

# TEMPLE INDEPENDENT SCHOOL DISTRICT

## Board Operating Procedures

Reviewed June 2016

### Board Operating Guidelines

These guidelines serve to provide consistency and continuity to Temple ISD. Standard Board Operating Guidelines will be reviewed and updated as needed at the Annual Board Retreat.

### Trustee Elections

Trustee elections are held for two or more places each year. Filing for a place on the ballot occurs in February and March with the election held the second Saturday of May.

Information regarding the election may be obtained at the Classroom Support and Service Center. Filing for the election occurs at the same office.

### Procedures For Seating of Newly Elected Board Members

- Newly elected Board member(s) shall receive the Oath of Office at the next Board meeting following the May election. Following the Oath of Office, the newly elected Board member(s) shall be seated with the Board of Trustees to conduct the regular May Board meeting.
- Board Members will sign the Oath of Office immediately after being sworn in for their term of office.
- Following the May election and prior to the June Board meeting, the newly elected Board member (s) shall attend an orientation session conducted by the Superintendent.
- Canvassing of the election will be done no earlier than 72 hours (3 days), but not later than 11 days after the election.
- Out-going and in-coming board members will participate in commencement and the presentation of diplomas.

### Procedures for Filling A Board Vacancy Occurring Before The End Of Term Of Office

- Overview – New Board members join the Board following annual elections as required by law. Vacancies on the Board may and do occur at times other than the end of a term. During a transition in membership, the Team of Eight needs to know what procedures or practices to follow in order to make the transition as quickly, legally, and efficiently as possible. The least disruption and the smoother the transition, the less impact it will have on the overall operation of the district.
- Procedure for Accepting Board Vacancy
  - A Board member submits in writing his/her resignation to the Board.
  - The full Board will take action on the resignation at the next Board Meeting after receipt of the letter. The Board cannot refuse to accept a letter of resignation. The Board cannot refuse to accept a letter of resignation.
  - If a Board member submits a resignation or intent to resign, whether effective immediately or at a future date, a vacancy occurs on the date that the resignation is accepted by the Board or on the eighth day after the date of its receipt by the Board, whichever is earlier. Election Code 201.001(a), 201.023
- Procedure for Filling Board Vacancy
  - At the next Board Meeting, the remaining Board members will discuss the vacancy to determine the Board's course of action regarding that vacancy. Those possible actions are:
    - Appointment – Remaining Board members may fill the vacancy by appointment until the next regular Board election. If more than one year remains in the term of the position vacated, the vacancy shall be filled not later than the 180<sup>th</sup> day after the vacancy occurs. Tex.Const. Art. XVI, Sec.27
    - Special Election – Remaining Board members may order a special election to fill the vacancy for the unexpired term. That election shall be conducted in the same manner as the general election on the next uniform election date that will afford enough time to

hold the election in the manner required by law. Education Code 11.060 ©, Election Code 41.001 (a), 41.004 (a)

## **Board Member Code Of Ethics**

As a member of the Board, I shall promote the best interests of the District as a whole and, to that end, shall adhere to the following ethical standards:

- I will be fair, just, and impartial in all my decisions and actions.
- I will accord others the respect I wish for myself.
- I will encourage expressions of different opinions and listen with an open mind to others' ideas.
- I will be accountable to the public by representing District policies, programs, priorities, and progress accurately.
- I will be responsive to the community by seeking its involvement in District affairs and by communicating its priorities and concerns.
- I will work to ensure prudent and accountable use of District resources.
- I will make no personal promise or take private action that may compromise my performance or my responsibilities.
- I will tell the truth.
- I will share my views while working for consensus.
- I will respect the majority decision as the decision of the Board.
- I will base my decisions on fact rather than supposition, opinion, or public favor.
- I refuse to surrender judgment to any individual or group at the expense of the District as a whole.
- I will consistently uphold all applicable laws, rules, policies, and governance procedures.
- I will not disclose information that is confidential by law or that will needlessly harm the District if disclosed.
- I will focus my attention on fulfilling the Board's responsibilities of goal setting, policymaking, and evaluation.
- I will diligently prepare for and attend Board meetings.
- I will avoid personal involvement in activities the Board has delegated to the Superintendent.
- I will seek continuing education that will enhance my ability to fulfill my duties effectively.
- I will be continuously guided by what is best for all students of the District.

## **The TISD Team of Eight**

In effective school organizations the superintendent and the board function as a "Team of Eight." A structured approach to developing a vision, mission, and goals for the district is enhanced by developing an agreed upon system of standard operating procedures. The board is the policy making body for the district and the superintendent and staff provide the leadership to cause policies to be implemented.

### **Personalities**

#### **Each Board Member is:**

- One of eight
- A Trustee for the entire TISD
- A Leader for the entire TISD
- An elected official
- Responsible for governance
- Equal to all the other Board members
- Responsible for personal preparation for all meetings
- Encouraged to attend district-wide functions
- Expected to be familiar with current laws
- Expected to attend further training
- Expected to support Board decisions

#### **Each Board member is not:**

- Empowered to fix situations
- Empowered to speak for the Board or Team of Eight

- Effective as a divisive, negative influence
- Allowed to misuse confidential information
- Authorized to micro-manage with personal agendas
- More important than any other Board member
- A vehicle for special interest groups

## Teamwork

### Effective Working Relationships

A district is only as strong as the Superintendent/Board relationship. The Superintendent is the CEO of the organization, and the Board is a governing body, much like a Board of Directors in a business setting. The Board must empower the Superintendent to accomplish the directives provided by the Board, without getting involved in the day-to-day minutiae.

An effective Board member communicates with the Superintendent about a concern. It is the Superintendent's job to take action and resolve situations. Board members should not violate the chain of command, causing disrespect and unclear expectations between staff, the Superintendent, and the Board.

### Board Member Responsibility Set by State Statute

By statute or by state law no board member has authority outside the board meeting. Board members cannot direct employees in regard to performance of duties in their individual capacities.

- An individual board member may act on behalf of the board only through authorization of the whole board.
- Adopt **goals** and priorities for the district and monitor success in achieving them.
- Adopt **policies** that govern the district and review these board policies for effectiveness.
- **Adopt an annual budget** for the district and (set a tax rate) appropriate to fund it.
- **Employ and terminate personnel at the recommendation of the superintendent.**
- **Have a Level III Grievance process and make a decision that's in the best interest of the District.**

### Superintendent Responsibility

- Accept administrative responsibility and **leadership for planning, operation, supervision, and evaluation** of the education programs, services, and facilities of the district.
- Prepare and **submit a proposed budget** to the board.
- **Recommend policies** to be adopted by the board and develop administrative procedure to implement those policies.
- Provide **leadership for the attainment** of student performance.

## Board Meetings

### Agenda and Preparation

It is the practice of the board to conduct regular meetings at *6:00 p.m.* on the second Monday of each month at the TISD Classroom Support and Service Center.

The superintendent posts a notice of the date, hour, place and subject(s) of each meeting at least 72 hours prior to a meeting in a place convenient for the public inspection at the TISD Classroom Support and Service Center. Notice is also given to media outlets and others as requested.

The agenda is created by the superintendent in consultation with the board president. The superintendent, board president or a board member will place an item on the agenda. The deadline for submitting items is ten days prior to the scheduled board meeting.

### Selection of Board Officers

Elections are held in May of each year.

The Election of Board Officers includes

- The Board shall elect a President, a Vice-President, and a Secretary who shall be members of the Board. The Board may assign a District employee to provide clerical assistance to the Board. Officers shall be elected by majority vote of the members present and voting.
- Board officers shall serve for a term of one year or until a successor is elected. Officers may succeed themselves in office. Each officer shall perform any legal duties of the office and other duties, as required by the Board.
- A vacancy among officers of the Board shall be filled by majority action of the Board.

The responsibilities of Board Officers includes

- **President:** In addition to the duties required by law, the President of the Board shall:
  - Preside at all Board meetings unless unable to attend.
  - Follow the parliamentary guidelines in Robert’s Rules of Order.
  - Appoint all Board committees, unless otherwise provided by policy or Board consensus.
  - Provide mentoring for new Board members.
- **Vice-President**
  - Act in the capacity and perform the duties of the President of the Board in the event of the absence or incapacity of the President.
  - Become President only upon being elected to the position.
  - Perform other duties as prescribed by the Board.
- **Secretary**
  - Keep, or cause to be kept, an accurate record of the proceedings of each Board meeting.
  - Send, or cause to be sent, notices of Board meetings.
  - In the absence of the President and Vice-President of the Board, call the Board meeting to order and conduct election of a president pro tem.
  - Countersign all warrants for District money drawn upon the depository by order of the Board.

Perform other duties as directed by the Board.

**Open Meetings Act**

Board members are expected to follow the rules and procedures contained in the Texas Open Meetings Act. Provisions are found in the District Policy Manual. Additional information can be obtained from the superintendent’s office.

**Hearings and Open Forums**

During hearings and/or open forums, the Board is assembled to gather input only. The Board will not answer questions or enter into two-way dialogue because an item may not be posted as an agenda item. Rules for the open forum will be strictly adhered to:

- Board will limit each participant to three minutes.
- Board will not allow any derogatory comments directed at staff members.
- Board members cannot enter into discussion with speakers except the Board President or Superintendent can make factual statement(s) or quote policy.

**Role Of Board In Executive Session**

- Board can only discuss those items listed on the executive session agenda and as limited by law.
- Board must vote in public session.
- Members who disclose confidential information discussed during closed session violate the Board member Code of Ethics. Depending upon the nature of the information and the method by which it is released, a Board member could be held liable for both civil and criminal.
- Board will accept written and/or oral testimony.
- Board will not allow duplicate testimony.
- Board President and/or attorney are sole judge.

**Board Committees**

The Board President shall appoint members to special committees created by the Board to fulfill specific

assignments, unless otherwise provided by Board action.

- The function of these committees shall be fact-finding, deliberative, and advisory, but not administrative. Committees will report findings to the Board and then be dissolved upon completion of the assigned task or vote of the Board.
- Current committees include Facilities, Policy and any other such committee as the Board finds necessary. All members sit on the Budget Committee.
- The President of the Board and the Superintendent shall be ex officio members of all Board committees, unless otherwise provided by Board action.
- Committees may transact business only within the specific authority granted by the Board. To be binding, all such business must be reported to the Board at the next regularly scheduled Board meeting.

### **Decorum and Procedures**

The board operates according to the procedures contained in *Robert's Rules of Order, Newly Revised*.

Members are expected to attend all regularly scheduled meetings unless a situation occurs that makes attendance impossible.

The order of business for meetings is set out in the agenda. The order in which the items are taken may be changed by the consent of all board members present.

Complete board meeting agenda and support information will be available through a hard or electronic copy on the *Thursday* afternoon prior to the Monday meeting.

Requests for additional information regarding agenda items are to be submitted to the superintendent in time to allow the information to be collected, analyzed, and assembled.

Board members are to have studied the agenda material prior to the meeting and be prepared to discuss and take action on agenda items.

During the meeting, time will be provided for patrons to have an audience with the board. Groups should appoint a representative to speak for the group. Patrons are to sign up to speak prior to the "Call to Order" of the meeting. Remarks are limited to no more than 3 minutes.

Board members not in agreement with a recommendation should so state prior to voting. Once the board has voted, each decision is an action by the board and is binding upon all members. Voting will be by voice vote. Members are expected to vote on all matters except when a conflict of interest arises. A "member vote" or abstention(s) will be recorded. All discussion shall be directed solely to the business currently under deliberation. The Board President has the responsibility to keep the discussion to the motion at hand and shall halt discussion that does not apply to the business before the Board.

Board action is carefully recorded by the secretary of record. When approved, minutes of meetings serve as the legal record of board action and are retained on file in the superintendent's office and are available for public inspection.

Board members recognize the legal requirements for confidentiality on all matters arising from a duly posted "Executive Session".

Board members will cooperate in scheduling special meetings and/or work sessions for planning purposes.

### **Board Dialogue**

Guidelines for Raising a Concern

- The Board shall have an agreed upon guideline for a Board member to officially raise a concern regarding the working relationship of the Board.
- When a Board member invokes the Guideline for Raising a Concern, all other Board members must treat the concerns seriously and respectfully.

Atmosphere

- Board members must be willing to listen to substance of the identified concern.
- Board members must strive to remain non-defensive about concerns being raised.
- Board members raising concerns should state their concerns in calm, non-inflammatory language.
- All Board members should stay focused on what is best for the education of the students and avoid personal agendas.

Procedures

- In the event communication at this level is unsuccessful in resolving the concern, the Board must have a procedure for going to the next level.

**Requests for Information**

Chain of command

- Verbal requests for information should be made to the Superintendent
- Written requests for information should be submitted to the Superintendent.
- All Board requests must be made with the Superintendent’s knowledge.

**Individual Board Member Request for Report** (Example: # of referrals to DAEP)

Board members shall request reports through the Board President to the Superintendent. If the Board President questions the request, the request goes to the full Board for a majority vote. The Superintendent will gather the information and/or report and disseminate it in a timely manner to the entire Board.

**Four Temple I.S.D. Departments**

There are four distinct departments that support Temple ISD. They are Curriculum and Instruction, Finance and Facilities, Human Resources, and Student Services. All District functions are divided into these four operational areas.

**Academic Excellence (Curriculum & Instruction)**

Some people perceive unity and consensus as an indication that members have compromised or hastily offered a “rubber stamp” endorsement for the Superintendent. Quality decisions depend upon Board members becoming knowledgeable, studying the issues and providing thoughtful input into the decision-making process, reflecting the academic and emotional needs of all students and preferences of the community in addressing those needs. Board members focus should always remain on academic excellence.

**Board Review of the Instructional Program**

The superintendent will establish a calendar for presenting instructional program reports to the board. The purpose of the reports will be to provide information on how well the instructional programs are supporting academic excellence and district goals and what if any, plan or programmatic adjustments have been or will be made to ensure effective and efficient instructional programs.

**Board Review of Non-Instructional Programs**

The superintendent will establish a calendar for the purpose of program reports to the board by the superintendent or his/her designee. The purpose of the reports will be to provide information on how well programs are supporting student achievement and district goals and what if any, plan or programmatic adjustments have or will be made to ensure effective and efficient use of the resources in support of the district mission and goals.

**Finance and Facilities (Budget and Buildings)**

Finance and Facilities houses the following departments.

- Maintenance
- Custodial
- Food Services
- Transportation
- Finance

The superintendent is the budget officer for the district and utilizes the chief financial officer and staff to develop a planning process for the development of the district budget(s). This process is approved by the superintendent.

A budget planning workshop occurs in December or January for the purpose of providing overall direction in the campus and district planning process that begins in January. Board budget progress updates are scheduled in April, May, and June, leading up to the final adoption in June. TISD's fiscal year ends June 30. By law the budget must be approved on or before that date. Not every District has a July – June fiscal year. These meetings are critical.

The president of the board calls a public meeting, giving legal public notice, for public hearing and the adoption of the district budget. The board adopts a budget that incorporates sound business and fiscal practices and then establishes a tax rate providing resources to achieve the district's mission and goals. The tax rate is required to be set on or before 30 days after the end of the fiscal year. Generally they are approved at the same time as the budget; but this is not required.

The funds may not be expended in any manner other than as provided in the adopted budget. The board, however, has the authority to amend the budget as needed or adopt a supplementary emergency budget to cover unforeseen expenditures. The Superintendent shall bring amendments throughout the year as needed. These will be sequentially numbered.

## **Human Resources (Personnel)**

It is not a function of the board to select or evaluate personnel other than the superintendent.

The board or individual board members should not interview or otherwise be involved with the selection process.

The board's role is to approve/reject personnel recommendations of the superintendent.

Nepotism Policy – under personnel section.

## **Student Services**

Student services houses the following departments.

- Health Services
- Safe Schools and Healthy Students
- Attendance Officers
- Discipline and Safety
- School Resource Officers

## **Board Member Visits To School Campuses**

- Board members are encouraged to attend as many school events as time permits.
- Board members are not to go into teacher's classroom or individual buildings for the purpose of evaluation. The Board is there for support not evaluation.
- Board members should notify the Superintendent and building principal before or after official visits.
- The Superintendent and board members establish regular campus tours each year.

## **Board Travel/Convention Attendance**

In a duly called meeting of the Board, assignments shall be made for the TASA/TASB Convention or other association activities needing board representation (delegate, alternate, etc).

When private vehicles are used, mileage will be paid. Tolls and parking fees will also be reimbursed. When air travel is used the district will pay coach airfare and associated ground transfers (cabs, shuttles, etc).

The district will not consider the following expenditures for reimbursement:

- Entertainment (movies, etc.)
- Telephone calls, local or long distance, unless for properly verified district business.
- Expense of family members or other persons who do not presently serve on the board.

## **Community Involvement**

Board members are encouraged to represent the district when possible, by attending community events.

## **Contact with Companies Providing Services to the District**

Individual board members are not to communicate regarding district business with those who provide services to the district unless authorized by the board to do so.

## **Board Evaluation**

The board will conduct an annual review of its performance based on the Texas Education Agency Framework for School Board Development. Required board training should be based on this review.

## **Superintendent Evaluation**

The superintendent will submit to the Board in December the evaluation instrument approved by the Board.

The board president will obtain input from all board members on indicators that are a part of the district's evaluation form in January.

All evaluation deliberations *can be* held in *executive* session.

A summative evaluation of the superintendent will be conducted in January and will be based on the total year's performance.

Updates on progress toward mutually agreed upon priorities for the superintendent shall be presented quarterly. This may be done at the board meeting (closed session), planning sessions, or in written reports provided to all board members.

# Required Board Member Training

Overview of Continuing Education Requirements for Board members

<b>Continuing Education Required of Board members</b>	<b>Tier</b>	<b>First Year Board members</b>	<b>Experienced Board members</b>	<b>Provider</b>
Local District Orientation	1	Required within 60 days of election or appointment	Not required	Local district
Orientation to Texas Education Code	1	3 hours	Not required	Education Service Center
Update to Texas Education Code	1	Not required	After legislative session: length determined by issues addressed in legislation	Any registered provider
Team-building Session/Assessment of Continuing Education Needs of the Board-Superintendent Team	2	At least 3 hours	At least 3 hours	Any registered provider
Additional Continuing Education, based on assessed needs and the Framework for Governance Leadership	3	At least 10 hours	At least 5 hours each year	Any registered provider
<b>Continuing Education Required of All Elected Public Officials—Effective 1-1-2006</b>		<b>First Year Board members</b>	<b>Experienced Board members</b>	<b>Provider</b>
Open Meetings Training		1 hour required within 90 days of election or appointment	1 hour – Officials in office before 1-1-2006 have until 1-1-2007 to complete	Attorney General’s Office or other approved provider
Public Information Act Training (Boards may delegate this training to the district’s public information coordinator)		Check local district policy for any Board requirement (BBD Local)	Check local district policy for any Board requirement (BBD Local)	Attorney General’s Office or other approved provider

## Board Member Mentoring Guidelines

Newly elected Board members should be assigned a Board Mentor, appointed by the Board President, during the first year of service. The purpose of this mentorship is to strengthen the new Board member’s contributions and responsibilities during the first year of service on the Board. The Board President and the Superintendent will serve as ex-officio mentors to all new Board members.

### Responsibilities of the Board Member Mentor

- To contact the new Board member during the week of the Board Meeting to inquire if there are questions or concerns about the agenda.
- To share experiences as they relate to board service in an informal setting.
- To provide any necessary background for issues in the District.
- To serve as a sounding board for questions, concerns, or ideas.
- To answer questions and identify resources for the new Board member.

### Responsibilities of New Board Member

- To contact the Board member mentor when questions or concerns arise
- To listen to Board Meeting proceedings and to the Board member mentor
- To review the board agenda early enough to allow time for asking questions about it.
- To seek information from the mentor, the Superintendent, or the Board President when needed.

## **Board Disciplinary Action**

- TASB or TEA for Guidance or possible Mediation
- Private Censure of Behavior
- In the event a Board member does not change the inappropriate behavior, the Board may choose to censure or sanction the Board member.
- The Board may do this privately in a closed session.
- The censure will consist of a factual statement of:
  - The inappropriate behavior of the named Board member.
  - The desired behavior.
  - A statement of agreement by a majority of the Board members that the behavior is inappropriate.
- Public Sanction
  - The Board may choose to issue a public sanction, either:
    - Concurrently with the private censure.
    - After the Board member has still not modified the behavior, even following a private censure.
  - The sanction would consist of a factual statement of:
    - The inappropriate behavior of the named Board member.
    - The desired behavior.
    - A statement of agreement by a majority of the Board members that the behavior is inappropriate.
- Withdrawal of Resources
  - The Board may choose to withdraw financial resources from the offending Board member. Examples might be disallowance of attendance at conventions, seminars, or travel to other districts.
- Request for Resignation

## **Addressing Issues involving Board Member's Own Children**

- While members of the Board of Trustees have no authority as individuals, it is sometimes difficult for staff members to see them as ordinary parents.
- Therefore, Board members should adhere to the following:
  - Board members should make it clear that they are acting as a parent.
  - Board members should not request nor accept extraordinary consideration for children.
- Board of Trustee members will follow the same chain of command as non-Board members.

## **Outgoing Board Member Exit Interview**

- Board members who are leaving the Board to share knowledge and perceptions.
- The Board President and Superintendent should conduct the exit interview after the outgoing Board member's last Board Meeting.

## **Communication**

To operate most effectively, individual Board members need to understand how to conduct themselves appropriately in complex situations and at public meetings; how to deal effectively with the public and the media; and how to deal responsibly with the Superintendent and district staff. Disagreements are a natural part of teams and teamwork and can oftentimes lead to effective new solutions.

### **Communication Between Board Meetings**

The superintendent will meet with the board president on a routine basis.

The superintendent will communicate with all board members via special bulletins and weekly updates. These notifications may be transmitted via e-mail, telephone, mail, courier delivery, or personal visit.

Board members will keep the superintendent informed via e-mail, telephone, mail or personal visit.

When in doubt as to the legality of communications, board members between meetings should contact the superintendent.

### **Media Inquiries To The Board**

The Board President shall be the official spokesperson for the Board to the media on issues of media attention.

- All Board members who receive calls from the media should direct them to the Board's spokesperson and notify the Board President and Superintendent of the call.
- If at all possible, media inquiries to the Board President should be directed to the Superintendent or district spokesperson.

### **Anonymous Letter and Contacts**

If a board member receives an anonymous letter or contact, the board member will send the letter or contact to the superintendent.

Upon receiving the anonymous letter or contact from a board member, the superintendent will read the letter, give thought, and decide to either file the matter or investigate.

The superintendent will report to the board the "superintendent's resolution" of the anonymous matter.

The board, **as a body corporate**, may direct the superintendent to investigate further and return the progress to the board.

### **Citizen/Employee Concerns/Requests to Individual Board Members**

The board member may listen to the concern or request being mindful of retaining his/her objectivity as a member of the Board of Trustees.

The board member should remind the citizen/employee of the following:

- The district's grievance policy.
- The fact that the board member has no authority outside of the official meeting of the school board meeting.
- The board member must remain impartial as a concern may become the subject of a hearing before the Board of Trustees.
- The district's "**Chain of Command**" procedure.

The board member will neither request nor make a follow-up call.

The board member should inform the superintendent of the concern or request.

In cases of safety, liability, or if concern has been taken through the "Chain of Command," the board member will notify the superintendent as soon as possible.

# EXECUTIVE SESSION CONTRACT For BOARD MEMBERS

**I hereby certify that my participation in executive sessions of the *Temple* ISD Board of Trustees will not compromise the confidentiality of those sessions.**

**I promise I will not divulge information discussed during the executive sessions, nor shall I distribute confidential materials received in those meetings.**

**As a Board member I will strive to ensure that issues discussed in executive session meet the criteria defined by the Freedom of Information Commission.**

**I recognize that this is my responsibility under the Code of Ethics for Board members.**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_