step 2).

3. Two-on-One Conference: If, after the concerned Board Member has privately discussed the alleged violation with the other Board Member, the concerned Board Member remains unsatisfied that the alleged violation has been addressed, the concerned Board Member may submit, in writing, the allegation to the Board Chair (arbiter). If the Board Chair is involved in the allegation, the concerned Board Member may instead submit the allegation, in writing, to the Board Vice-Chair or the next most senior Board Member not involved in the allegation who is then obligated to serve as arbiter instead. This process cannot involve more than three Members in total in order to comply with open meetings laws. The Board Members involved will conference to discuss the alleged violation. All parties are strongly encouraged not to allow any further escalation of these procedures and the arbiter's duty is to work to avoid such escalation.

4. Full Board Conference: If, after the small group conference, the concerned Board Member remains unsatisfied that the alleged violation has been addressed, the Board Chair may call a special meeting of the Board to determine whether the allegations are substantiated. The Board Chair may call upon the District's General Counsel to develop an investigation plan. The findings of this investigation will be presented at the special meeting of the Board. During the special meeting, in order for the alleged violation to be considered, one of the following three motions must be made and seconded: a motion to dismiss allegations, a motion substantiate allegations, or a motion to find the allegations are unsubstantiated.
 - Dismissal: A motion to dismiss allegations concludes these procedures and exonerates the accused Board Member. Once a motion to dismiss allegations has passed concerning a given alleged violation, no other motions concerning that alleged violation are in order unless new information comes to light that was previously unavailable. A motion to dismiss allegations requires a majority vote to pass.

 - Substantiated: A motion to substantiate allegations is the Board's formal assertion that the allegations are founded in evidence. This is an administration finding, not a criminal or civil finding. A motion to substantiate allegations requires a majority vote to pass.

If, after the special meeting of the Board to discuss the alleged violation, the Board determines that the allegations are substantiated, the Board should inform the Board Member in writing that the allegations have been substantiated and that the Board Member is to refrain from any further such behavior.

 - Unsubstantiated: A motion to find the allegations are unsubstantiated is the Board's formal assertion that the allegations are not founded in evidence. This is an administration finding, not a criminal or civil finding. A motion to find the allegations are unsubstantiated requires a majority vote to pass.

5. Full Board Action: If, within the six months after the full Board has substantiated the allegations, the concerned Board Member remains unsatisfied that the substantiated violation has been addressed, the Board Chair may call a special meeting of the Board to consider the potential consequences for the violation. During the special meeting, in order for the alleged violation to be considered, one of the following three motions must be made and seconded: a motion to dismiss allegations, a motion to admonish, or a motion to censure.

- Dismissal: A motion to dismiss allegations concludes these procedures and exonerates the accused Board Member. Once a motion to dismiss allegations has passed concerning a given alleged violation, no other motions concerning that alleged violation are in order unless new information comes to light that was previously unavailable. A motion to dismiss allegations requires a majority vote to pass.

- Admonition: An admonition is a one-time punitive action which serves as a penalty imposed for wrongdoing but carries no fine or suspension of the rights of the Board Member as an elected official. A motion to admonish must be presented in writing and must contain the exact language of the alleged violation and the proposed admonition. A copy of the motion to admonish must be provided to the accused Board Member at least seventy-two (72) hours prior to discussion of the motion. A motion to admonish requires a majority vote to pass.

- Censure: A censure is an action that is a change in Board Member status that is permanent unless and until lifted by the Board via a majority vote of the Board. A censure serves as a penalty imposed for wrongdoing but carries no fine or suspension of the rights of the Board Member as an elected official. A motion to censure must be presented in writing and must contain the exact language of the alleged violation and the proposed censure. A copy of the motion to censure must be provided to the accused Board Member at least seventy-two (72) hours prior to discussion of the motion. A motion to censure requires a 2/3 majority vote to pass. A motion to censure can only be lifted by a motion to dismiss censure that occurs at least one (1) meeting after the motion to censure was passed. If the censure is imposed by the Board, it carries two key enforcement elements:
 - Status: The status of the Board Member shall change to Censured Board Member and, in all official oral or written records and communication, this status must be used when referring to them.

 - Privileges: All privileges that have been extended to the Censured Board Member are immediately revoked and must remain revoked until the censure is lifted. However, statutorily protected rights of elected officials are not revoked. Examples of privileges may include, but are not limited to, travel, board leadership, committee service, reimbursements for non-board meeting related expenses, special parking, special meals, free tickets to district events, access to district staff, and anything else that is not a protected right of elected officials.