

# BOARD OF EDUCATION HANDBOOK

*The Board of Education of Anne Arundel County*



*Adopted June 15, 2011*

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## INTRODUCTION

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*This Board of Education Handbook has been developed to capture, in one place, the operating procedures and governing guideposts of the Board of Education of Anne Arundel County, in plain language, so as to serve as a resource for Members of the Board as they assume their office and acquit their responsibilities.*

*This Handbook will be posted on the Board's website and updated periodically, as appropriate, with limited print copies available for distribution.*

# AUTHORITY AND RESPONSIBILITIES OF THE BOARD OF EDUCATION

The powers and mandatory duties of the Board of Education are defined in the Education Article of the Annotated Code of Maryland and Title 13A of the Code of Maryland Regulations. They are divided among executive, legislative, and quasi-judicial responsibilities, as follows:

## *Executive*

1. Selecting and appointing the Superintendent of Schools
2. Appointing personnel, including school-based administrators
3. Appointing Board counsel
4. Making a continuous appraisal of the educational and administrative management of the school system, through the evaluation of the Superintendent
5. Periodically adopting a multi-year strategic plan
6. Communicating and meeting with community members, staff, and students as to Board views on educational issues
7. Ratifying collective bargaining agreements

## *Legislative*

1. Adopting and interpreting policies
2. Adopting operating and capital budgets
3. Establishing curriculum guides and courses of study
4. Establishing school boundaries
5. Advancing a legislative agenda
6. Making decisions on facility, procurement, and financial matters
7. Authorizing legal settlements

## *Quasi-Judicial*

1. Deciding appeals of the Superintendent's administrative decisions
2. Deciding appeals of long-term student suspensions and expulsions
3. Considering recommendations of the Superintendent to suspend or dismiss a certificated employee

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## KEY WORK OF SCHOOL BOARDS

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The Board is committed to the “Key Work of Schools Boards,” developed by the National School Boards Association, encompassing the following eight key areas:

<b>Vision</b>	Establishing a clear vision of student achievement as the top priority of the school board, staff, and community
<b>Standards</b>	Setting clear standards for student performance
<b>Assessment</b>	Establishing an assessment process that measures success at regular intervals
<b>Accountability</b>	Establishing a strong accountability process
<b>Alignment</b>	Aligning resources to focus on students meeting the standards
<b>Climate</b>	Creating a positive climate for student success
<b>Collaborative Relationships</b>	Building collaborative relationships with political and business leaders, with a focus on developing a consensus for student success as a top community priority
<b>Continuous Improvement</b>	Committing to continuous improvement for student achievement

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## COMPOSITION OF THE BOARD AND BOARD MEMBER QUALIFICATIONS

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The Board is comprised of nine Members: five adult Members, each of whom resides in a different legislative district (Districts 30, 31, 32, 33, and that part of District 21 that lies within Anne Arundel County); three appointed from the county at-large; and one Student Member. With the exception of the Student Member, all Board Members must be registered voters of Anne Arundel County and may not be an employee or contractor of the Board.

The eight adult Members are appointed to a five-year term by the Governor from a list of nominees submitted by the School Board Nominating Commission of Anne Arundel County, and continue to serve until a successor is appointed and qualifies. Following appointment by the Governor, an adult Member may continue to serve the remainder of his or her term, subject to the approval or rejection of the registered voters at the next general election.

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## STUDENT BOARD MEMBER

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The qualifications, election, and provisions relating to the Student Member of the Board are set forth in state law. The Student Member has the same voting rights and privileges of the other Members of the Board. The Student Member must be a resident of Anne Arundel County and a regularly enrolled senior-year student of good character and in good standing in an Anne Arundel County public high school. The Student Board Member is elected for a one-year term each year by the Chesapeake Regional Association of Student Councils (CRASC). The student's term of office begins on July 1 after the election upon confirmation and appointment by the Governor, and shall continue until a successor is appointed and qualifies. A Student Member who completes a full term on the Board shall be granted a scholarship of \$6,000, to be applied toward the student's higher education costs.

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## OATH OF OFFICE/SWEARING IN

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Each new Board Member, upon being appointed by the Governor, shall appear before the Clerk of the Circuit Court for Anne Arundel County, at a time to be arranged by the Executive Assistant to the Board of Education, to take the Oath of Office, upon being advised that the Clerk of the Court has in his or her possession the Member's Commission from the Governor declaring his/her eligibility in meeting the qualifications for holding office.

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## AUTHORITY OF INDIVIDUAL BOARD MEMBERS

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Power belongs not to individual Members of a Board of Education but to the Board of Education acting as a corporate body through collective action. Board Members have authority only when acting as a Board of Education in a legally constituted session, with a quorum being present. The statement or action of an individual Member or group of Members of the Board of Education shall not bind the Board of Education itself, except when that statement or action is specifically authorized by an official act of the Board. This does not preclude individual Board Members from representing the Board at meetings and ceremonial events or speaking to constituent groups in their capacity as Board Members.

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## NEW BOARD MEMBER ORIENTATION

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Following the appointment of new Members, the Board Office and Superintendent's Office will provide for an orientation, as to the Board's operation and processes, the working relationships with the Superintendent of Schools and the staff of Anne Arundel County Public Schools, and substantive background information pertaining to school system issues and procedures. A copy of this Handbook will be provided. New Board Members are encouraged to attend the orientation session organized by the Maryland Association of Boards of Education (MABE).

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## REMOVAL OF BOARD MEMBER

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Pursuant to statute, the State Superintendent of Schools, with the approval of the Governor, may remove a Board Member for immorality, misconduct in office, incompetence, willful neglect of duty, or failure to attend, without cause, at least half of the scheduled meetings of the Board in any one calendar year. Before removing a Member, the Member shall be sent a copy of the charges and may request a hearing and have an opportunity to be heard publicly before the State Superintendent.

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## ANNUAL ORGANIZATIONAL MEETING

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According to state law, the Board of Education must conduct an annual meeting on or as near as possible to the second Tuesday of each July for the election of a President and Vice President. The Board traditionally conducts its election of officers as the first order of business at its business meeting in July. The annual organizational meeting is traditionally combined with a regular business meeting.

The meeting is called to order by the current President. A motion is made and seconded to place a name in nomination for President and, subsequently, for Vice President. Through an individually recorded vote, the Members elect a President and Vice President from among the current sitting Members by a majority vote. The election for President shall precede the election for Vice President. Immediately upon their election, the President and Vice President shall assume the duties of their office.

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## DUTIES OF BOARD OFFICERS

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The officers of the Board of Education are the President and Vice President.

The President calls Board meetings, presides at all meetings, determines Board agendas, executes authorized or approved contracts and other documents on behalf of the Board, represents the views of the Board in all communications and correspondence, and performs other duties prescribed by law or by the Board. The President may appoint committees to hear appeals of decisions of the Superintendent, appoint ad hoc or special committees of the Board and/or staff members to assist the Board with its work, study specific issues, or undertake Board projects, and serve as ex-officio members of all committees appointed. The President shall periodically review this Handbook and recommend revisions as appropriate.

In the absence of the President, the Vice President performs these duties. If both the President and Vice President are temporarily unavailable to acquit the above responsibilities, the remaining Members may designate another Member by a majority vote to serve in such a capacity. The President and Vice President are elected at the Board's annual organization meeting, to be held on or as near as possible to the second Tuesday in July.

The Vice President shall have charge of coordinating Board retreats and setting the agenda for these retreats, in consultation with the Superintendent and Board President.

## ETHICS POLICY AND FINANCIAL DISCLOSURE

Board policy and state law require that each Board Member complete an annual financial disclosure form for the preceding calendar year. These statements will be made available during normal office hours for examination and copying by the public, subject to whatever reasonable fees and administrative procedures are established. The Board of Education has established a five-member Ethics Panel, responsible for reviewing all financial disclosure statements for completeness of form and for determination of any existing or potential conflicts of interest, as well as to process and make determinations as to any complaint filed by a person alleging a violation of the Ethics Policy and Regulation.

## APPOINTMENT OF THE SUPERINTENDENT OF SCHOOLS

Maryland state law governs the appointment, term, qualifications, vacancy, and removal of the Superintendent of Schools. The term of the Superintendent of Schools is four years, beginning on July 1. The Superintendent of Schools serves until a successor is appointed and qualifies. By February 1 of the year in which a term ends, the Superintendent of Schools must notify the Board whether or not he/she is a candidate for reappointment.

In the year in which a term begins, the Board of Education appoints the Superintendent of Schools between February 1 and June 30. Should the Board decide to reappoint the incumbent Superintendent of Schools, the Board must take final action at a public meeting no later than March 1 of that year.

The appointment of the Superintendent of Schools is subject to written approval of the state Superintendent of Schools. If there is a vacancy in the office, the Board shall appoint an interim Superintendent of Schools who serves until July 1 after his/her appointment.

## RESPONSIBILITIES AND DUTIES OF THE SUPERINTENDENT OF SCHOOLS

The Superintendent of Schools is responsible for the administration of his/her office and carries out the laws of the State of Maryland, the bylaws and policies of the Maryland State Board of Education, as well as the policies of the Anne Arundel County Board of Education and the Administrative Regulations that implement them.

### *The Superintendent of Schools:*

- Advises the Board of Education on educational policies of the school system, school attendance areas, curriculum guides and courses of study, and any question under consideration by the Board.
- Recommends contracts, to the extent required by law, and other documents for Board approval.

- Informs the Board in advance of administrative reorganizations, including transfers of functions, establishment of positions and offices, and consolidations of positions and offices.
- Proposes annual operating and capital budgets to the Board of Education.
- Attends all meetings of the Board, as well as committee meetings as requested, except when the Board is considering appeals in its quasi-judicial role in closed session, or when the Superintendent's tenure, salary, or the administration of his/her office is under consideration.
- Advises the Board on any question under consideration at the meetings that he/she is permitted to attend.
- Recommends and/or advises of the appointment and/or transfer of administrative and supervisory personnel to the Board for its approval (where appropriate) whether by discrete personnel actions or by way of a monthly personnel report approved by the Board.
- Administers disciplinary actions of AACPS personnel and students.
- Implements State law and State Board of Education regulations insofar as they govern local school system operations.
- Provides leadership and direction with planning, coordination, and evaluation of all aspects of the operations of AACPS, and is responsible for day-to-day operations and management of the public schools.
- Promotes an awareness of, and advocacy for, matters involving public education in Anne Arundel County including reaching out to professional organizations, civic groups, and public officials of the national, state, and local levels.

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## MASTER CALENDAR OF MEETINGS

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Prior to July of each year, the Board of Education approves a master calendar of Board meetings and hearings for the ensuing school year. The calendar shall be posted on the Board's website.

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## MEETING MATERIALS

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Before every business meeting, packets of Board agenda materials are prepared for Board Members and key staff. Board packet materials are not released to the public until Board Members have received them. Board meeting packets for the open sessions are normally available online (in the BoardDocs™ section of the Board's website) on the Fridays prior to regular Board meetings. Previous minutes, agendas, and documents from prior meetings, going back to 2003, may also be found on the BoardDocs™ section of the website.

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## OPEN PUBLIC MEETINGS AND NOTICE

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Meetings of the Board of Education, including its standing committees, are open to the public, except when meetings may be held in closed session pursuant to the Maryland Open Meetings Act (see below). The public must be provided with adequate notice of the time and location of meetings. When a meeting is held in open session, the general public and media are entitled to attend. Under state law, the Board of Education has the authority to adopt and enforce reasonable rules regarding the conduct of persons attending its meetings, as well as the videotaping, televising, photographing, broadcasting, or recording of its meetings. If the President or presiding officer believes that the behavior of an individual is disrupting an open session, he or she may propose to the Board that it determine so, and have the individual removed. Unless the Board of Education, its Members, or its agents acted maliciously, they are not liable for having an individual removed from the meeting.

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## CLOSED SESSIONS

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Under the Maryland Open Meetings Act, the Board of Education is authorized to meet in closed session and retreats to discuss, among the 14 statutorily-authorized circumstances, personnel matters, acquisition of real estate, pending litigation, collective bargaining issues, matters protected from public disclosure by law, and to obtain legal advice. The Open Meetings Act also requires that, before meeting in closed session, the Board must give reasonable advance notice of the closed session. Immediately prior to convening a closed session for the current Board meeting, the President shall conduct a recorded vote on closing the session. Further, after a closed session is held, the Board, as part of its minutes, must also provide a report concerning the closed session's topic(s) of discussion. Board Members and staff are expected to maintain the confidentiality of closed session discussions at all times. Administrative functions and quasi-judicial functions are exempt from the Open Meetings Act.

Closed session shall usually be held in the Caucus Room at the Parham Building in Annapolis, Maryland. The Caucus Room shall not be utilized by individual Board Members to conduct meetings with non-AACPS personnel or meetings with constituents, and is off-limits to outside groups.

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## REGULAR BUSINESS MEETINGS

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1. The Board usually conducts two business meetings per month, except for the months of July and August when the Board usually meets once a month. An all-day business meeting is usually held on the first Wednesday of the month, and an evening business meeting is usually held on the third Wednesday of the month. However, both meetings in February and June are usually held during the day to leave time to address the budget. These meetings are held at the offices of the Board of Education at the Parham Building in Annapolis, Maryland, unless otherwise designated.
2. The Board routinely announces, on the website and by issuance of a press release, all regularly-scheduled Board business meetings in advance of their being held, providing the date, time and location, as well as the location of where the agenda can be located. Notice is provided as to the live cablecasting and rebroadcasting of Board meetings.

3. At every business meeting, the current practice is for a period of time to be set aside for “Public Participation” for residents to address the Board on matters not on that meeting’s agenda. Moreover, currently, public comments will be permitted after official presentations of each item on the Board agenda, for which a public hearing has not been held. Individuals will be allowed 3 minutes to speak; individuals speaking on behalf of a group or organization will be allowed 5 minutes to speak. Public input on policy, program, and practices are encouraged, but public participation is not the best avenue to address specific student or employee complaints if avenues of redress for complaints and appeals already exist. Personnel concerns are confidential matters and should be referred to the Superintendent of Schools or processed through available channels. Speakers are requested to provide copies of their testimony and to complete a “Public Testimony Registration Card” available at the door or table, so as to assure the correct spelling of one’s name for the Board minutes.
4. The advance meeting agenda shall indicate if an item is intended for review (R), action (A), and/or information (I). Notwithstanding the designation, any Member can make a motion germane to an agenda item before the Board.
5. At every business meeting, time shall be set aside for consent items, consisting of matters which the Board President or Superintendent of Schools believes will be adopted by a single vote. Approval of the consent agenda shall include the approval of all items included as consent items, provided that any Member may defer to the end any item on which discussion is desired, after which a separate vote shall be taken.
6. Meetings are to begin promptly at the starting time on the agenda, provided a quorum is present. Closed sessions normally are scheduled at the start, lunch hour, and/or end of the meeting. Usually, evening meetings will be scheduled to begin with closed session at 5:30 p.m., with open session at 7:00 p.m. Usually, day meetings will be scheduled to begin with closed session at 8:30 a.m., and open session at 10:00 a.m. However, the Board President may, by advance notice, establish a different starting time.
7. The usual order of the agenda for the open session of a regular Board meeting will be as follows, subject to modification by the President:
  - Opening (Invocation/Pledge of Allegiance/Approval of Minutes)
  - Recognitions
  - Reports
  - Public Participation
  - Action Items
  - Review Items
  - Consent Items
  - Adjournment

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## BOARD OF EDUCATION NORMS

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The Members of the Board of Education agree to abide by the following norms, both as they govern the conduct of Board meetings and as they govern the actions of individual Board Members. These norms will provide for an orderly conduct of public business, will promote an atmosphere of mutual respect, and will establish a level of expectation for those who aspire to become a School Board Member in the future.

### ***Board Members will:***

- Endeavor to be on time so as to participate fully in all closed and open sessions of the Board.
- Notify the Board President and Executive Assistant to the Board, with as much advance notice as possible, when one cannot attend a meeting for professional or personal reasons.
- Be prepared to take action on items on the closed and open session agendas, having read the materials provided in advance of the meeting.
- Maintain the confidentiality, and expect others to do likewise, of all that is said and voted upon in closed sessions, except to the extent that abbreviated minutes of closed session are required by law.
- Avoid using the televised open session to “spring” a surprise on his or her colleague(s) that common courtesy would have suggested appropriate advance notice.
- Refrain from repetitive discussion on an agenda item so as to needlessly lengthen a meeting and also avoid seeking to dominate debate by speaking an excessive length of time, thereby denying colleagues an equal opportunity to partake in the matter at hand.
- Participate in Board continuous education activities and – as one participates at a conference, workshop, or convention paid for by the Board – provide a written report upon returning, to be filed with the Executive Assistant to the Board.
- Respect the ultimate decisions and votes taken by the Board of Education as a public corporate body, even if in the minority, when making appearances before external bodies and constituencies, while reserving one’s First Amendment right to disagree.
- Respect the role of the Superintendent of Schools at Board meetings by looking to him or his designee(s) at the Board table for appropriate responses on the agenda items, without taking it upon himself or herself to inquire of staff in the audience, deferring to the Superintendent for any appropriate follow-up.
- Copy all Board Members on correspondence to the Superintendent of general application and import, rather than being selective or, alternatively, copy the Board’s Executive Assistant for appropriate routing of correspondence.

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## RETREATS

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The Board usually schedules one or more retreats a year for team building, priority setting, discussion of Board operations, and/or to prepare for contract negotiations. The retreats will be held in compliance with the Maryland Open Meetings Act, as required by law.

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## SPECIAL MEETINGS

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Special meetings may be called by the President of the Board, by the Superintendent of Schools, or at the written request of a majority of the Board, with the purpose given in the call of the meeting, to be provided as soon as feasible.

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## RULES OF ORDER

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The Board of Education observes Robert's Rules of Order, Newly Revised in conducting its meetings, except as provided otherwise either in this Handbook or in Board policy. Moreover, the Board is guided by its own rules, state statutes, and Maryland State Department of Education bylaws, which establish the following:

1. A quorum consisting of a majority of the full Board shall be present to convene a meeting.
2. The Board adopts its agenda at the beginning of a business meeting. Times listed on the agenda are intended for guidance only. Unless changed by the Board, the order in which items appear on an agenda will be followed. Any changes in the adopted agenda are made by majority vote or by consensus.
3. A motion is not adopted without the approval of five Members.
4. In the event there is a disqualification or recusal of one or more Members because of a real or perceived conflict of interest, and the disqualification or recusal results in less than a quorum, the disqualified or recused Member(s) shall disclose the nature/circumstances of the conflict and may subsequently participate if necessary for the Board to take action on the item.

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## RECORD OF BOARD MEETINGS

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### *The Board of Education maintains records of meetings as follows:*

1. Records of the Board's business meetings and hearings are retained in the Board Office and online. All Board business meetings are televised and copies of cablecasts are maintained on file.
2. The minutes of all public meetings contain actions taken by the Board and a summary of the Board's discussion. A Board Member may specifically request that a statement on a subject be reflected in the minutes.
3. Minutes of closed sessions include a list of each item considered, the action taken, and each recorded vote.
4. Minutes of meetings open to the public are available as a matter of public record on the Board's website, as well as in the Board Office.
5. Moreover, since July 1, 2010, Board votes have been published on line reflecting how Board Members voted in the final vote on any particular agenda item. One can ascertain this by going to [www.aacps.org](http://www.aacps.org), go to the Board of Education tab at the top, and click on "Board Voting Record" for the spreadsheet that is posted following each Board meeting.

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## STAFF TO THE BOARD OF EDUCATION

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Other than the Superintendent of Schools, the only staff reporting directly to the Board shall be the Executive Assistant to the Board of Education and the Board Internal Auditor. Both serve at the pleasure of the Board and receive specific assignments from the Board President and the Board. Both acquit the responsibilities of their position as spelled out in policy and provide general support to the Board of Education and its Members to facilitate the discharge of their statutory responsibilities, working in tandem with the Superintendent of Schools.

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## SCHOOL BOARD ATTORNEY

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Pursuant to State law, the Board has hired legal counsel to represent its interests in legal matters that affect the Board. Pursuant to policy, the Board appoints legal counsel at its annual meeting each July and contracts for payment of reasonable legal fees. The school board's attorney represents its interests working in tandem with the Superintendent of Schools and in-house legal counsel.

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## BOARD OF EDUCATION

# CORRESPONDENCE PROCEDURE

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Board Members receive numerous e-mails and letters per week from constituents regarding matters relating to the school system. The Executive Assistant serves as the coordinator of Board correspondence, working closely with the Superintendent's office, utilizing the Superintendent's Electronic Correspondence Log. Correspondence received by a Board Member is typically acknowledged by the Board's Executive Assistant, and entered into the correspondence log. The Superintendent assigns the responsibility to the appropriate staff member to prepare a timely response.

Individual Board Members have the option of responding directly to correspondence addressed to the Board or the individual Member; however, the correspondence must clearly reflect that the views expressed therein are those of the individual Member and not necessarily those of the entire Board of Education. Inasmuch as identical e-mails are often personalized to each Board Member, Board Members may contact the Executive Assistant to ascertain if the same one has been received by all, with a response to be sent on behalf of the Board President.

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## BOARD MEMBER VISITS/REQUESTS

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Board Members are strongly encouraged to visit schools to better understand the individuality of schools and the responsibility of staff within the school system. When at all feasible, Board Members, as a matter of courtesy, working through the Board Office and/or the Superintendent's Office, should schedule the visit so as to provide the school principal the courtesy of optimum advance notice, to avoid potential conflicts with student testing, staff evaluations, or other critical activity necessitating the attention or presence of the school principal. In the event of such conflict, the Board Office and/or Superintendent's Office will schedule the visit for a mutually convenient time.

Requests by Board Members for specific information, data, and/or reports from Administration staff – whether as a follow-up to an item discussed at a prior Board meeting or a separate matter of interest to an individual Member – shall be made through the Board President or Board Office for forwarding to the Superintendent, or directly to the Superintendent's Office, but not directly to Administration staff. By doing so, requests may be coordinated, duplication can be avoided, and the Superintendent can best determine the appropriate use of staff in responding timely to such requests. Within reason, and excluding individual student or personnel records, the Superintendent will be responsive to all reasonable requests. If a request is deemed overly time consuming or unreasonable, the matter will be brought to the attention of the Board President for consideration by the full Board. Materials and information requested by individual Members will be distributed to the entire Board.

Individual Board Members shall not make requests for printing or media work of the Public Information Office, the Design and Print Services, or the Superintendent, entailing labor and materials, whether for use in their capacity as Board Members or in the community, without bringing such request to the full Board for its approval.

# BOARD MEMBER COMPENSATION, EXPENSES, AND EQUIPMENT: PROCEDURES AND GUIDELINES

*OBJECTIVE:* The following procedures and guidelines are to govern not only the compensation and expenses due and owing Board Members in the course of discharging their responsibilities, but to ensure that as expenditures are made, they are done in a cost effective, prudent, and reasonable manner.

1. Adult Members, as authorized by state law, are entitled to receive \$6,000 per annum; the Board President receives \$8,000 per annum during his or her tenure, payable biweekly via automatic payroll deposit.
2. The Student Member, as authorized by state law, is entitled to receive a scholarship of \$6,000, upon the completion of a full term on the Board of Education, to be applied toward higher education costs.
3. As authorized by state law, Board Members receive a monthly allowance toward reimbursement for local travel and other expenses incidental to attending meetings and transacting Board business and attending local events in the course of a month.
4. For travel outside of the county, Board Members may be reimbursed for actual mileage, tolls, and parking; and reasonable meal expenses upon submission of dated, itemized receipts to the Executive Assistant to the Board of Education, annotated with the numbers and names of those covered by any expenses. The cost for alcoholic beverages will not be reimbursed. Minor expenses such as bus or subway fares or parking meter fees may be allowed without a receipt where obtaining one would not be practical.
5. Expenses related to Board Member attendance at approved conferences (e.g. Maryland Association of Boards of Education or National School Boards Association), such as registration, travel fare, and hotel, shall be handled exclusively by the Executive Assistant to the Board in advance. Airfare shall be at a reasonable coach class rate.
6. No travel or meal expenses will be assumed for spouses or family members who accompany Board Members to conferences or events. In the event that such expenses are co-mingled, Board Members shall reimburse AACPS for their spouse's/family member's additional expense.
7. Non-Reimbursable Expenses (this list is not all inclusive)
  - Entertainment while in attendance at a conference (e.g., movies; plays; concerts; tours)
  - In-room movies at hotel
  - Mini-bars
  - Laundry and related services
  - Membership fees for airline/frequent flier clubs
  - Pet care
  - Air flight/travel insurance
  - Parking tickets/traffic violations
  - Clothing/personal items
  - Airline upgrades
8. Members shall be reimbursed for other expenses incurred in the performance of their duties, other than personal-related expenses, as approved by the Executive Assistant to the Board of Education.

9. Upon assumption of the office of Board Member, the Executive Assistant to the Board shall arrange for an AACPS laptop computer to be provided to the Member for use at Board meetings. The laptop remains the property of AACPS and reverts to AACPS at the end of the Member's term of office.
10. Similarly, the Executive Assistant shall provide to each Board Member upon his or her assumption of office the following: the choice of a phone/fax machine or cell phone to conduct Board business, and filing cabinet, if desired. Such equipment remains the property of AACPS and reverts to AACPS at the end of the Member's term of office.

*DISPUTES:* Should a question arise whether an expense is covered under these provisions, the matter shall be referred to the Board President for a ruling, and if unresolved by the President, referred to the Board's Ethics Panel for a ruling. The Board Member in question may present evidence as to the nature of the challenged expenses to the Ethic Panel, provided however that the ruling of the Ethics Panel shall be determinative.

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## SCHOOL BOARD MEMBERSHIPS

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To ensure that Board Members are aware of best practices, trends in education, and issues facing school boards and districts statewide and nationwide, the Anne Arundel County Board of Education has maintained memberships in organizations that magnify its influence and knowledge. From time to time, the Board of Education determines which organizations can best serve its purposes. Currently, the Board of Education has memberships in the Maryland Association of Boards of Education, the Legal Services Association, and the National School Boards Association.

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## POLICY DEVELOPMENT

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The Board of Education has a policy that provides a format for policy development. Discussion of a new or revised policy usually occurs over the course of four meetings: review by the Board's Policy Committee (a three member standing committee of the Board) of a draft policy prepared by the Superintendent's staff; the scheduling and first reading of a draft policy at a public Board meeting, after which the policy will be posted on the Board's website for a 30-day comment period; a second reading and consideration of the draft policy at a subsequent public meeting of the Board; followed by adoption upon third reading of the policy at a public Board of Education meeting. Regulations to implement policy are within the domain of the Superintendent to adopt. All adopted policies and regulations will be posted on the Board's website.

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## BUDGET ADOPTION

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### *Operating Budget*

1. The operating budget includes salaries and benefits for staff, stipends, materials of instruction, supplies, instructional equipment, contractual services, and other expenditures and funds necessary for the daily operation of the school system.
2. The Superintendent usually recommends his or her operating budget for the following fiscal year at the evening meeting of the Board in December.
3. During the month of January, the Board usually conducts at least two public hearings on the Superintendent's proposed operating budget – one to be held at a school and one to be held at the Parham Building, in the evening, at which testimony will be received.
4. Usually at the second Board meeting in February but no later than March 1, the Board of Education shall adopt a proposed operating budget for the following fiscal year and submit it to the County Government for its consideration.
5. Upon action by the County Council on the proposed operating budget no later than May 31; the Board shall adopt its final approved budget, upon the recommendation of the Superintendent, no later than June 30, but usually at the second Board meeting in June.

### *Capital Budget*

1. The capital budget includes funding for the construction and planning funds for new facilities, modifications, renovations, and revitalizations; furniture and equipment associated with these projects; countywide maintenance; roof replacements; and related expenditures and costs.
2. For purposes of state funding, the Superintendent shall recommend a Capital Budget and Capital Improvement Plan (CIP) to the Board at its first meeting in September, after which the Board shall hold a public workshop with staff.
3. Following a public hearing at which testimony will be taken, the Board will adopt at its second meeting in September a Capital Budget and CIP to be submitted to the Interagency Committee for Public School Construction for state funding.
4. At the December evening Board meeting, concurrent with the submission of the proposed Operating Budget, the Superintendent shall submit the entire recommended Capital Budget. The Board hearings held in January on the Operating Budget shall also encompass testimony on the proposed Capital Budget.
5. Usually at the second meeting in February, but no later than March 1, the Board shall approve a recommended Capital Budget to be submitted to the County Government for its consideration as part of the overall budget request for the following fiscal year.
6. Upon action by the County Council on the proposed capital budget no later than May 31; the Board shall adopt its final approved budget, upon the recommendation of the Superintendent, no later than June 30, but usually at the second Board meeting in June.

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## GRADUATION CEREMONIES

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Board Members routinely participate in the graduation ceremonies of each high school and special school. Although each school maintains its own traditions, the ceremonies are conducted within the framework of protocols established by the Office of School Performance.

On an annual basis, working through the Executive Assistant to the Board, one Board Member shall be assigned to each graduation ceremony to speak on behalf of the Board and to award the diplomas and certificates. Other Board Members may choose to participate in the ceremony by being on stage. If so, they should make their intentions known far enough in advance by informing the Executive Assistant, in order that the appropriate logistics (seating, parking, placement in the processional and recessional, etc.) can be arranged.

Those Board Members speaking at the graduation ceremony shall bring brief remarks, appropriate to the occasion. Schools have been asked to invite the assigned Board Member to the school to meet with or be briefed by the senior class officers and class sponsor in advance of graduation so as to assist the Board Member in the preparation of his or her remarks at the ceremony.

The designated Board Member shall follow the principal's introduction, in recommending the candidates for diploma [and certificates], with the following statement, certifying the graduation of the students:

“By virtue of the authority vested in the Anne Arundel County Board of Education, under the laws of the State of Maryland, I do now award diplomas [and certificates] evidencing the satisfactory completion of the prescribed course of studies to the students of \_\_\_\_\_ School, who have been recommended for graduation by the faculty of this school.”

[For those students who are not diploma-bound in special schools, substitute “certificates” for “diplomas.”]

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## CONCLUSION

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The role of the school board, whether appointed or elected, is as important as ever. Its decisions impact everything from school boundaries to walking distance and bus transportation to adoption of curriculum to funding for extra-curricular activities to salaries for school personnel to approval of field trips. As reflected on page 2 of this Handbook, the Board of Education's authority encompasses a wide range of Executive, Legislative, and Quasi-Judicial responsibilities.

As stated succinctly by the National School Boards Association, in a brochure published by its Center for Public Education, the following are the qualities, skills, and experience that are useful for a school Board Member to possess:

- *a vision and goals for high academic achievement for all students*
- *an ability to inspire parents and other stakeholders to have confidence in the local public schools*
- *an understanding that the board's role is about the big picture – that is, setting the direction for the district, and providing oversight and accountability, rather than day-to-day management*
- *an ability to work effectively with the rest of the Board*
- *the commitment to do what is right for all children, even in the face of opposition.*

Hopefully, as individuals aspire to be appointed to The Board of Education of Anne Arundel County and are fortunate to be chosen to serve, this Handbook will help them better understand their authority and responsibilities so as to display the foregoing qualities, skills, and experience.

## REVISION CHART

PAGE NUMBER	ADOPTION DATE	REVISED DATE(S)	REVISION DETAILS
1	6/15/11		
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# NOTES

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