

Executive Limitation #8: Superintendent's Relationship with the Board

The Superintendent recognizes that the School Board provides oversight to the school system in fulfilling the requirements of the Virginia Code and the Superintendent will be held accountable by the School Board for effectively managing the operations and the academic success of the system. The Superintendent shall not fail to ensure regular and positive interactions and foster effective partnerships with the Board to facilitate the achievement of the Division's Strategic Plan goals and overall success. The Superintendent shall not fail to ensure the Board is fully informed in a timely manner about matters relating to Board work and significant Division concerns.



The Superintendent shall not fail to:

1. Take direction from the Board as a body.
2. Serve the Board as its educational and operational expert by providing leadership and guidance that provides a variety of options that reflect best practices to fully inform Board policy choices.
3. Maintain a professional and collaborative relationship with the Board that cultivates trust and respect that is characterized by effective communication, personal ethics, and professional integrity by:
 - a. Treating all members impartially and assuring that all members have equal access to information;
 - b. Refraining from disparaging the Board or its individual members;
 - c. Responding to Board and individual member concerns in a timely and courteous manner;
 - d. Communicating immediately and directly with the Board or individual Board members when an honest difference of opinion exists;
 - e. Promoting a positive relationship in Board meetings;
 - f. Encouraging an open exchange of information between Board and staff members;
 - g. Discussing with individual Board Members or the Chair and Vice-Chair any encroachment by an individual member or the Board into areas of responsibility assigned to the Superintendent or Board non-compliance with its own policies.
4. Submit required reports in a thorough, accurate, and understandable fashion, according to the Board's annual work plan schedule, and include both Superintendent interpretations and relevant disaggregated data to substantiate progress toward the Division's Strategic Plan goals.
5. Report in a timely manner any actual or anticipated noncompliance with any Board policy, state law, or federal law; and provide 1) an explanation for the non-compliance if identifiable; 2) possible option(s) for remediating the noncompliance, such as a work plan; and 3) provided needed staff support to implement the work plan through to compliance.
6. Provide for the Board, in a timely manner, information about trends, facts, and other information relevant to the Board's work and implementation of Board policies to include:
 - a. Significant transfers of money within funds or other changes substantially affecting the Division's financial condition;
 - b. Anticipated significant media coverage, threatened or pending claims or lawsuits, and material internal changes;
 - c. Administrative actions and decisions that are delegated to the Superintendent, but required by law to be approved by the Board;
 - d. Administrative disposition of matters referred to the Superintendent by the Board;
 - e. Relevant documents in advance of meetings to support Board decision-making and discussions;
 - f. Significant initiatives, programs, and operational changes;
 - g. Relevant personnel issues;
 - h. Significant events impacting academic success.

7. Provide a mechanism for official Board notification and communication.
8. Provide meaningful and timely responses to concerns raised by Board members and inform the Board of any serious or repeated concerns.
9. Maintain a system for informing and inviting School Board Members to division-wide events to advance the mission and goals of FCPS.
10. Maintain processes for the School Board to obtain interpretation and translation services for pre-scheduled community engagements and planned communications.

Superintendent's Interpretation:

This Executive Limitation calls on the Superintendent to provide regular, thoughtful, and positive interactions and communications with the Board and to foster effective partnerships with the Board as a means to facilitate the achievement of the Division's Strategic Plan goals and overall success.

I interpret this to mean that the Superintendent shall ensure the Board is fully informed in a timely manner about matters relating to Board work and significant division concerns. It is the responsibility of the Superintendent to establish regular, ongoing communication with the Board and its members. It also requires the Superintendent to notify the Board of any non-compliance or potential non-compliance with policies.

The Board needs to have relevant, clear, and concise information and data and this Executive Limitation articulates that it is the responsibility of the Superintendent to ensure the Board is informed, updated, and educated regarding matters relevant to Strategic Plan goals, public perceptions, financial variables, etc. The Board must also be provided any relevant trends, facts, and information necessary to make decisions.

Evidence of Compliance:

Certification:

I hereby present my monitoring report on Executive Limitation #8: Superintendent's Relationship with the Board (EL-8) in accordance with the reporting schedule set forth in the Board calendar. I certify that the information contained in the report is true as of September 10, 2026 to the best of my knowledge, information, and belief.

Evidence of Compliance: September 10, 2026

At the time of this report, to the best of my knowledge, information, and belief, I have gathered information and evidence that I believe supports compliance with the Board's Executive Limitation associated with this topic. In particular, I share with the Board the following information and indicators which I believe meets Executive Limitation #8.

Indicators Include, But Are Not Limited To, The Following:

NEW or NEWLY ADDED EVIDENCE

- FCPS Office of Community Relations has established a coordinated process to support School Board members with interpretation and written translation services. The process provides clear procedures, recommended timelines, and service parameters to promote consistency, proactive planning, and effective coordination, reflecting the Division's commitment to multilingual communication with the FCPS community.
- Created for the 2026-27 school year, the School Board Office will maintain a shared email box to receive School Board Member invitations from FCPS staff for FCPS events. This email inbox will be used when more than one School Board member is included in the invitation. The School Board Office has created guidelines for FCPS staff to follow when sending invitations to the shared mailbox. Once received, the School Board Office will forward invitations to the appropriate School Board Member(s). Whenever possible, invitations will be sent out 5-10 business days ahead of the event.

ONGOING EVIDENCE

POLICIES/REGULATIONS

- The Superintendent provides items for the Consent Agenda that are required by law or contract to be Board-approved, along with supporting data necessary to keep the Board informed in a timely manner as dictated by Board policy.

PRACTICES

- The Superintendent works with the Board to develop a School Board Annual Work Plan.
- The Superintendent meets weekly with each School Board Member individually to share updates and discuss concerns.
- The Superintendent meets weekly with the School Board Chair and Vice Chair.
- The Superintendent is available to meet individually with School Board members at any time.
- There is consistent two-way communication between the Office of the Superintendent and the School Board Office.
- The Superintendent sends a Friday Letter to the School Board each week. In the event that a Friday Letter is not shared due to vacations, breaks, or other reasons, the Board is informed in advance.
- School Board Members receive notification from the Superintendent of important incidents and issues that are critical in nature and cannot wait until the Friday Letter (e.g., media alerts, legal issues, issues that may result in media, parent or community contact with the Board and any other relevant topics). The Board is made aware of these issues and have advanced access to any related communications that will be shared with the community.
- Division Counsel sends a regular briefing to the School Board with updates on current or pending litigation and other legal issues.

- The Superintendent emails notifications to the full Board in advance of personnel issues that will be communicated to the school community or publicized by the local authorities.
- The Superintendent participates in retreats with the Board and attends Virginia School Boards Association (VSBA) and National School Boards Association (NSBA) annual conferences with the Board.
- The Superintendent and Leadership team support the onboarding of new Board members through scheduled pre-service presentations, the development of onboarding materials and resources, and sharing information to support the Board in their work.
- The Superintendent ensures the regular presentation of information to the Board that could impact the Division's financial condition (e.g., regular budget update information, enrollment impacts, demographic information, local and federal legislative impacts).
 - During the General Assembly (GA) session any bills of potential interest or impact to FCPS are shared. Additionally, weekly updates are provided to the Board on the progress of legislation during session.
 - Additional information such as the [Final Passed Bill Report](#) which shows all legislation adopted during the session, is available on the FCPS website. Information regarding General Assembly off-session studies and meetings as well as reports regarding federal budget and policy actions are also provided to the Board as needed.
 - The Superintendent shares monthly student membership in a regular letter to the Board.
 - Routine finance items shared with the School Board include: Fiscal Forecast (November), Midyear Quarterly report (December) and 3rd Quarter report (March), Final Budget Review (July), Audit results Annual Comprehensive Financial Report (December/January), Superintendent's Proposed Budget (January), budget work session documents, Superintendent's recommendations for Approved Budget, Quarterly Travel Reports, Monthly State Category Reports, and all contracts for consultants and professional services over \$200,000.
- Goal Reports for each goal in the Strategic Plan include student data for all students as well as disaggregated data by demographic groups and relevant intersectionality data to identify disparities in order to address achievement gaps. Goal Reports are presented annually to share data and present the work happening in the Division to achieve the Strategic Plan goals.
- Regular Board meetings include an [Academic Matters](#) segment that provides the Board and the public with updates on important academic topics.
- [Strategic Plan Updates](#) are presented throughout the year at Regular Board meetings to highlight work focused on supporting the outcomes of the Strategic Plan.
- Regular Board meetings include a Superintendent Matters segment that highlights Division resources, initiatives, and awards received by FCPS and/or its employees, in an effort to keep-informed of what is happening within FCPS.
- [The Office of the Ombuds](#) prepares quarterly and end-of-year reports for the School Board.

- The Office of Communications sends a weekly Toolkit to the School Board that includes talking points, suggested newsletter articles, and other communications support for major Division initiatives or issues.
- A School Board Meeting Update [newsletter](#) is distributed via the Office of Communications after each regular meeting to provide subscribers with details of action items.
- The Office of Communications provides weekly news clips and a positive story report for the Friday letter.
- School Board Members are invited to attend, participate, and speak at events across the Division. Examples of this include Back to School Nights, Community Conversations, and boundary discussions.
- The schedule of Superintendent first and second day school visits for the 2026-27 school year was shared with Board members who were invited to attend, when possible.
- The Office of Procurement Services created a process to manage contracts requiring approval during the School Board's summer recess. This process involves submitting contracts to the School Board in advance, accompanied by a summary list detailing the potential negative impacts if not approved, in addition to the standard contract approval template for each. In February 2026, the Procurement team began working with departments and vendors to renew contracts expiring in the summer and award new contracts before summer recess. It should be noted, however, that no contracts required approval during the School Board's summer 2026 recess.

PUBLIC

- Through the [Public Engagement Committee](#), the Office of Communications works with the School Board to amplify important strategies, topics, and timelines related to the Board's outreach with and to all FCPS stakeholders.
- [School Board advisory committees](#) work directly with the Superintendent and/or a designee.