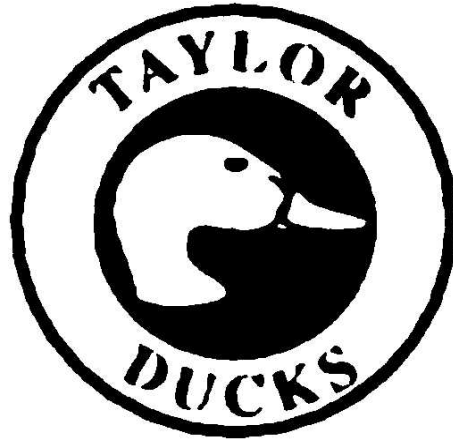


Taylor Independent School District



Board Operating Procedures

Adopted by TISD Board of Trustees on:

July 13, 2009

FACILITATOR: PAT PRINGLE, REGION XIII

**TAYLOR ISD
BOARD OPERATING PROCEDURES**

**TEAMBUILDING
2.19.09**

DRAFT

TABLE OF CONTENTS

	PAGE NUMBER
I. Taylor ISD Board of Trustees Code of Ethics	2
II. Developing Meeting Agenda	3
III. Conduct during Board Meetings	4
IV. Individual Board Member Request for Information or Report	5
V. Board Member Visit to School Campus	6
VI. Inquiries, Complaints to the Board	7
VII. Communications, General, With Media during Crisis, and Email	8
VIII. Communications between Board Members	9
IX. Board Communication with Staff	10
X. Board Communication with Legal Counsel	11
XI. Superintendent Evaluation	12, 13
XII. Board Self Evaluation	14

I. Taylor ISD BOARD OF TRUSTEES CODE OF ETHICS (BBF Local)

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:

EQUITY IN ATTITUDE

- 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.

TRUSTWORTHINESS IN STEWARDSHIP

- 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.

HONOR IN CONDUCT

- 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.

INTEGRITY OF CHARACTER

- I will 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.

COMMITMENT TO SERVICE

- 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.

STUDENT-CENTERED FOCUS

- I will be continuously guided by what is best for all students of the District.

II. DEVELOPING MEETING AGENDA (BE LOCAL), (BEC LEGAL)

A. Placement of Items on the Agenda

1. Under normal conditions, the deadline for submitting items for inclusion on the agenda is noon of the eighth calendar day before regular meetings and noon of the eighth calendar day before special meetings.
2. In consultation with the Board President, the Superintendent shall prepare the agenda for all Board meetings.
3. Any Trustee may request that a subject be included on the agenda for a meeting, and the Superintendent shall include on the preliminary agenda of the meeting all Trustee-requested topics that have been timely submitted.
4. Before the official agenda is finalized for any meeting, the Superintendent shall consult the Board President to ensure that the agenda and the topics included meet with the President's approval. In reviewing the preliminary agenda, the President shall ensure that any topics the Board or individual Trustees have requested to be addressed are either on that agenda or scheduled for deliberation at an appropriate time in the near future.
5. The Board President shall not have authority to remove from the agenda a subject requested by a Trustee without that Trustee's specific authorization.
6. Under normal conditions, Board members will receive the board packet no later than Friday noon prior to the board meeting.

B. Open Session Agenda/Executive Session (BEC LEGAL)

1. All personnel issues must be conducted in an Executive Session, unless specifically required to be conducted in Open Session by the Texas Open Meetings Act.
2. Issues that violate an individual's right to privacy under the Texas Open Meetings Act, the Texas Open Records Act, or other applicable statute or regulation cannot be placed on the agenda, unless specifically required to be conducted in Open Session by the Texas Open Meetings Act.
3. Allowable reasons for executive session can be found in Board policy BEC LEGAL

C. Consent Agenda (BE LOCAL)

1. When the agenda is prepared, the Board President shall determine items, if any, that qualify to be placed on the consent agenda.
2. A consent agenda shall include items of a routine and/or recurring nature grouped together under one action item.
3. For each item listed as part of a consent agenda, the Board shall be furnished with background material.
4. All such items shall be acted upon by one vote without separate discussion, unless a Board member requests that an item be withdrawn for individual consideration.
5. The remaining items shall be adopted under a single motion and vote.

III. CONDUCT DURING BOARD MEETINGS (BED LOCAL), (BE LOCAL), (BEC LEGAL)

A. Patrons Addressing the Board (BED Local)

1. Audience participation at a Board meeting is limited to the public comment portion of the meeting designated for that purpose. At all other times during a Board meeting, the audience shall not enter into discussion or debate on matters being considered by the Board, unless requested by the presiding officer.
2. At regular meetings the Board shall allot 30 minutes to hear persons who desire to make comments to the Board. Persons who wish to participate in this portion of the meeting shall sign up with the presiding officer or designee before the meeting begins and shall indicate the topic about which they wish to speak.
3. No presentation shall exceed five minutes. Delegations of more than five persons shall appoint one person to present their views before the Board.

B. Board Response to Patrons Addressing the Board (BEC Legal)

1. In accordance with the Texas Open Meetings Act, Board members may hear comments from patrons, but may not engage in discussion on any topic that is not on the legally posted agenda, except as authorized by law.

C. Discussions Before the Board

1. Discussion shall be directed solely to the business currently under deliberation, and the Board President shall halt discussion that does not apply to the business before the Board.
2. The Board President shall also halt discussion if the Board has agreed to a time limitation for discussion of an item and that time limit has expired. Aside from these limitations, the President shall not interfere with debate so long as members wish to address themselves to an item under consideration.
3. The Board will not permit comments on individual personnel in public session which would violate Board policy.

D. President and Vice-President of the Board

1. Preside at all Board meetings unless unable to attend.
2. Have the right to discuss, make motions and resolutions, and vote on all matters coming before the Board.
3. Serve as spokesperson on behalf of the Board
4. The Vice-President shall 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.

(The Vice-President automatically becomes President if a vacancy in that office occurs.)
(BDAA Local)

**IV. INDIVIDUAL BOARD MEMBER REQUEST FOR INFORMATION OR REPORT
(BBE LEGAL), (BBE LOCAL)**

- A. Board members are entitled to the information they require to make informed decisions on the matters before them.
- B. Requests for information should be submitted to the Superintendent or other custodian of records.
- C. If a member requests information that requires an excessive amount of staff time to compile, the Superintendent and Board president should consult with the member to find a reasonable solution.
- D. Individual members shall not direct or require District employees to prepare reports derived from an analysis of information in existing District records or to create a new record compiled from information in existing District records. Directives to the Superintendent or custodian of records regarding the preparation of reports shall be by Board action.
- E. At the time Board members are provided access to confidential records or to reports compiled from such records, the Superintendent or other District employee shall advise them of their responsibility to comply with confidentiality requirements.
- F. Information requested by an individual Board member will be provided to all other Board members.

V. BOARD MEMBER VISIT TO SCHOOL CAMPUS (GKC Local)

- A. Board members are encouraged to attend any school's events as often as possible as their time permits. Board members should use good judgment with regard to actions, discussions and frequency of visits. (board policy GKC Local)
- B. Prominent notices shall be posted at each campus requiring all visitors to first report to the campus administrative office. This shall apply to parents, Board members, volunteers, social service workers, invited speakers, maintenance and repair persons not employed by the District, vendors, representatives of the news media, former students, and any other visitors. (board policy GKC Local)
- C. Visits to individual classrooms during instructional time shall be permitted only with the principal's and teacher's approval, and such visits shall not be permitted if their duration or frequency interferes with the delivery of instruction or disrupts the normal school environment. (board policy GKC Local)
- D. Board members may visit campus in her/his role of parent. However, if there is any doubt of the trustee's role, the trustee should notify the Superintendent prior to the visit.
- E. Board members must coordinate with the Superintendent's office and Principal's office any visit to the campus in the role of a trustee. Notification is not required when a Board member attends social functions, student activities, and other events where the public is invited
- F. Board members are not to assume a supervisory role for staff or students during campus visits.

VI. INQUIRIES, COMPLAINTS TO THE BOARD

(BBE LOCAL)

INDIVIDUAL AUTHORITY FOR COMMITTING THE BOARD

Board members as individuals shall not exercise authority over the District, its property, or its employees. Except for appropriate duties and functions of the Board President, an individual member may act on behalf of the Board only with the express authorization of the Board. Without such authorization, no individual member may commit the Board on any issue. [See BDAA]

REFERRING COMPLAINTS

If employees, parents, students, or other members of the public bring concerns or complaints to an individual Board member, he or she shall refer them to the Superintendent. [See (LOCAL) policies at DGBA, FNG, and GF]

When the concern or complaint directly pertains to the Board's own actions or policy, for which there is no administrative remedy, the Trustee may request that the issue be placed on the agenda.

The Board's role: Board members shall not conduct investigations of allegations on their own. Board members shall inform the Superintendent of complaints first, and then, if dissatisfied with the response of the Superintendent, may bring the matter to the attention of the Board during closed session, if appropriate for closed session. Such discussion in closed session must be properly posted.

The Superintendent's role: The Superintendent shall thoroughly investigate allegations of fraud, misconduct, theft, abusive behavior, incompetence, sexual harassment, cheating and other related activities that could be a threat to children or the reputation of the district. The Superintendent shall inform the Board at the appropriate time of the investigation.

VII. COMMUNICATIONS

(No Policy)

GENERAL COMMUNICATIONS

- A. Board Meetings: Every effort will be made to cooperate with the news media to ensure complete and accurate coverage of all Board meetings.
- B. News Releases: News releases of a political or controversial nature, as well as those concerning the overall operation of district schools, or that involve more than one campus shall be made by the Superintendent.
- C. Routine news items concerning athletic events, programs, and local campus activities may be released to the news media by the principal.
- D. Media activities shall not cause more than a minimal interruption to students and staff in the instructional program.

COMMUNICATIONS WITH THE NEWS MEDIA DURING A CRISIS (No Board policy)

The Superintendent/his or her designee serve as the official spokesperson for the district to the media and press. If a Board member chooses to respond to a request for an individual comment or opinion from the media/press they should clearly qualify any statement as being the opinion of the individual Board member and not representative of the Board as a whole or the school district.

In a building-level crisis situation, the principal shall advise the Superintendent at the earliest appropriate time. The director of community relations shall assist by acting as liaison with news media representatives. In a district wide crisis situation, the appropriate administrator shall advise the Superintendent at the earliest appropriate time. The director of community relations shall assist by acting as liaison with news media representatives.

EMAIL COMMUNICATIONS (No Board policy)

Email communications received by all Board members will be acknowledged to the sender by the Board President or another Board officer if the President is unavailable to do so. The Board President's response will be copied to the TISD superintendent or designee who will, in turn, communicate with the other Board members that a response has been provided.

Email communications received by an individual Board member or fewer than all Board members shall be made known to the Superintendent for consultation and/or response, in appropriate.

VIII. COMMUNICATION BETWEEN BOARD MEMBERS (No Board policy)

Communication between Board members:

1. Board members are free to communicate with each other on a one-to-one basis.
2. To avoid public speculation that the Open Meetings Act has been violated, Board members must exercise extreme caution at social functions and not discuss any public business.
3. Unless a committee meeting has been posted according to the Open Meetings Act, Board members that are not serving on the committee are not to attend the committee meeting.
4. Board members who receive messages shall not forward the messages to other Board members.
5. If a Board member wishes to provide information to the entire Board, the information should first be submitted to the Superintendent, who will provide the information to all Board members.

IX. BOARD COMMUNICATION WITH STAFF

(DGBA Local)

Board Initiated Communication

1. Board members have the same rights as others to communicate with district employees regarding issues involving their own children.
2. Board members have the right to communicate with district employees in personal conversation and social settings as long as such communication does not circumvent the role and authority of the Superintendent.
3. Circumvention occurs when the Board member's intent is to persuade employees, direct employees, elicit a position from employees, or obtain information from employees without the Board's knowledge or Superintendent's knowledge and/or consent.
4. Communication with staff for professional and school business purposes must be initiated through the Superintendent's office.

Staff Initiated Communication

1. The Board encourages employees to discuss their concerns and complaints through informal conferences with their supervisor, principal, or other appropriate administrator.
2. Concerns should be expressed as soon as possible to allow early resolution at the lowest possible administrative level.
3. Employees shall not be prohibited from communicating with a member of the Board regarding District operations except when communication between an employee and a Board member would be inappropriate because of a pending hearing or appeal related to the employee.
4. If an informal conference regarding a complaint fails to reach the outcome requested by the employee, he or she may initiate the formal process described below by timely filing a written complaint form.
5. Even after initiating the formal complaint process, employees are encouraged to seek informal resolution of their concerns. An employee whose concerns are resolved may withdraw a formal complaint at any time.
6. Complaints alleging a violation of law by a supervisor may be made to the Superintendent or designee. Complaints alleging a violation of law by the Superintendent may be made directly to the Board or designee.

X. BOARD COMMUNICATION WITH LEGAL COUNSEL

BDD (LOCAL)

**BOARD LEGAL COUNSEL
RELATIONSHIP**

The Board shall retain an attorney or attorneys, as necessary, to serve as the District's legal counsel and representatives in matters requiring legal services. Services to be performed and reasonable compensation to be paid by the Board shall be set forth in a written contract between the Board and the attorney or attorneys.

In accordance with the written contract, individual Trustees shall channel legal inquiries through the Superintendent or Board designee, as appropriate, when advice or information from the District's legal counsel is sought.

Staff requests for legal advice from the District's legal counsel shall be submitted through the Superintendent or designee.

A report of legal advice received shall be presented to the Board when deemed appropriate by the administration or upon request of the Board.

NOTE: THE FOLLOWING STATEMENT IS NOT IN CURRENT POLICY:

Individual Board members may contact TASB legal division for prepaid legal consultation as long as the district maintains their membership in that service.

XI. SUPERINTENDENT EVALUATION

**(BJCD LOCAL)
(BJCD LEGAL)
(BJA LOCAL)**

EVALUATION INSTRUMENT	The Board shall prepare a written evaluation of the Superintendent at annual or more frequent intervals and may at any time conduct and communicate oral evaluations to augment its written evaluations. The written evaluation shall be based on the Superintendent job description [see BJA] and performance goals and be adopted by the board.
AND	The Board shall furnish the Superintendent with a copy of the completed evaluation and shall discuss its conclusions with the Superintendent in closed meeting. The Board shall prepare a written evaluation of the Superintendent at annual or more frequent intervals.
WRITTEN EVALUATION	The Board shall furnish the Superintendent with a copy of the completed evaluation and shall discuss its conclusions with the Superintendent in closed meeting.
AND	
INFORMAL OR FORMATIVE EVALUATIONS	The Board may at any time conduct and communicate oral evaluations to augment its written evaluations.
OBJECTIVES	The Board shall strive to accomplish the following objectives in conducting the Superintendent's evaluation: <ol style="list-style-type: none">1. Clarify to the Superintendent his or her role, as seen by the Board.2. Clarify to Board members the Superintendent's role, according to the Board's written criteria, as expressed in the Superintendent's job description and the District's goals and objectives.3. Foster an early understanding among new Board members of the evaluation process and the Superintendent's current performance objectives and priorities.4. Develop and sustain a harmonious working relationship between the Board and the Superintendent.5. Ensure administrative leadership for excellence in the District.
TIME OF EVALUATION	Each year, prior to the February meeting of the Board, the Board and Superintendent shall meet in closed meeting and discuss the performance of the Superintendent.

SUPERINTENDENT:
EVALUATION

(BJCD LEGAL)

PENALTY FOR
NONCOMPLIANCE

Funds of the District may not be used to pay a Superintendent who has not been appraised in the preceding 15 months. *Education Code 21.354(d)*

APPRAISAL PROCESS

The Board shall appraise the Superintendent annually using either:

1. The commissioner's recommended appraisal process and criteria [see BJCD(EXHIBIT)]; or
2. An appraisal process and performance criteria that are:
 - a. Developed by the District in consultation with the District- and campus-level committees; and
 - b. Adopted by the Board.

Education Code 21.354(c)

ANNUAL
PERFORMANCE
REPORT

The information in the annual report describing the educational performance of the District [see BQ series] shall be a primary consideration of the Board in evaluating the Superintendent.

XII. BOARD SELF EVALUATION (No Board policy)

- A. The Board may conduct a self-evaluation of the Board and Board member performance. The evaluation shall consider such items as role recognition, relationship with others, performance at Board meetings, and self- improvement activities.