



**I. Policy Statement**

The Board of Education of Howard County is the elected body responsible to the county citizens for the education of their children and for the operation and effectiveness of the school system. It is the responsibility of the Board to define the mission of the school system and to formulate and adopt educational policies that provide appropriate opportunities for students to develop personally, academically, and socially in pursuit of Board-established goals. The Board is further responsible for holding the Superintendent accountable for the academic achievement of all students in a safe and nurturing environment.

**II. Purpose**

The purpose of this policy is to articulate those roles and processes of the Board that are critical to its effective and efficient operation.

**III. Standards**

**A. Official Names**

1. The name of Howard County's educational system is The Howard County Public School System.
2. The name of the elected Board is the Board of Education of Howard County.
3. The collective administrative staff of the school system is the Department of Education; the central office building in which the staff is housed is the Department of Education of Howard County.

**B. Mission and Beliefs**

1. The mission of the Howard County Board of Education is to provide leadership for excellence in teaching and learning by fostering a climate for deliberative change, through policy and community engagement.
2. The work of the Board of Education is informed by the following common beliefs:

- a. All children can learn.
- b. Each child is unique and has special abilities and interests that must be recognized and developed.
- c. The education of all children is the shared responsibility of the home, school, and community.
- d. Academics are a primary focus of education.
- e. Teachers have a responsibility to engage every student in learning.
- f. Students have a responsibility for their own learning and for their personal conduct.
- g. Lifelong learning is essential for productive and responsible participation in a diverse and changing world.
- h. Teachers have the right to teach and students have the right to learn in a safe and nurturing environment.

C. Authority and Responsibilities

1. The Board of Education has authority and responsibilities for educational matters that affect Howard County and that promote the interests of the schools under its jurisdiction. These include:
  - a. Executive
    - i. Exercising leadership.
    - ii. Engaging the community in the Vision, Mission, and Goals of the School System.
    - iii. Acting on personnel matters.
    - iv. Conducting a Superintendent Search.
    - v. Appointing and setting the salary of the Superintendent of Schools and, based on the recommendation of the Superintendent, setting the salaries for all professional personnel.
    - vi. Determining educational standards and goals, and monitoring their achievement.
    - vii. Appraising the school system's educational and administrative management for continuous progress.
  - b. Legislative
    - i. Adopting policies for the operation of schools.
    - ii. Expressing and representing the views of the community in matters affecting education.
    - iii. Interpreting the educational program and needs of the school system to the community.
    - iv. Authorizing courses of study, curriculum development, and revision.
    - v. Advancing a legislative agenda before the County Council and General Assembly.

- vi. Allocating funds for school operational needs and building programs.
  - vii. Authorizing specific expenditures from county, state and federal sources by adopting annual operating and capital budgets.
  - viii. Establishing school boundaries.
  - ix. Authorizing legal settlements.
- c. Quasi-Judicial
- i. Interpreting the application of policies.
  - ii. Reviewing Out-of-District, walking route, bus transportation and similar appeals by a paper review process.
  - iii. Deciding appeals of the Superintendent's administrative decisions under §4-205c.
  - iv. Deliberating and rendering a decision regarding employee termination and student long-term suspensions by an evidentiary hearing process.
- d. Other responsibilities required by law or established by Board of Education policy.
2. The Board undertakes its governance role and responsibilities for the school system through deliberations and decision-making that:
- a. Focus on the future, using measurable results to assess school and system performance and continuous improvement.
  - b. Encourage a diversity of viewpoints in collaborative decision making.
  - c. Provide an environment in which the Superintendent and other school system employees can vigorously pursue Board goals and objectives to the best of their abilities.
  - d. Reflect rigorous and continuous improvement of its capability to define goals and vision.
  - e. Provide opportunities for affected parties to provide comment on proposals being considered by the Board.
  - f. Value and reflect the careful consideration of the opinion-vote provided by the non-voting student member of the Board.

D. Officers

The authority of the Board is collective and not individual. An individual Board member cannot act on behalf of the Board or represent the authority of the Board, unless so authorized by the full Board. Nonetheless, the Board recognizes that the effective administration of Board responsibilities requires the delegation of certain authority to officers.

1. Chairman

The Chairman of the Board of Education shall:

- a. Provide supervisory leadership by maintaining regular communication with the Superintendent and planning the establishment of his/her annual goals with the Board and the annual evaluation process.
- b. Serve as the presiding officer at Board meetings, which will be conducted in accordance with Robert's Rules of Order.
- c. Maintain Board deliberations that are fair, open, thorough, efficient, timely, and orderly.
- d. Monitor Board behavior for consistency with its own rules and those imposed upon it by law.
- e. Confer with the Superintendent to construct an agenda for each meeting that is consistent with the Quarterly Agenda approved by the Board and provides an orderly method of conducting Board business. Individual Board members may ask the Chairman or the Superintendent to schedule an item on a Board agenda, or request direction from the full Board that an item be scheduled on a Board agenda.
- f. Serve as the spokesperson for the Board.
- g. Fulfill or delegate other duties as needed.

2. Vice Chairman

The Board Vice Chairman shall assume such administrative and leadership tasks as designated by the Chairman, in addition to any duties and responsibilities required by law. In the absence of the Chairman, the Vice Chairman will assume the responsibilities of the Chairman.

3. Secretary/Treasurer

As the non-voting executive officer, secretary and treasurer of the Board, the Superintendent shall:

- a. Attend all meetings of the Board, except when his/her tenure or salary is under consideration.
- b. See that accurate minutes are prepared within thirty (30) days of all proceedings for public records.
- c. Provide timely public notices of Board meetings and the publication of all legal notices related to Board business.
- d. Maintain accurate records of all hearings involving disputes and controversies.
- e. Act as custodian of all funds belonging to and under the control of the Board of Education of Howard County.

- f. Disburse funds as approved by the Board in the Operating and Capital Budgets and according to the provisions of the Annotated Code of Maryland.
- g. Provide regular reports and accounts of funds received and disbursed.

E. Board Member Development

Governing public education is a challenging and dynamic responsibility. Ongoing professional development and training is necessary for the Board to continuously meet the rigorous expectations of governance that the Board imposes on itself. In order to facilitate individual and group development, the Board shall:

1. Provide an orientation for new Board members and support member participation in additional professional development opportunities provided by professional education associations and boards, and other outside sources.
2. Develop and maintain a Board Handbook that catalogs a variety of Board processes and resources that support Board development.

F. Board and Superintendent Roles and Responsibilities

1. The effective governance and administration of the Howard County Public School System requires an acknowledgement of the respective roles of the Board and the Superintendent.
2. The Board is responsible for determining the mission and educational policies of the school system, and establishing goals for the school system and the Superintendent.
3. The Superintendent is responsible for the administration of the school system. This includes:
  - a. Advising the Board on educational policies.
  - b. Implementing Board decisions, such as those related to policies, budget, communications, and personnel.
  - c. Developing plans in all areas related to student achievement, including budget, staffing, alignment of resources, assessment, staff development, and communication.
  - d. Presenting in a responsible manner, important school matters requiring Board action, including those which are properly within the legislative function of the Board, or those that are required by law.
  - e. Providing information upon which decisions are to be made to the Board in a timely manner so that appropriate input and analysis can take place prior to the time of a decision.

G. Board Policies

The Board believes that the development and adoption of policies is its most important function, and that the implementation of those policies is the responsibility of the Superintendent. The Board holds the Superintendent accountable for carrying out its policies within established guidelines.

H. Board-Superintendent Communications

1. The Board of Education sits in trust for the entire community and is ultimately responsible for the educational affairs of the school system. The Board and the Superintendent must maintain effective communication to successfully fulfill their respective duties.
2. The Superintendent is responsible for keeping the Board informed about school operations, including prompt notification of any happenings of an emergency nature.
3. Board decisions regarding school system direction and operations are to be conveyed promptly to the Superintendent.

I. Staff Supervision and Direction

The Board is responsible for the direction and supervision of the Superintendent. The Superintendent is responsible to the Board for the operational administration and organization of the school system and has full authority over and accountability for staff. Board members may contact staff directly for information of a routine nature (i.e., information that is either readily available or would take no more than 30 minutes to compile). Board members must confer with the Superintendent regarding more extensive requests.

J. Evaluation of the Superintendent

The Board will monitor the performance of the Superintendent systematically and rigorously against specified expectations and the organizational accomplishment of school system goals and objectives. The Board will conduct a formative and summative evaluation of the Superintendent's performance in this regard each year, in accordance with its approved evaluation procedures.

**IV. References**

- A. Legal  
Education Article, §4-101,102, 108, 4-205c.
- B. Other Board Policies  
Policy 2020, Policy Development and Adoption

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