THOU SHALT:

1. **Treat all board members equally.**
   Regardless of personal feelings, all board members should receive the same information and be afforded respect that their positions deserve.

2. **Provide all board members with enough information to act on your recommendations.**
   This should be done in a timely fashion and must avoid any surprises for the board.

3. **Carry out with enthusiasm any action or policy of the board even if the action or policy is in conflict with your recommendation.**
   After you have attempted to persuade the board about the wisdom of your position and have not been successful, you cannot attempt to obstruct the board’s decision.

4. **Avoid treating or expecting the board to act as a rubber stamp for all your recommendations.**
   Full information and discussion must be made available to all board members before they are asked to act.

5. **Inform the board of all the highlights (good or bad) of the school system on a regular basis and, in particular, between board meetings.**
   Board members should know the issues before being asked by the public.

6. **Provide the board with a recommendation (even if unpopular) when dealing with a controversial issue.**

7. **Maintain a sense of humor and calm despite the stress of events.**
   The climate of decision-making needs to be relaxed and your disposition can set the tone.

8. **Make all recommendations and decisions based on the answer to the question, “What is best for students?”**

9. **Be visible both in the schools and the community.**
   People should know who the superintendent is and what s/he believes is right for public education.

10. **Continue to grow professionally by reading, attending conferences, and attending workshops to be aware of research and proven practice.**