



DALLASTOWN AREA SCHOOL DISTRICT

SCHOOL DIRECTOR HANDBOOK

REVISION HISTORY

December 12, 2012	Initial Revision - All Board Comments Incorporated
January 2, 2013	Added Fund Balance and Financial Audit Sections
August 19, 2013	Changed Strategic Plan Section to reflect Comprehensive Planning Changed Superintendent Evaluation Committee to Senior Leadership Evaluation Committee
May 14, 2015	Added Vision Statement; Revised Mission Statement; Added Comprehensive Plan component; Updated Committees; Added Board Norms and Standards Attachment
May 18, 2017	Updated committees and the communication protocol
April 11, 2019	Updated committees and the Principles for Governance and Leadership
May 20, 2021	Revised definitions for alignment of language; Removed detailed Board Calendar
May 18, 2023	Revised Statement of Financial Interests; Added per District's Retention Schedule and they are public records under PA's Right to Know Law. Updated references to committees.

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VISION STATEMENT

The Vision Statement for the Dallastown Area School District: *Inspiring and creating pathways for student success.*

MISSION

The mission of the board of school directors and the staff of the Dallastown Area School District, in partnership with family and community, is to *provide a safe, challenging, and relevant learning environment that inspires and creates pathways for student success.*

PURPOSE

The purpose of this Handbook is to provide DASD School Directors with a general outline of School Board responsibilities and processes. The information contained should be of benefit to both new and experienced Directors, as well as individuals considering running for the School Board. The Handbook is intended only as guidance. In the event of conflict between this Handbook and established Board Policy or applicable State or Federal statutes, the requirements of such Policy or statute shall supersede the Handbook.

OVERVIEW

School Directors are elected, unpaid volunteers that serve a four-year term. The School Board consists of nine Directors working together with the Superintendent to chart the direction of the District. There are several meetings each month, some of which are long and tedious. School Directors also may be assigned as a representative or designated spokesperson for Board topics, participate on committees, and several external boards. Decisions by the School Board are subject to scrutiny by staff, parents, students, taxpayers, the public, and elected officials in Harrisburg.

The School Directors of the DASD work with the Superintendent as a Team of 10 to provide an appropriate cost effective and student-centered learning environment that also meets the educational requirements mandated by law. While this work is sometimes challenging, the focus on “Dedication to Excellence” makes the task worthwhile.

PSBA STANDARDS FOR EFFECTIVE SCHOOL GOVERNANCE AND CODE OF CONDUCT FOR SCHOOL BOARDS

The School Board of the DASD has adopted the PSBA Standards for Governance and Code of Conduct. These documents define the foundational principles for the Board to provide a thorough and efficient system of public education, while assuring transparency of the governance process. The Standards and Code are attached for reference.

COMPREHENSIVE PLANNING AND BOARD GOALS

Comprehensive Planning is a formal process that is required by the PA Department of Education and is similar to the previously required strategic plan. Both plans outline the District's long-term goals. The current plan is available on the District website. Board Goals are established annually in conjunction with the Superintendent's goals and in support of the documented plan.

DASD ANNUAL REPORT

The annual report is a comprehensive report to the District stakeholders which outlines the current status of the strategic plan and performance to several key metrics. The report is available on the District website.

BOARD CALENDAR

The DASD uses a fiscal year calendar (July 1 to June 30). The Board meeting dates are presented annually as an action item.

SCHOOL DIRECTOR ELIGIBILITY

To be eligible to be elected or appointed to the Dallastown Area School Board, one must meet the following qualifications and requirements:

- Be a citizen of Pennsylvania.
- Be of good moral character.
- Be at least 18 years old.
- Be a resident of the school district for at least one year prior to election or appointment.
- Reside in the applicable Region of the school district.
- Not be a holder of any office or position of profit under any government in the Dallastown Area School District.
- Not be a member of a municipal council.
- Not have been removed from any office of trust under federal, state or local laws for any malfeasance in such office.
- Except as provided by law, not be engaged in a business transaction with the school district, be employed by the school district, or receive pay for services from the school district.

Notes: The PA Constitution bars from elective office anyone convicted of an "infamous" crime, which the courts have interpreted to include various misdemeanors based on the nature of the crime and all felonies.

The Hatch Act, a federal statute, prohibits federal employees, and some state and local government employees whose job functions "involve" federal funding, from running for partisan elective office. The Hatch Act only prohibits running for election but does not prohibit holding the office if appointed.

The military services have regulations similar to the Hatch Act, but not always coextensive, which may prohibit both holding the office as well as running for it.

An individual may be ineligible to run for or hold the office of school director subject to state or federal law. Other state and federal laws may determine eligibility.

- File a statement of financial interests with the school district before taking the oath of office or entering upon his/her duties.

- Before entering the duties of the office, take and subscribe to the oath or affirmation prescribed by statute.

REGIONS

The DASD is divided into three regions. The regional structure attempts to assure the School Board includes Directors from different parts of the District. While three School Directors are elected from each region, they serve at large and represent the whole District.

Note: The Hatch Act, a federal statute, prohibits federal employees, and a small number of state and local government employees whose job functions are fully funded by federal loans or grants, from running for partisan elective office. The Hatch Act only prohibits running for election, but does not prohibit holding the office if appointed.

DIRECTOR AUTHORITY

School Directors work at the policy level of the District. This work is conducted as a Board and Directors have no individual authority.

The day-to-day operation of the District is the responsibility of the Superintendent. Issues brought to a Director by friends, neighbors, and the public are typically referred to the Superintendent for resolution as appropriate. The Director may follow-up with the individual that raised the concern to make sure the issue was addressed. However, the Director does not attempt to resolve the issue.

The Director should always suggest that parents first follow the appropriate chain of command (teacher, building administration, central office administration).

The School Board is a Team of 10 consisting of the nine elected Directors and the Superintendent. The Superintendent serves as an advisor to the Board and committee(s) in all matters affecting the District. The Superintendent or designee has the right to attend all regular and special Board meetings and committee meetings except for those relating to the Superintendent's employment or performance.

PRIMARY SCHOOL BOARD RESPONSIBILITIES

The Board establishes the District policies and elects and evaluates the Superintendent. Additional responsibilities include:

- Adopting courses of study in consultation with the superintendent.
- Establishing the length of the school term.
- Adopting textbooks.
- Entering into written contracts with professional employees and into collective bargaining agreements.
- Adopting the annual budget.
- Levying taxes and appointing a tax collector.
- Providing the necessary grounds and school buildings.
- Prescribing, adopting, and enforcing reasonable rules and regulations regarding school activities, publications and organizations.
- Providing for special education for children with mental or physical disabilities.

RESPONSIBILITY OF THE BOARD PRESIDENT AND VICE PRESIDENT

The Board President presides over all regular and special School Board meetings and is an ex officio member of all committees. The President assigns Directors as a representative or designated spokesperson for Board topics, to committees and as representatives to other external boards. The President is responsible for official Board communications and responses to inquiries from the public and news media. The Vice President assumes the responsibilities of the President as may be necessary due to absence of the President or other constraints. The President and Vice President in consultation with the Superintendent establish the agenda for each Board Meeting.

BOARD PROCEDURES, DISTRICT POLICIES, ADMINISTRATIVE REGULATIONS AND GUIDELINES

The Procedures, Policies, Regulations and Guidelines are available on the District website.

Board Procedures (000 Level) are essentially the bylaws for the Board and define the authority, organization, responsibilities, and parliamentary authority for meeting conduct. Changes to Procedures require a 2/3 affirmative vote of the Board.

District Policies (100 - 900 Level) are established by the Board to define the governance of the District. The policies address specific requirements, and expectations for: Programs, Pupils, Administrative, Professional, and Classified Employees, Finances, Property, Operations, and Community. Changes to Policies require a majority vote of the full Board.

Administrative Regulations and Guidelines are established to supplement the Procedures and Policies. These documents do not require formal approval by the Board. However, it has been the custom in the DASD that the Regulations and Guidelines are submitted for consideration and concurrence by a majority vote of the full Board.

Directors should make an effort to become familiar with the organization and structure of the Procedures and Policies, with specific focus on the 000 level.

SUNSHINE ACT

The Pennsylvania Sunshine Act requires that official action and deliberations by a quorum of the Board and most committee(s) take place at a meeting that is open to the public.

There are six exceptions to the open meeting requirement: Personnel issues, labor relations, real estate, litigation, emergency preparedness/public safety and confidential information. These issues are discussed in Executive Sessions. Discussions that take place in Executive Session are to remain confidential. There is no requirement that meeting minutes be documented for an Executive Session. The purpose of the Executive Session must be declared at a public Board meeting.

The public must be afforded the opportunity to address the Board before any action is taken.

Additional detail on the Sunshine Act can be found in the PSBA publication, *A Practical Guide to the Pennsylvania Sunshine Act*.

BOARD MEETINGS

Regular Board meetings are typically conducted on the second or third Thursday of each month. The regular meeting schedule is available on the District website. Special Board meetings and Executive Sessions are called by the President as may be necessary. Board meetings are

conducted using an online, paperless process through Agenda Manager. All meeting materials are linked to the agenda and accessed using laptop computers.

The meeting agenda is established by the President, Vice President, and Superintendent. The draft agenda is distributed to each Director the Friday before the regularly scheduled meeting. The draft agenda is also posted for the public on the District website. An updated draft agenda is distributed to each Director the Tuesday before the meeting, with the final agenda distribution being made on Thursday afternoon. At that time, the attachments within the final agenda will be made available to the public on the District website. Additionally, a draft agenda will be distributed to each Director one business day prior to any posted public workshop and/or retreat, as well as any required executive session. Applicable attachments within the agenda will be made available to the public prior to the session.

Standard external Board reports for inclusion on the agenda should be communicated by the applicable Director to the Board Secretary the week before the regularly scheduled meeting. Any special items for inclusion on the agenda should be communicated to the President by the individual Director.

If a Board Director wishes to have an item added to an agenda, the proper protocol is to submit a request to the Board President and/or Committee Chair for consideration. The Board President/Committee Chair will consult with the Superintendent to determine if the proposed agenda item is appropriate to add. If the request is approved by the President, the proposed agenda item will be added to the next appropriate committee or Board meeting agenda. If the request is denied, the Board Director may present the proposed agenda item during the "Board Comment" section of the next Board meeting. At that time, if three (3) or more Board members agree, then the proposed item will be added to the next appropriate meeting agenda during the agenda planning process.

Typically, an item requiring formal Board action will be discussed as an information item at one meeting, with the formal action being taken at the next meeting. When it is impractical for the Board to follow this two-meeting process, an item may be acted upon at the first meeting. Such occurrences are rare, and the consent of the Board is typically sought by the President.

Once the meeting is called to order, there is a motion to approve the agenda. Changes to the agenda may be incorporated at the time of initial approval by a majority vote of the Board. Once the agenda is approved, subsequent changes to the agenda require a 2/3 vote of the Board.

Additional regulation regarding creation of agenda items must comply with the amended Sunshine Act which prohibits the board or governing body from taking official action on a matter of business at a meeting if the matter was not included in the required notification, *except* under the following circumstances:

- it relates to an emergency involving a clear and present danger to life or property
- it is *de minimis* in nature and does not involve the expenditure of funds or entering into a contract or agreement
- it is brought to the attention of the board at a meeting and the action involves referring the matter to staff for further research
- it is added to the agenda by a majority vote of the individuals present and voting at the meeting, and the reason for the added item is announced before the vote

For matters added to an agenda by a majority vote, the Board may then take official action on the matter provided that it posts the amended agenda on its website and at its main office no later than the first business day following the meeting at which the agenda was changed.

There are two types of actions taken by the Board:

Consent Items is a list of standard actions that are approved with one vote. The consent items include such things as the meeting minutes, personnel report, treasurer's report, budget transfers, check register, rental requests, etc. A Director may request that a consent item be acted upon individually.

Action Items are identified individually on the agenda and are discussed prior to the formal vote.

There are two types of methods used for voting during the meeting:

Voice Vote - The President asks, "all in favor say aye" and then "opposed say no".

Roll Call Vote - The President asks the Board Secretary to call the roll. When the Director's name is called, the response is "yes" or "no." The Board Secretary records the response for the record. Roll call votes are cast in alphabetical order by last name during even-numbered years and reverse alphabetical order by last name during odd-numbered years.

Abstaining - An abstention is a formal acknowledgment that a Director will not vote on an item and accepts the will of the majority. Directors are required by law to abstain from any vote in which they have a conflict of interest. The Director will publicly state the conflict prior to the roll call and then say "I abstain" when the Director's name is called by the Board Secretary. The Board Secretary will provide an abstention form which is completed by the Director and becomes part of the meeting minutes.

Note: In general, a conflict of interest exists if the Director, a member of the Director's immediate family (parent, spouse, child, brother, or sister), or a business associated with the Director or Director's immediate family would receive a financial benefit from action of the Director. When necessary, the Director should seek guidance from the District Solicitor.

Other agenda items include special presentations and information items. Time is provided at the end of the meeting for Directors to share any comments that they have, correspondence that they have received, or discuss other items for possible Board consideration in the future.

The DASD provides two opportunities for the public to address the Board: one at the beginning and one at the end of the Board meeting. At the discretion of the Board President, the public may address the Board during the course of the meeting.

Note: The public comment period is not intended for back-and-forth discussion. The comments must be directed to the Board and not individual Directors. The Board must be able to conduct business efficiently and therefore reserves the right to curtail public comment and proceed with the meeting agenda.

The Board Secretary is responsible for documenting the meeting minutes. The minutes are formally approved as part of the consent items at a future Board meeting. The minutes are distributed in advance of the Board meeting with the draft agendas. Any changes required to the meeting minutes should be discussed with the Board Secretary prior to the Board meeting so modifications can be made as appropriate.

Should a Director need to be absent from a Board meeting, the Board President, Board Secretary, and the Superintendent must be notified in advance.

COMMITTEES AND OTHER DIRECTOR ASSIGNMENTS

Some of the work completed by the DASD School Board is conducted by Members as a representative or designated spokesperson for Board topics, standing committee(s) and external boards which have assigned Directors representing the District.

The Policy Committee is a standing committee with the general responsibilities of working with the Superintendent or designee to develop and revise policies, administrative regulations, board procedures and operating guidelines.

Additional ad hoc committee(s) or task force(s) may be established as necessary.

Other Director assignments and external boards include PSBA Liaison, York Adams Tax Bureau, York Adams Academy, Lincoln Intermediate Unit, York/LIU Joint Authority, York County School of Technology-Joint Operating Committee, and the York County School of Technology-Authority.

The DASD Board President is responsible for appointing Directors to the committee(s), external boards, and other assignments. Each Director should make their preferences known to the President. A Director's refusal to serve on a given committee or external board is not grounds for failure to appoint the Director to another committee or external board.

BOARD SECRETARY

The Board Secretary coordinates the Board calendar and is responsible for completion of the Board meeting minutes. The Board Secretary in the DASD also serves as the Open Records Officer. Some of the specific duties include:

- Keeping a correct and proper record of all the proceedings of the board.
- Attesting, in writing, the execution of all deeds, contracts, reports and other instruments that are to be executed by the board.
- Furnishing reports concerning the school affairs of the district.
- Maintaining all the records, papers, and the official seal of the school district.
- Perform such other duties pertaining to the business of the district as the Board may direct.

Directors will have routine contact and communication with the Board Secretary. Since the Board Secretary also serves as the secretary to the Superintendent, care must be taken to assure that such communication is related only to Board business.

Much of the work performed by the Board Secretary is conducted behind the scenes including meeting room set-up, developing the linked, on-line agenda, and assuring that School Directors have all the necessary data and information to be prepared for the Board meeting. The Board Secretary prompts Directors on any upcoming training, conferences, meetings, and due dates for reports or feedback requested to support the work of the Board.

The Board Secretary is a resource for questions related to Board activities and is a key contributor to the school governance process and overall Board effectiveness.

COMMUNICATION

Appropriate and effective communication is a key component in assuring all stakeholders are positively engaged in the educational process of the School District. However, it must also be realized that inappropriate or miscommunications can cause confusion within the District. School Directors should keep the following communication guidelines in mind:

The Sunshine Act must be followed when communicating between Directors. Deliberations must be conducted at a public meeting. Depending on subject matter, email communications may be considered a record and subject to open record requests. The District has established Board Operating Guideline 011-BOG-1 (Use of Email Communication) addressing Director email communication. The Guideline is available on the District website under Policies.

Director requests for information regarding committee issues shall be directed to the appropriate Board Committee Chairperson and Board President. All Directors should be informed when such a request for information occurs. The Committee Chairperson, in coordination with the Superintendent or his designee, will prioritize the request and provide a response by the next Board meeting. An appropriate response may be that the request is not a top priority and will be addressed at a future date. Any questions regarding an upcoming vote will be considered a top priority. All responses will be shared with the full Board.

Directors should directly communicate with the Superintendent, and not DASD staff, should they have questions and/or concerns regarding district operations. Directors should ensure their request for information, or sharing of information, is distributed to other members of the Board. It is important that issues deemed as urgent are immediately shared with the Superintendent. Other issues and/or question deemed as non-urgent will be reviewed and prioritized by the Superintendent and responded to accordingly. As a general practice, Directors who communicate with one another should strive to respond to their colleagues within a 24-hour period.

Communication with the district Solicitor shall be channeled through the Superintendent or Board President, or his or her designee, so long as the designee is a member of the administrative team. In case of matters concerning the Superintendent, communications shall be channeled through the Board President. The Superintendent and Director of Business Operations shall monitor the legal invoices.

For Directors with children in school, parental communication with District staff provides a somewhat unique challenge. When possible and practical, it may be better for the Director's spouse to address the concerns with District staff. Regardless, it should always be made clear that the issue is being discussed as a parent and not a School Director.

As outlined in the Board Operating Guideline 011-BOG-1 (Use of Email Communication), the President is responsible to provide the official response to emails sent from a stakeholder to the full Board. The individual Director may also respond as suggested in the Guideline.

The President has the primary responsibility for communicating with the news media and expressing the official Board position. However, individual Directors will also be contacted by the news media if there is a controversial issue, to clarify a yes or no vote, or for other reasons. The individual Director is not obligated to comment. If the Director believes a comment is appropriate, the following cautions should be kept in mind:

- Keep your response short, concise and completely accurate;
- Remember that your words carry a certain amount of weight;

- The article or story submitted by the reporter will be edited by the news paper or television station;
- Changes made during the editing process may convey a different message than you intended.

REIMBURSEMENT OF EXPENSES

Director expenses associated with legitimate Board business, conferences, travel, etc. can be reimbursed by the District. An expense report and itemized receipts are required to be submitted to the Superintendent. Since taxpayer money is being used, expenses must be kept to a minimum.

STATEMENT OF FINANCIAL INTERESTS

Each Director must complete and submit the Statement of Financial Interest form by May 1st of each year that they are on the School Board. The form must also be submitted by May 1st of the year after leaving the School Board.

Typically, the form is revised by the Pennsylvania State Ethics Commission each year and the current form must be used.

All public positions or public offices held in the prior calendar year and held in the current year must be listed on the form. This includes the DASD Board and any external board assignments. A separate sheet may be required.

The financial interest portion of the form is for the prior calendar year. A separate sheet may be required.

The DASD Board Secretary will remind the School Board when the forms are due. The Board Secretary will also provide assistance and answer any questions on how to complete the form.

The forms are submitted to the DASD Board Secretary and to the designated individual for any external board assignments. The forms are retained per the District's Retention Schedule and subject to audit by the Commonwealth of Pennsylvania. They are also public records under PA's Right to Know Law.

SENIOR LEADERSHIP EVALUATION PROCESS

Evaluating the performance of the Superintendent is one of the most important responsibilities of the School Board. The evaluation process begins early in the school year with the establishment of the Superintendent's goals. The completed assessment instrument is compiled by the Ad Hoc Committee(s) for evaluations. The committee reviews the results of the evaluation with the full Board. The President and Vice President meet with the Superintendent and provide the feedback from the Board. The Superintendent is afforded the opportunity to meet with the full Board to obtain additional clarification and direction. The completion of the evaluation will occur no later than August 30th of each year.

The Superintendent will have direct responsibility for the construction of the evaluation for the Assistant Superintendent as s/he has direct knowledge of his/her performance. The written evaluation will be shared with the Board of Directors for their review. The completion of the evaluation will occur no later than August 30th of each year.

BUDGET PROCESS

School Directors work closely with the administrative team to establish and subsequently approve the District budget. The budget is linked to and supports the Board, District, and Superintendent goals. The process starts in early October Board meetings.

Act 1 sets the index limit and requires the Board to decide if exceptions to the index will be sought. Act 1 also provides for a referendum process if the Board determines that property taxes must be raised higher than the index and for any applicable exceptions.

Intermediate completion dates for various steps in the budget process are variable and depend on which Act 1 procedure is used. Under the normal budget process, where the Act 1 index limit is not planned to be exceeded, the proposed final budget must be approved by the end of May and the final budget approved by the end of June.

The District is required to develop a balanced budget each year. Under the laws of the Commonwealth of Pennsylvania school districts may not overspend the budget. Any forecasted deficit spending must be resolved by raising taxes, cutting expenses, or using a portion of the fund balance. Ideally, the fund balance is not used for expenses that recur year to year.

The funding formula used by the Commonwealth was established in 1991 and has no provisions for subsidy based on actual student enrollment. The current formula shortchanges school districts with growing student populations. The DASD receives approximately 20% of the funds necessary from the Commonwealth of Pennsylvania. Therefore, local property and income taxes are the primary funding source for the District.

Unfunded mandates from the federal and state government, combined with the costs associated with debt service, labor contracts, health care, and retirement benefits, make up approximately 90% of the District budget. Only about 10% of the budget can be considered variable cost control by the School Board.

FUND BALANCE

Fund Balance is defined as the difference between assets and liabilities. When assets are greater than liabilities, the balance is positive. Fund balance includes items such as money due but not received, for example delayed subsidy from the state. School districts maintain a fund balance to manage cash flow, pay for emergency repairs, or control unexpected interruptions in revenues. Maintaining a fund balance also allows districts to generate a small amount of investment income. The amount of fund balance maintained has an impact on the credit rating of the district and the interest rates charged by lenders. The bond rating agencies recommend a fund balance between 5% and 10% of current budgeted operating expenditures. When the fund balance exceeds 8%, the Pennsylvania School Code requires districts to consume fund balance before raising taxes. Ideally, the fund balance should be used for one-time type of expenditures. Alternatively, the excess funds could be designated for some specific future use as determined by the Board.

FUND BALANCE CATEGORIES - GASB 54

CATEGORY (Previous Category)	<u>DESCRIPTION</u>
Non-spendable (Reserved)	Amounts that cannot be spent because they are in a non-spendable form (e.g., inventory) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

Restricted (Reserved)	Amounts limited by external parties, or legislation (e.g., grants or donations).
Committed (Unreserved, Designated)	Amounts limited by Board policy (e.g., future anticipated costs).
Assigned (Unreserved)	Amounts that are intended for a particular purpose, such as a rate stabilization fund or segregation of an amount intended to be used at some time in the future.
Unassigned (Undesignated)	Amounts available for consumption or not restricted in any manner.

FINANCIAL AUDITS

The School Board and Administration have the ultimate responsibility for assuring proper accounting policies and practices are employed in the District. The Governmental Accounting Standards Board (GASB) has established standards for accounting and financial reporting. These standards are applicable to state and local governments, including school districts. Financial Audits are conducted by an independent accounting firm, which is appointed by the School Board and by the Pennsylvania Department of Auditor General.

Local Audits are conducted annually by the accounting firm in accordance with auditing standards generally accepted in the United States and the standards acceptable for financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. The focus of the local audit is to obtain reasonable assurance about whether the District's financial statements are free of material misstatements, as well as to assess accounting principles and internal controls of the District. Some of the areas reviewed or tested by the auditors include:

- Transaction testing, which includes but is not limited to payroll, accounts payable and accounts receivable
- Appropriateness of spending of federal funds
- Fixed assets and depreciation calculations
- Analysis of Expenditures and Revenues and changes from previous years
- Account balances as of June 30th
- Fraud and internal controls analysis
- Areas requiring correction from previous audits

Once the local audit is complete, the accounting firm submits a written independent auditor's report, including an opinion on the District financial statements to the School Board. Any material deficiencies, misstatements, or inadequacies with internal controls and compliance identified by the audit are corrected by the Administration.

State Audits that examine the records for each fiscal year, are conducted periodically by the Pennsylvania Department of Auditor General, Bureau of School Audits. The main focus of these audits is on state subsidies and reimbursements, and whether state laws and regulations are followed. Some of the areas reviewed by the auditors include:

- Reports to PDE and supporting documentation, which includes but is not limited to the following areas:
 - State subsidies
 - Child accounting
 - Teacher and administrator certifications
- Employee and contractor clearances

- Safe schools compliance
- Security of technology systems and programs
- Interest rate swaps
- Superintendent contract buy-outs
- Bids and quotes
- Areas requiring correction from previous audits

Once the state audit is complete, the Auditor General submits a written report to the District. The District provides a management response and corrects any deficiencies as may be appropriate.

SCHOOL BUILDING VISITS

School Directors are encouraged to visit the various buildings in the District. They are granted 24/7 access to the Administrative Office, and those that have active clearances on file will have badge access to all other District buildings during operational hours. Visits are coordinated directly with the building Principal with notification provided to the Superintendent. School Directors must sign in and out of the office upon entry and exit when visiting or volunteering at all District buildings. The Director should provide the full Board with a verbal report about the visit at the end of a subsequent School Board meeting.

VISITORS

Should a Board Member visit a school, they must adhere to Policy 907 (School Visitors). Without clearances on file, they may visit under principal (or designee of principal) supervision. Board Directors who have active clearances on file in the District and have followed the process above may visit buildings unsupervised.

VOLUNTEERS

Should a Board Member have active clearances on file and be pre-approved by a building administrator to volunteer at a school or activity, they must adhere to Policy 916 (Volunteers).

TOWN MEETINGS

One of the methods used to engage District stakeholders is the town meeting. These meetings are typically about two hours in duration and provide the opportunity for the Board to communicate some of the current constraints and accomplishments of the District. Time is also provided for stakeholders to ask questions in an informal setting. Each Director participates by addressing a few stakeholder questions.

ADMINISTRATOR COMPENSATION PLAN (ACT 93)

Pennsylvania requires that an administrator compensation plan be developed and in place for all administrators except the Superintendent, Assistant Superintendent, Director of Business Operations and Director of Employee Relations and Administrative Services. The applicable requirements for the compensation plan are contained in Act 93. The plan is the sole responsibility of the School Board. However, Act 93 requires that, when requested by the administrators, the Board meet and discuss in good faith issues that relate to administrator compensation. Once the plan is approved by the Board, it cannot be changed without the administrators being afforded the opportunity to meet and discuss. Typically, Act 93 Plans have a duration of three to five years and include: base salary, annual increase amounts, benefits provided, and other items that relate to compensation.

DALLASTOWN AREA EDUCATION ASSOCIATION (DAEA) AND

COLLECTIVE BARGAINING AGREEMENTS (CBA)

The DAEA is the legal representative of the teachers. Cooperation and communication with the Association is important to maintain positive working relationships. Since the Superintendent is responsible for the day-to-day operation of the District, the primary interface with the Association leadership is through the Superintendent. There will be times when the Association will contact individual Directors. Depending on the subject under discussion, the Director should consider obtaining guidance from the President or Superintendent. It is important that a consistent message be communicated to the Association and obtaining such guidance can be useful in formulating a response. On the other hand, a Director does not want to be seen as disengaged. Balancing the consistency of the message with the Director's desire to be engaged can be challenging at times.

The CBA is negotiated with the School Board, legal counsel (usually the solicitor's firm), the Director of Employee Relations & Administrative Services, and the Director of Business Operations. They make sure all applicable employment and contract laws are followed during the negotiations. Typically, teacher contracts have a duration of three to five years. Compensation, work rules, discipline, grievance procedures, etc. are covered by the Agreement.

WEBSITE

The DASD website - www.dallastown.net - contains much detailed and useful information. Historical Board meeting agendas and support materials, recordings, and minutes are available for reference. Board Policies and various District reports can also be found on the website. The District calendar is maintained, and important announcements are posted for information. Contact information for Administrative personnel and School Directors is also available. Each school building has a webpage that contains information specific to that particular school.

PENNSYLVANIA SCHOOL BOARDS ASSOCIATION (PSBA)

PSBA is a nonprofit statewide association that provides training and other services to School Board members. The primary mission of the association is to promote excellence in school board governance through leadership, service, and advocacy for public education. PSBA provides the DASD School Directors with policy services and updates on educational initiatives taking place in the legislature. The association conducts an annual conference during the month of October in Hershey. PSBA hosts periodic meetings between School Directors and State Legislators. DASD is a member of PSBA and each School Director receives a copy of PSBA publications. Additional information on PSBA can be found at the website – www.psba.org.

NATIONAL SCHOOL BOARDS ASSOCIATION (NSBA)

NSBA is a nonprofit national organization representing state associations of school boards and their member districts across the United States. The organization provides information and services to state associations of school boards throughout the nation. The primary mission of NSBA is to work with and through state associations, for equity and excellence in public education by promoting school board leadership. NSBA has training literature and other publications relative to school governance available for School Directors who are members. Additional information on NSBA can be found at the website – www.nsba.org.

SCHOOL DIRECTOR'S DINNER

The York County Alliance for Learning (YCAL) hosts an annual School Director's dinner during the first quarter of the calendar year. The purpose of the event is to recognize the service of School Board members.

ACRONYMS AND TERMS

There are many acronyms and terms used in the education field. Some are used within the federal or state departments of education. Others are specific to the DASD. A list of common acronyms and terms is attached for reference.

The initial draft of the School Director Handbook and much of the effort in creating it was that of Board Member Donald E. Jasmann. His efforts are deeply appreciated by all stakeholders in the Dallastown Area School District.

Permission to utilize this Handbook may be granted upon request. If you would like to do so, please contact the Dallastown Area School District at 717-244-4021 and speak to the Board Secretary, Lisa Little, at extension 4261 or via email at Lisa.Little@dallastown.net.

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APPENDIX I

SCHOOL BOARD POLICY 011: PRINCIPLES FOR GOVERNANCE AND LEADERSHIP

Pennsylvania school boards are committed to providing every student the opportunity to grow and achieve. Our actions, as elected and appointed board members, ultimately have both short- and long-term impact in the classroom. Therefore, we pledge that we will . . .

Lead Responsibly

- Prepare for, attend and actively participate in board meetings
- Work together with civility and cooperation, respecting that individuals hold differing opinions and ideas
- Participate in professional development, training and board retreats
- Collaborate with the Superintendent, acknowledging their role as the 10th member of the board and commissioned officer of the commonwealth

Act Ethically

- Never use the position for improper benefit to self or others
- Avoid actual or perceived conflicts of interest
- Recognize school directors do not possess any authority outside the collective board
- Accept when the board has made a majority decision, it is time to move forward collectively and constructively

Plan Thoughtfully

- Implement a collaborative strategic planning process,
- Set annual goals that are aligned with comprehensive plans, recognizing the need to adapt as situations change
- Develop a comprehensive financial plan and master facilities plan that anticipates short- and long-term needs
- Allocate resources to effectively impact student success

Evaluate Continuously

- Make data-informed decisions
- Evaluate the superintendent annually
- Conduct a board self-assessment on a recurring basis
- Focus on student growth and achievement
- Review effectiveness of the comprehensive and strategic plans

Communicate Clearly

- Promote open, honest and respectful dialogue among the board, staff and community
- Acknowledge and listen to varied input from all stakeholders
- Promote transparency while protecting necessary confidential matters
- Set expectations and guidelines for individual board member communication

Advocate Earnestly

- Promote public education as a keystone of our commonwealth
- Engage the community by seeking input, building support networks and generating action
- Champion public education by engaging local, state and federal officials

Govern Effectively

- Establish and adhere to rules and procedures for board operations
- Develop, adopt, revise and review policy routinely
- Align board decisions to policy ensuring compliance with the PA School Code and other local, state and federal laws
- Remain focused on the role of governance, effectively delegating management tasks to the administration

APPENDIX II

PSBA CODE OF CONDUCT FOR MEMBERS OF PENNSYLVANIA SCHOOL BOARDS

Preamble

We, as members of our local board of education, representing all the residents of our school district, believe that:

- Striving toward ideal conditions for effective school board service to our community, in a spirit of teamwork and devotion to public education, is the greatest instrument for preserving and perpetuating our representative democracy.
- The future welfare of this community, commonwealth and nation depends upon the quality of education we provide in the public schools.
- In order to maintain a free and strong country, our civic obligation to the community, commonwealth and nation is to maintain free and strong public schools in the United States of America, without surrendering our responsibilities to any other person, group or organization.
- Boards of school directors share responsibility for ensuring a "thorough and efficient system of public education" as required by the Pennsylvania Constitution.
- Our fellow residents have entrusted us with the advocacy for and stewardship of the education of the youth of this community.
- The public expects that our first and greatest priority is to provide equitable educational opportunities for all youth.

Accordingly,

- The community should be provided with information about its schools and be engaged by the board and staff to encourage input and support for the school system. Devoting time, thought and study to our duties and responsibilities as school board members is critical for rendering effective and credible service.
- Board members should work together in a spirit of harmony, respect and cooperation, despite differences of opinion.
- Personal decisions should be based upon all sufficient facts, we should vote our honest conviction without partisan bias, and we will abide by and uphold the majority decision of the board.
- Individuals have no legal authority outside the meetings of the board, and should conduct their relationships with all stakeholders and media on this basis.
- We will not use our positions as school directors to benefit ourselves or any individual or agency.
- School boards must balance their responsibility to provide educational programs with the need to be effective stewards of public resources.
- We should recognize that the primary responsibility of the board is to adopt policies by which the schools are to be administered.
- We should respect that the superintendent of schools and his or her staff are responsible and accountable for the delivery of the educational programs and the conduct of school operations.
- Communication with all stakeholders and the media should be conducted in accordance with board policy.

APPENDIX III ACRONYMS AND TERMS

AASA	American Association of School Administrators
ACT	American College Testing
ACT 1	Taxpayer Relief Act of 2006
ACT 45	Leadership Standards for School Leaders
ACT 48	Continuing Professional Education
ACT 50	Homestead and Farmstead Exclusion
ACT 93	Compensation Plans for School Administrators
ADA – ADAA	Americans with Disabilities Act (as amended) – Hiring and access to buildings
ADA	Average Daily Attendance – The total days of pupil attendance of a given school district during a reporting period, divided by the number of day school is in session during this period.
ADM	Average Daily Membership – Aggregate number of school days represented by all pupils on the active roll divided by the number of days school is in session.
AIE	Actual Instructional Expense – The net cost of instruction in a school district.
Aid Ratio	The result of the formula that reflects a district’s wealth in relation to all other districts in the state.
Alternative Education	Educational placement outside the regular classroom (Cyber, Home Instruction, Blended Learning)
AP	Advanced Placement (Courses & Tests)
APS	Approved Private School
ARP	American Rescue Plan
AVTS	Area vocational-technical school
BEC	Basic Education Circular (Issued by PDE)
BIP	Behavior Intervention Plan
BIS	Basic Instructional Subsidy – A payment that includes payment on account of instruction, payment on account of low-income families and payment on account of poverty.
CBA	Collective Bargaining Agreement
CCSSO	Council of Chief State School Offices
CLT	Curriculum Leadership Team

COBRA	Consolidated Omnibus Budget Reconciliation Act of 1986
Co-Curricular Activities	Student Activities - which require participation both during and after school with credit toward graduation
Cohort Graduation Rate	Graduation rate for the same group of entering students
Common Core (<i>see PA Core Standards</i>)	State Standards (English Language Arts and Math)
CTBS	Comprehensive Tests of Basic Skills
CTC	Career and Technology Center
Curriculum Map	Repository of scope, sequence and content of curriculum that is horizontally aligned to state standards and district expectations and vertically aligned with appropriate grades and courses
DACA	Dallastown Area Cyber Academy
DAEA	Dallastown Area Education Association
DAEF	Dallastown Area Educational Foundation
Dallastown CARES	Compassionate • Accountable • Respectful • Ethical • Service
Dallastown Model for Teaching	Defines best practices and strategies for use by teachers
DASD	Dallastown Area School District
DRC	Data Recognition Corporation (maker of PSSA's and KE's)
DSBSA	PSBA - Department of School Board Secretaries & Affiliates
ECI	Employment Cost Index - A measure of the change in the total cost of labor calculated by the U.S. Department of Labor, Bureau of Labor Statistics.
EEOC	Equal Employment Opportunity Commission
EI	Early Intervention
ELA	English Language Arts
ELL/ESL	English Language Learner (State) / English as a Second Language (Federal)
EM	Equalized Mills - A measure of the local tax effort calculated by dividing local taxes by the market value multiplied by 1,000
ERIP	Early Retirement Incentive Plan
ESEA	Elementary and Secondary Education Act

ESSA	Every Student Succeeds Act (2017)
ESSER	Elementary and Secondary School Emergency Relief Fund
ESY	Extended School Year
Extracurricular Activities	Student Activities – conducted wholly or partly outside the regular school day without credit toward graduation
FAPE	Free Appropriate Public Education
FDK	Full Day Kindergarten
FERPA	Family Education Rights and Privacy Act
FMLA	Family Medical Leave Act
FRONTLINE	Substitute Reporting System
FRN	Federal Relations Network
GASB	Governmental Accounting Standards Board
GASB 54	GASB Statement 54 – Fund Balance Reporting and Governmental Fund Type Definitions
GED	General Equivalence Diploma
GIEP	Gifted Individualized Education Program
GS	Gifted Support
HAC	Home Access Center
HR	Human Resources – A constellation of resources: labor relations, benefits, personnel management.
IDEA	Individuals with Disabilities Education Act
IEP	Individualized Educational Plan
In Loco Parentis	In the place of the parent
IU	Intermediate Unit
KE (Keystone Exams)	A Series of end-of-course Pennsylvania Assessment Examinations (Keystones)
LEA	Local Educational Agency
LERTA	Local Economic Revitalization Tax Abatement
LIEP	Language Instruction Educational Program
LIU	Lincoln Intermediate Unit
LRE	Least Restrictive Environment
LS	Learning Support
MAP	Measure of Academic Progress
MAWA	Mutually agreed upon written agreement
MDT	Multi-Disciplinary Team

MV	Market Value – The value of taxable real property within a school district as determined by the State Tax Equalization Board
MVAR	Market Value Aid Ratio – A fraction used to calculate the state’s share of instructional costs.
MV-PIAR	Market Value – Personal Income Aid Ratio – A factor used to determine the state’s share of instructional costs.
NEA	National Education Association
NMSQT	National Merit Scholarship Qualifying Test
NORA	Notice of Recommended Assignment
NSBA	National School Boards Association
OdysseyWare	Cyber learning platform – externally developed
OCR	Office of Civil Rights
OOR	Office of Open Records
ORO	Open Records Officer
OT	Occupational Therapy
PA Core Standards	Curriculum objectives defined by PDE
PACTA	Pennsylvania Association of Career and Technical Administrators
PA-CTE	Pennsylvania Association of Career and Technical Education
PAEOP	Pennsylvania Association of Educational Office Professionals
PASA	Pennsylvania Association of School Administrators
PASBO	Pennsylvania Association of School Business Officials
PASCD	Pennsylvania Association for Supervision and Curriculum Development
PASPA	Pennsylvania Association of School Personnel Administrators
PCCD	Pennsylvania Commission on Crime and Delinquency
PDE	Pennsylvania Department of Education
PERMS	Professional Education Record Management System
PIAA	Pennsylvania Interscholastic Athletic Association
PIMS	Pennsylvania Information Management System

PLAN	10 th Grade educational assessment associated with the ACT
PLANCON	The formal construction planning process used by PDE to review and approve school construction projects.
PLRB	Pennsylvania Labor Relations Board
PPA	Pennsylvania Principals Association
PSADA	Pennsylvania State Athletic Directors Association
PSAT	Preliminary Scholastic Aptitude Tests
PSBA	Pennsylvania School Boards Association
PSBSA	Pennsylvania School Board Solicitors Association
PSEA	Pennsylvania State Education Association
PSSA	Pennsylvania System of School Assessment
PTAP	Pupil Transportation Association of Pennsylvania
PTO	Parent Teacher Organization
PURTA	Public Utility Realty Tax Act – Any property subject to regulation by the Public Utility Commission pays an equivalent tax to the PA Dept. of Revenue, which then is distributed to local taxing jurisdictions.
Reading Recovery	1 st Grade intensive early-intervention program for identified students that have difficulty learning to read and write
RONR	Robert’s Rules of Order Newly Revised
RTKL	Right to Know Law
SAS	Standards Aligned System (<i>PDE website</i>)
SAT	Scholastic Aptitude Tests
SMART Board	Interactive Whiteboard
SPP	School Performance Profile
STS	Substitute Teacher Service
Terra Nova	Standardized Assessment
TES	Therapeutic Emotional Support
Title I	Improving the Academic Achievement of the Disadvantaged
Title II	Staff Development Funding
Title III	Language Instruction for Limited English Proficient and Immigrant Students
Title IX	Equal Opportunity in Athletics

TPE	Temporary Professional Employee
WRL	Wildcat Remote Learning
YAA	York Adams Academy
YATB	York Adams Tax Bureau
YCEA	York County Economic Alliance (York County Chamber of Commerce merged with the York County Economic Development Corporation - January 1, 2012)
YCST	York County School of Technology

APPENDIX IV

DALLASTOWN AREA SCHOOL DISTRICT BOARD OF SCHOOL DIRECTORS

NORMS AND STANDARDS

INTRODUCTION:

As a collective body of the Dallastown Area School District Board of School Directors, we value public education and embrace the opportunity to serve as responsible stewards in partnership with the superintendent, administrators, teachers, staff, families, and other community stakeholders. We strive to establish an educational system of excellence, which fosters high academic achievement for all students. We recognize that we are accountable for our actions, as well as our decisions. We will act in a manner which promotes responsibility, accountability, decisiveness, and transparency as we carry out our duties as servant leaders of the Dallastown Area School District Board of School Directors. To this end, we will work collaboratively, forming coalitions and not engage in competition. We will operate as a collective unit and engage in professional development as a board and as individuals. In the areas of board interaction, community engagement, communications, and time management we commit to the following guiding principles.

BOARD INTERACTIONS

- **We will treat each other with respect at all times by being cordial and engaging in active listening.**
 - We will maintain respect by being cordial and engaging in active listening.
- **We will respect differences and opinions of other board members.**
 - We will build trusting relationships by engaging in courteous, open and honest dialogue.
- **We will exhibit respect for each other at all times.**
 - We will respect differences and opinions of other board members as demonstrated in our communications.
- **We will practice active listening. We will be aware of nonverbal as well as verbal behaviors and we will be accountable for self-behaviors and their impact on board activities.**
 - We will be accountable for self-behaviors. Being mindful of our nonverbal as well as verbal behaviors as we understand the implications of our demeanor.

COMMUNICATION AND CONSTITUENT INTERACTIONS

- **We will respect staff, employees, parents, students and other stakeholders verbally and nonverbally at all times.**
 - We will verbally and nonverbally respect all individuals and groups reporting to the board, attending meetings, and in our daily interactions, including other board members, the superintendent, administrators, teachers, staff, parents, and other stakeholders.
 - Typically, Director communication with District staff should flow through the Superintendent. In some cases, the Superintendent may have the Director email the staff member directly, with a copy to the Superintendent.

- **We will speak with one voice.**
 - We will respect different opinions of each board member; engage in compromising and consensus until we reach a decision as a collective board, while supporting the decision in words and actions, privately and publicly.

- **We will recognize and respect a single official voice as that of the board chair (or vice chair, as appropriate).**
 - The chair (or vice chair, as appropriate) will respond to any and all official and public inquiries directed to the full board; providing official statements and responses on behalf of the full board.

- **We will speak with clarity about the role of the board.**
 - We will respect and remain mindful of the different roles within the school system, including, but not limited to the school board, the superintendent, the administration, teachers, and staff.

- **We will seek to understand and respect diverse opinions and perspectives espoused by board members and others.**
 - We will respectfully engage in effective listening as we seek to gain understanding and clarity of different opinions put forth by board member and others.
 - We will include all board members when sending e-mail to the superintendent, administrators and/or staff.

- **We will assist parents, the community and other stakeholders in following the designated protocol for the chain of command.**
 - We will inform and guide parents, the community and stakeholders of the stated protocol in following the chain of command when dealing with issues and concerns within the Dallastown Area School District. (i. e. Teacher, Principal, and Superintendent)

INTERACTION WITH DISTRICT ADMINISTRATORS AND STAFF

- **We will do our best to remain informed of incidents within the District.**
 - We will review information pertaining to the District regarding incidents and occurrences within the District, as much as possible, to remain informed.
- **We will recognize that the Superintendent is the only employee that reports directly to the Board of Education.**
 - We will not assume the role of evaluators or administrators in working with staff within the Dallastown Area School District. This is the role of the Superintendent.
- **We will not attend staff meetings and/or staff training unless invited.**
 - We will only attend any and all staff functions if and when invited by staff.
- **We will respect all administrators and staff of the Dallastown Area School District.**
 - We will show respect to all personnel, administrators and staff, in words and deeds, respecting their feelings, opinions and their thoughts. We will not engage in bullying tactics.

INTERACTION WITH THE SCHOOL SOLICITOR

- **We will annually appoint a school solicitor to ensure that the Board of Directors is advised of legal matters and various legal activities surrounding the school district.**
 - We will appoint a school solicitor annually at the May meeting.
- **We will ensure any communication with the school solicitor is for the protection and/or betterment of the school district.**
 - We will ensure access and communication with the Solicitor will only occur through the President of the Board, Superintendent of Schools and/or members of the Senior Leadership staff.

INTERPERSONAL RELATIONSHIPS

- **We will engage in continuous interpersonal learning and growth.**
 - We will engage in responsible, intentional, and continuous relationship building with board members, the superintendent, the administration, teachers, staff, and other stakeholders.
- **We will support and build effective interpersonal relationships with the superintendent.**
 - We will work consistently to respect, support, and empower the superintendent as he carries out his duties to the school district and the community.

- **We will engage in culture building.**
 - We will strive to become culturally competent, respecting the cultural difference of board meetings and others.
- **We will build trusting relationships.**
 - We will strive to encourage open and honest communication with board members, the superintendent, the administration, teachers, staff, parents, students, and other stakeholders on a consistent and continuous basis.
- **We will form board cohesion.**
 - We will strive to work with board members with a spirit of harmony, cooperation, respect, and connectedness.
- **We will work to empower the board as a whole, to carry out its responsibilities.**
 - We will consistently work to encourage and support the board during the course of carrying out its duties.

TIME MANAGEMENT

- We will use best efforts to be on time for all meetings and when unable to do so to provide the chair and staff with notice of said delay.
- When late or absent board members will assume responsibility to be briefed on the items or information missed.
- We will read all materials provided in preparation for all regularly scheduled board meetings.
- We will respect each other's time, by being brief in our comments, adhering to reasonable time constraints and avoiding the repetition of comments already made by other board members.
- We will not rush discussions or deliberations for personal reasons.
- We respect time allotted for all presentations at board meetings and if the allotted time has ended, we will follow Robert's Rules of Order for extending the discussion.

MEDIA AND PUBLIC RELATIONS

- **We will speak with one voice.**
 - We will respect different opinions of each board member; engage in compromise and consensus until we reach a decision as a collective board, while supporting the decision in words and actions, privately and publicly.
- **We will recognize and respect a single official voice as that of the board chair (or vice chair, as appropriate).**
 - The chair (or vice chair, as appropriate) will respond to any and all official and public inquiries directed to the full board; providing official statements and responses on behalf of the full board.
- **We will speak with clarity about the role of the board.**
 - We will respect and remain mindful of the different roles within the school system, including, but not limited to the school board, the superintendent, the administration, teachers, and staff.
- **We will engage in constructive communication with the media**
 - We will ensure that any communication with the media about the Dallastown Area School District is helpful, and not harmful.