

Alvin Independent School District

Leadership Team Guidelines & Operating Procedures

Annual Update

April 2021

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INTRODUCTION

The document ***Leadership Team Guidelines & Operating Procedures*** defines the "partnership" between the superintendent and board members to a great extent. It clarifies expectations for one another as well as responsibilities for practices and issues that are anticipated and occur on a frequent basis. It does not attempt to cover all potential scenarios as the document is meant to be a brief reference guide for each member of the team. Just like a partnership in the business world, each individual wants to know what he or she is responsible for accomplishing in order for the organization to be successful.

The ***Leadership Team*** in Alvin ISD will operate more effectively and efficiently if the expectations for "how we will function as a team" are clearly defined. ***Leadership Team Guidelines & Operating Procedures*** is based on practice, not theory. It is also a "living document" in that it should be reviewed annually and modifications should be made at the pleasure of the Leadership Team and the needs of the district.

The update and development of ***Leadership Team Guidelines & Operating Procedures*** assures a common understanding among members of Leadership Team practices and provides an excellent foundation for new Board Member orientation to the school district and their responsibilities. Additionally, the document will describe the mode of operation of the Leadership Team to new, district level administrative staff. This document should be reviewed periodically to ensure that it is meeting the expectations of the Leadership Team and that its' contents reflect actual practices of the team and individual members.

Alvin ISD

Leadership Team Guidelines & Operating Procedures

April 2021

Leadership Team Members:

Carol Nelson	Superintendent
Earl Humbird	Board President
Tiffany Wennerstrom	Board Vice-President
Vivian Scheibel	Board Secretary
Julie Pickren	Trustee
Regan Metoyer Peterson	Trustee
Cheryl Harris	Trustee
Nicole Tonini	Trustee

BOARD MEETINGS

SCHEDULING MEETINGS [BE (Local)]

Regular Meetings

Regular meetings are ordinarily held on the second Tuesday of each month at 7:00 p.m. The Board President may change the date, time, or location of a regularly scheduled meeting when necessary and for the convenience of Board Members, provided that the alternate meeting date is properly posted in accordance with the Texas Open Meetings Act.

Workshop Meetings

Workshop Meetings are ordinarily held on the first Wednesday of each month at Noon. This Workshop meeting is held to review the agenda for the Regular Meeting.

Special Meetings

The Board President may call a special meeting at the Board President's discretion and shall call a special meeting upon request of two (2) Board Members. Special meetings require seventy-two (72) hours' notice to the public.

Emergency Meetings

The Board President may call an emergency meeting at the Board President's discretion when the Board President, in consultation with legal counsel as necessary, determines that an emergency or urgent public necessity (as that term is defined in the Open Meetings Act) warrants an emergency meeting. The Board President shall call an emergency meeting upon request of two Board Members if an emergency or urgent public necessity exists.

PREPARATION OF THE BOARD AGENDA (POLICY BE LOCAL)

Development of the Agenda

The Superintendent and Executive Cabinet will develop the agenda. The Superintendent and Board President will meet the week prior to the Board Workshop to review the agenda.

Adding Items to the Agenda

Any Board member may request that a subject be included on the agenda for a meeting, and the Superintendent shall include on the draft agenda all topics that have been timely submitted by Board members. All requests to add items to the agenda must be received by the seventh calendar day before the meeting, in accordance with the Texas Open Meetings Act, no item may be placed on the agenda for an upcoming meeting within seventy-two hours of the meeting.

The draft agenda may include items from the Board agenda calendar as scheduled in advance by the Board of Trustees as well as actions required by law.

Consent Agenda

The Consent Agenda may include items listed below and action may be taken with a single vote without discussion. Placement of items on the consent agenda will be done at the discretion of the Superintendent and Board President. The Board shall receive background information on all consent agenda items in the Board Packet. At the Board Meeting, any Board Member may ask questions or discuss a consent agenda item by asking the Board President to remove it from the consent agenda for the purpose of giving the item individual consideration. The Board President will allow discussion giving the item individual consideration. The Board President will allow discussion on any item requested for removal from the consent agenda by a Board member.

Examples of Consent Agenda Items:

1. Minutes of Regular and Special Board Meetings
2. Routine bid recommendations in alignment with district policy
3. Routine non-controversial items
4. Board Policy Updates

Board Member Preparation for Meetings

The Superintendent will insure that all information needed for informed decision-making is supplied to each Board member. Packets will be e-mailed to the Board on the Friday prior to any scheduled meeting.

Items Eligible for Executive Session [BEC (Legal)]

In accordance with the provisions of the Texas Open Meetings Act, the following items may be discussed in closed session with proper timely notice to the public that the item will be discussed:

- A. Tex. Gov't Code § 551.071. Consultation with attorney. A governmental body may conduct a private consultation with its attorney when the government body seeks advice about pending or contemplated litigation, a settlement offer, or any of the appropriate exceptions listed for an executive session.
- B. Tex. Gov't Code § 551.072. Deliberation regarding real property. A governmental body may conduct a closed meeting (executive session) to deliberate the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body.

- C. Tex. Gov't Code § 551.074. Personnel matters. An executive session may be conducted to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee. Also, to hear a complaint or charge against an employee unless the employee who is the subject of the charge or complaint requests an open meeting or hearing to hear the complaint (551.081).
- D. Tex. Gov't Code § 551.076. Deliberation regarding security devices. A governmental body may deliberate the deployment of security personnel or devices in an executive session.
- E. Tex. Gov't Code § 551.0821. Personally identifiable information about public school student. Deliberation concerning a student in which personally identifiable information is discussed will be held in executive session - even if the student's name is not mentioned in the deliberation.
- F. Tex. Gov't Code § 551.084. Exclusion of witness from hearing. A governmental body that is conducting a hearing may exclude a witness from the hearing while another witness is testifying.
- G. Tex. Gov't Code § 551.073. Prospective gift. The governmental body may conduct an executive session to deliberate a negotiated contract for a prospective gift or donation if deliberation in an open session would have a detrimental effect.
- H. Tex. Educ. Code § 39.030. The Board of Trustees shall conduct an executive session to discuss or adopt individual assessment instruments or assessment instrument items.
- I. Tex. Gov't Code § 418.183. Emergency management- homeland security. Issues related to 418.175 in the Government Code are exempted from the open meeting requirement; however, a tape recording of the proceedings should be made.
- J. Tex. Gov't Code § 551.087. Economic development. Deliberations concerning the offer of financial incentives for companies to locate in the school district may be held in executive session.

BOARD MEMBER PREPARATION FOR MEETINGS

Board Packets

The Superintendent will ensure that all information needed for informed decision-making is supplied to each Board Member in agenda packets delivered via e-mail on Friday afternoon prior to any scheduled meeting. Packets for special meetings will be delivered 5 days prior to special meetings if the information is available; otherwise, the Superintendent shall provide the packet as soon as the information is readily available. Under certain circumstances, including confidential or sensitive personnel or legal matters, information may be presented to the Board for the first time during closed session.

Each Board Member will prepare for the Board Meeting by studying agenda packet materials and asking clarifying questions and/or requesting additional information of the Superintendent at least one day in advance of the meeting.

Requests for Information in Preparation for Meeting

Requests for information or follow-up questions concerning an item on an upcoming agenda shall be posed to the Superintendent directly and shall not include any other member of the Board of Trustees.

Board Members acknowledge that advance notice to the Superintendent of any follow-up questions or data/information requests will ensure the Superintendent is prepared to provide all necessary information during the meeting and provide the greatest benefit to all Board Members. If the Superintendent deems a follow-up question or data/information request will benefit the Board as a whole, the Superintendent shall supplement the Board packet with the information requested by an individual Board Member.

If additional information requested by a Board Member will require additional time to gather or research, the Superintendent and the requesting Board Member will agree upon an appropriate time frame in which the information will be provided.

If a written summary or report is requested, the Superintendent will present a copy of it to each Board Member.

Even when information about agenda items is provided in advance or Board Members receive answers to specific questions prior to the Board meeting, Board Members are not prohibited from discussing the information in the Board meeting.

Exhibiting Professionalism and Courtesy in Board Meetings

Board Members shall observe and adhere to parliamentary procedures according to Robert's Rules of Order and the Board President will ensure that discussion is related to the agenda item being addressed.

The Board President may recognize Board Members prior to comments being given about an agenda item, particularly if several members wish to speak to the item.

Professional courtesy will be extended to all members of the Leadership Team, school district staff, and visitors to the Board Meeting.

PUBLIC PARTICIPATION [BED (Local)]

Scope of Comments

Members of the public may participate in Board meetings to the extent permitted by law or Board Policy BED (Local). At regular meetings, members of the public may comment on any item of District business, regardless of whether the item is on the agenda. At special meetings, public comment is limited to agenda items.

Sign-Up Process

Individuals wishing to speak at a Board meeting must fill out the Public Participation Form – with their name, address and phone number and the general topic of their comment or agenda item number, if applicable.

The Public Participation Form can be found on the District Web Site or picked up at the Tommy King Administration Building located at 301 E. House Street, Alvin, Texas.

The Public Participation Form must be submitted to the Superintendent's Secretary via e-mail (mmcwhirter@alvinisd.net) or in person, by noon the day prior to the Board Meeting.

The Board President will call on those who have signed up during the Open Forum portion of the meeting. Any person who has not met the deadline for submission of the form, shall not be permitted to speak.

For expediency, multiple individuals speaking on one agenda item are encouraged—but not required—to designate a spokesperson to speak on the group's behalf.

Time Limits

Speakers shall ordinarily have a maximum limit of three (3) minutes to present a public comment; however, the Board President shall have the discretion to reduce the time limit for speakers if 10 or more speakers have signed up to no less than one (1) minute based on time constraints on the conduct of Board business.

Board Response

The Board shall not respond directly to any public comment during the public participation portion of the meeting; however, where a public comment addresses an item that was properly posted on the agenda for the meeting, the Board may address a speaker's comments concerning that item when the item is called for the Board's consideration. For all other comments (*i.e.*, comments on non-agenda items), the Board may only provide specific factual information or refer the speaker to an existing Board policy concerning the topic of the speaker's comment.

Speakers who attempt to bring a complaint for resolution during the public participation portion of any meeting may be referred to the proper Board policy [FNG (Local), DGBA (Local), or GF (Local)] to file a formal complaint.

Disruptive Comments

The Board shall not tolerate disruption of the meeting by any audience member, including speakers during public participation. If, after at least one warning from the presiding officer, any individual continues to disrupt the meeting by his or her words or actions, the presiding officer may request assistance from law enforcement officials to have the individual removed from the meeting.

COMMUNICATION

LEADERSHIP TEAM COMMUNICATION [BE (Legal)]

Superintendent Communications with Board

The Superintendent will communicate with each Board Member via weekly reports (emails) that will include information such as:

1. District events and updates
2. Progress reports on Board goals and directives
3. Follow-up reports in answer to Board Member questions
4. Information or reports requested by a Board Member

The Superintendent may also communicate with any Board Member via telephone as needed.

The Superintendent will communicate requested information to all Board Members in as timely a manner as possible without interfering with the regular conduct of District business.

The Superintendent will meet with the Board President as needed, or communicate by telephone or electronic means to inform him/her of district issues that may need to come before the Board for information or action.

Board Communications

Board Members may communicate with other individual Board Members for purposes of asking questions, clarifying information, or socializing under circumstances that do not conflict with or circumvent the Texas Open Meetings Act. Specifically, a Board Member may not engage in any communication outside of a regularly scheduled meeting that the Board Member knows will form a series of communications ultimately involving a quorum of the Board

Board Members may not communicate with other individual members for purposes of soliciting votes in support of or opposition to items of business that may come before the Board.

Board Members who wish to share information relevant to district business or issues before the Board will relay the information to the Superintendent for distribution to all members in his/her weekly reports.

Communications with Legal Counsel [BDD (Local)]

The Superintendent and the Superintendent's designees may contact legal counsel as needed in furtherance of District business. Individual Board Members shall channel legal inquiries through the Superintendent, Board President, or Board's designee (as appropriate) when seeking advice or information from the District's legal counsel.

BOARD MEMBER REQUEST FOR INFORMATION NOT RELATED TO MEETING AGENDAS [Policy BBE (Legal); BBE (Local); FL (Legal); FL (Local)]

Access to Information

Board Members acting in their official capacities may contact the Superintendent directly to request information about District or Board business.

The Superintendent, at his/her discretion, may refer the Board Member to a staff person with direct knowledge about the information requested.

The Superintendent will determine if the information requested is readily available or additional time is needed to gather information or research the issue.

If the information is available, the Superintendent will provide it to the requesting Board Member on or before the 20th District business day after the Board Member requests the information. For particularly large requests the Superintendent shall respond by the 30th District business day with notice to the Board Member of the reason for the delay and a date by which the information will be provided. In accordance with Tex. Educ. Code § 11.1512(d), the Superintendent shall publicly post a summary of the cost of responding to one or more large requests by Board Members.

If a written response is provided, a copy of the information will be provided to each Board Member.

If the Superintendent determines that the request is unreasonable and will divert staff time or attention from Board priorities, the Superintendent or the requesting Board Member may ask the Board President to place the request on a meeting agenda. The requesting Board Member may then ask if a majority of the Board wishes to direct the Superintendent to generate a report to include the requested information.

Access to Student Records

Board Members shall only have access to individual student records when the request is made in the Board Member's official capacity and the Board Member has a legitimate educational interest in the records as required by Policies FL (Legal) and FL (Local).

BOARD MEMBER CONTACT WITH CAMPUSES AND EMPLOYEES [Policy BBE (Legal); BBE (Local); BBF (Local)]

Attendance on Campuses and at School Events

Board Members are encouraged to attend as many school events as their time and schedule permits.

Board Members may conduct official visits to AISD campuses during the instructional day with a three day advance notice to the Campus Principal and the Superintendent.

Board Members will check in with the principal's office upon arrival at a campus during the school day, as per guidelines for all visitors to campuses.

Board Members will not go into classrooms or other areas on campus for the purposes of conducting personnel evaluations or investigations.

While on any AISD campus or at any school-sponsored event, Board Members may not give direction to any staff or student except when immediate safety or liability is an issue.

Parent Visits

Nothing in these Board Operating Procedures shall prohibit or restrain a Board Member's ability to visit a campus in his or her individual capacity as a parent. However, in order to maintain a reasonable separation between Board Members' roles as trustee's vs parents of AISD students, the following guidelines are in place for Board Members with students enrolled in the District:

- A. When visiting with teachers of their own children, Board Members should make it clear that they are acting as parents rather than as members of the Board.
- B. Board Members will not request or accept extraordinary consideration for themselves or their students.

Communications with Employees

Board Members may communicate with individual District employees with the following guidelines in place:

- Board Members shall not attempt to improperly influence individual employees to take any particular action with respect to their employment;
- Board Members shall not conduct personal interviews with District employees concerning employment complaints;
- Board Members shall not reprimand or provide direction to employees;
- Board Members shall not attempt to speak for the Board on any matter except as authorized in these Guidelines;
- Board Members will not ask District employees for extraordinary consideration for anyone (including employees, students, community members, or themselves).

RESPONSES TO COMMUNITY OR EMPLOYEE COMPLAINTS [Policy DGBA (Local); Policy FNG (Local); Policy GF (Local)]

Due to the possibility of a complaint reaching the Board through the formal complaint process, Board Members should respectfully hear complaints from constituents and stakeholders, but refrain from responding directly or otherwise becoming involved in the complaint. Board Members who are heavily involved in a complaint before the complaint reaches the Board may have an ethical responsibility to refrain from participating in the formal grievance process.

For complaints by employees, Board Members shall encourage the employee to contact the employee's immediate supervisor. For complaints by students or parents, Board Members shall encourage the student/parent to contact the lowest level administrator who can remedy the concern. For complaints by all other constituents, Board Members shall encourage the individual(s) to contact the Superintendent's Office.

In addition to referring complainants to the proper authorities, Board Members may also provide the following information:

- A. If the complainant is not satisfied with the resolution offered by the appropriate campus or District administrator, the complainant may file a formal grievance according to procedures outlined in policy for students and parents [FNG (Local)], employees [DGBA (Local)], or community members [GF (Local)].
- B. If the complainant is not satisfied with the outcome of the formal complaint process, the complainant may appeal to the next level of authority as outlined in policy.
- C. When all levels of administrative appeal have been exhausted without satisfaction by the complainant, the complainant may appeal the complaint to the Board of Trustees according to procedures outlined in policy. The Board President will place the complaint on the agenda for discussion hearing before the Board.
- D. The Board may uphold the Administration's decision concerning the grievance, overturn the Administration's decision, or offer an alternative solution. Alternatively, the Board may take no action, which has the effect of upholding the Administration's decision.
- E. Complaints regarding an individual will be heard in closed session unless specific law or local policy provides otherwise.

Board Members will inform the Superintendent of all relevant complaints from constituents and stakeholders.

The Superintendent will inform the Board of the resolution of complaints brought to him/her by Board Members.

Communicating with the Community and/or Personnel

Board Members are encouraged to participate in community activities as liaisons between the public and the school district. When doing so, Board Members are expected to:

- A. Relay information about district goals
- B. Interact in a positive manner
- C. Listen politely and respectfully to comments
- D. Refer questions about specific district activities to the Superintendent when they do not know the answers

The Board of Trustees encourages community input, however, it will not respond to anonymous calls or letters unless they involve the safety and security of students and/or employees. If the anonymous communication refers to a significant issue, the Board Member will contact the Superintendent to inform him/her of its' content.

Signed letters addressed to the Board or a Board Member will be forwarded to the Superintendent for inclusion in the weekly information provided to the Board.

The Board will communicate to the community collectively through district communication strategies authorized by the Board in policy or the district communication plan.

Alvin ISD RELATED POLICIES: BBF (LOCAL)

Communicating with the Media

The Superintendent shall be the official spokesperson for the Board of Trustees to the media on all school district related issues. Media questions pertaining to reasons why the Board made a decision will be directed to the Board President. On all other District matters, the Superintendent or the Superintendent's designee may represent the administration's perspective.

A Board Member who receives a call from the media requesting information, comments, or an interview regarding district related issues will direct them to the Superintendent and he/she will notify the Board President of the call.

Board Members retain the right to speak to the media as private citizens (*i.e.*, not on behalf of Alvin ISD or the Board of Trustees) but are strongly encouraged to direct all media inquiries to the Superintendent. Any Board Member who speaks to the media shall clearly identify in any interview or written comment that

(s)he is speaking as a private citizen and does not intend to represent the views of AISD or the Board. If the Board has taken action on an item, the Board Member may refer the media or public to the Board's action.

EVALUATION OF THE SUPERINTENDENT

Superintendent Evaluation Instrument [BJA (LEGAL); BJCD (EXHIBIT); BJCD (LOCAL); BJCD (LEGAL)]

After district goals are identified and priorities of the Board are established for the next school year, the Leadership Team should review the content of the Superintendent's Evaluation Instrument to ensure proper alignment. This will ensure that the Board and Superintendent have an understanding of the challenges and priorities that are going to be emphasized in the coming year and that appropriate evaluation indicators may be developed. The evaluation instrument shall be based on the Superintendent's job description, student performance, and Leadership Team priorities. The document evaluating the performance of the Superintendent is confidential and may not be released pursuant to Texas Education Code § 21.355.

Objectives of the Superintendent Evaluation Process

Based on law and board policy the following objectives are associated with the superintendent evaluation process:

- Clarify to the Superintendent his or her role and priorities, as seen by the Board
- 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 priorities
- Foster an early understanding among new Board Members of the evaluation process and the Superintendent's current performance objectives and priorities
- Develop and sustain a harmonious working relationship between the Board and the Superintendent
- Include indicators on the evaluation instrument that reflect high expectations and outstanding leadership for the day-to-day operations of the school district
- Ensure fairness and objectivity in the evaluation process

BOARD OFFICER ELECTIONS

Board Office Elections will follow Policy BDAA (Legal) and BDAA (Local)

NEW BOARD MEMBER ORIENTATION & LEADERSHIP TEAM TRAINING

Reporting Requirements [BBD (Legal)]

School Board members must complete training that is required by the State Board of Education, and the Board President must publicly announce whether each Board Member has met their training requirements. This announcement must be made at the last regular meeting prior to the Board Election. The Board Minutes will also reflect whether each Trustee has met or is delinquent in meeting the training required to be completed as of the date of the meeting. *Education Code 11.159*

Training Requirements[BBD (LEGAL), BBD (EXHIBIT)]

New Board Members shall receive a district orientation session within 120 days before or after their election or appointment and an orientation to the Texas Education Code within a 120 days as well . Texas Education Code orientation sessions are offered through the Region 4 Education Service Center and shall be three hours in length.

Open Meetings Act and Public Information Act training is required (outside of SBOE rule) of all elected officials within 90 days of election or appointment.

All Board Members shall receive an update session following each session of the Texas Legislature and the entire Board and Superintendent shall annually participate in a team building session. The lengths of these trainings are not specified, but are usually at least three hours.

In addition to the orientation and team building training, all Board Members shall receive additional continuing education on an annual basis. To the extent possible, the entire Board shall participate in continuing education programs together. In the first year of service, Board Members shall receive at least ten hours of continuing education in fulfillment of assessed needs in addition to required orientations and team building training.

After the first year of service Board Members shall receive at least five hours of continuing education annually in fulfillment of assessed needs. This of course is in addition to required team building training and a legislative update following all Texas legislative sessions .

Cybersecurity Training is required each year (1 hour). Child Abuse Prevention Training (1 hour) is required every two years as is Evaluating and Improving Student Outcomes Training (3 hours).

Required hours after the first year will vary depending on how the post-Legislative Update, Child Abuse, and Student Achievement and Accountability hours fall for an individual trustee.

Trustees may receive any training online **except** Local Orientation for new Board members, Team Building and Evaluating and Improving Student Outcomes.

The Board President shall receive continuing education related to leadership duties of the Board President as some portion of the annual requirement.