



ALEJO ISD

BOARD OF TRUSTEES OPERATING PROCEDURE MANUAL

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DRAFT

Board Member

Characteristics And General Responsibilities

Seven Board Members and one Superintendent complete a "Team of Eight" Leadership Concept.

Each Board Member is:

- One of seven
- A Trustee for the entire AISD
- A Leader for the entire AISD
- 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
- [Expected to attend meetings](#)
- [Expected to remain informed](#)

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 agenda
- More important than any other Board Member
- A vehicle for special interest groups

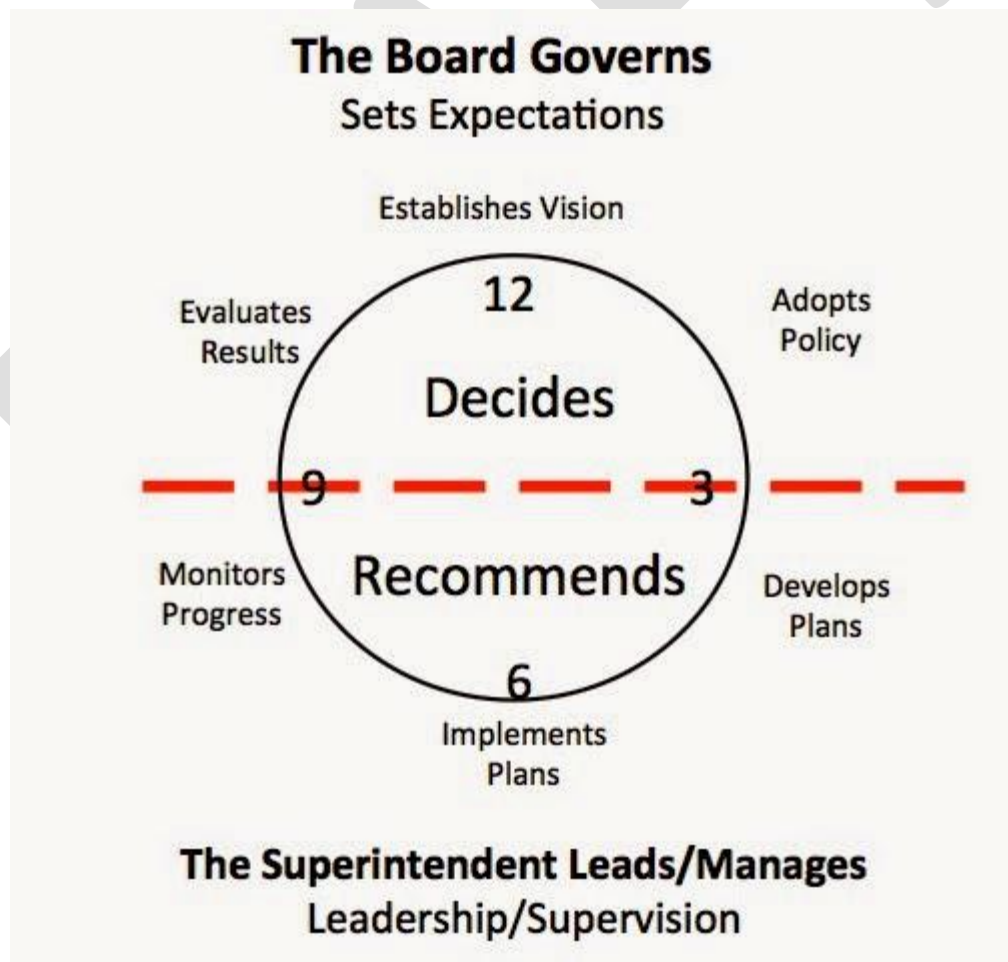
Board Responsibility is to:

- Establish instructional priorities and goals for the district and monitor for successful achievement.
- Adopt policies that govern the district and review these policies for effectiveness.
- Hire a superintendent to manage the district, evaluate the superintendent's effectiveness, and work together as a leadership team of eight.
- 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.
- Demonstrate commitment to student success by effectively advocating and communicating with the superintendent, staff, community, and governmental leaders.
- [Understand teaching and learning goals of the district](#)
- Demonstrate commitment to student success by effectively advocating and communicating with the superintendent, staff, community, and governmental

leaders.

Superintendent Responsibility is to:

- Provide leadership for the attainment of student performance as directed by the district's strategic plan [and/or](#) annual goals and objectives.
- Accept administrative responsibility and leadership for the planning, operation, supervision and evaluation of the education programs, services, and facilities of the district.
- Accept authority and responsibility for the assignment and evaluation of personnel and make recommendations for employment and termination of employees.
- Accept administrative responsibility of formulating an annual budget in accordance to procedures for board approval.
- Accept administrative responsibility to recommend policy for board adoption and develop administrative procedures to implement adopted policy.
- After Policy adoption, the superintendent or designee shall be responsible for submitting revisions to TASB for legal review and incorporation into the Board's Policy Manual. If requested by a Board member or the Superintendent, a legal review from TASB may be requested prior to adoption.



Ethics Of A School Board Member

The Ethics of a School Board Member can be found in [Board Policy BBF \(LOCAL\)](#).

Role And Authority Of Board Officers And/Or Board Members

[BDAA \(LOCAL\)](#) [BDAA \(LEGAL\)](#) Officers and Officials – Duties and Requirements of Board Officers

[BE \(LOCAL\)](#) [BE \(LEGAL\)](#) Board Meetings

[BBE \(LOCAL\)](#) [BBE \(LEGAL\)](#) Board members – Authority

In addition to general responsibilities, board officers are also given these duties:

President: In addition to the duties required by law, the President of the Board shall:

- Preside at all meetings of the Board unless unable to attend.
- Have the right to discuss, make motions and resolutions and vote on all matters coming before the Board.
- Call special meetings of the Board.
- Sign all legal documents, warrants, vouchers and reports, as required by statute, state or federal regulations or Board policy.
- Decide all questions of order in accordance with [Robert's Rules of Order](#), Newly Revised, as modified by Board policy.
- Receive official correspondence addressed to the Board.
- Assist in the development of the agenda for each meeting.
- Represent the Board and the District at certain ceremonial occasions and events.
- Perform all other duties which may be prescribed by law, authorized by the Board or mandated by a court of competent jurisdiction for the chief officer of the Board.

Vice President: The Vice President of the Board 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.

Secretary: The Secretary of the Board shall:

- Ensure that an accurate record is kept of the proceedings of each Board meeting.
- Ensure that notices of Board meetings are posted and sent as required by law.
- In the absence of the President and Vice President, call the meeting to order and act as presiding officer.
- Sign or countersign documents as directed by action of the Board.

Board Members Authority: [Board member authority comes from BBA \(LEGAL\), BBE \(LEGAL\), BBE \(LOCAL\), BDAA \(LEGAL\), BDAA \(LOCAL\)](#).

Conflicts of Interest

- Conflicts are controlled by state law and Board Policies [BBFA \(LEGAL\)](#), [BBFA \(LOCAL\)](#)

- If a Trustee believes he or she may have a conflict of interest, they should review the policy and bring the issue to the attention of the Board President and/or Superintendent.
- If a Trustee believes that another Trustee may have a conflict of interest, he or she is to bring the issue to the attention of the Board President and/or Superintendent.
- Conflicts created due to family members who are employees of the District are controlled by Board Policy [DBE \(LEGAL\)](#).
- If a Trustee believes a situation exists that requires his/her abstention, he/she should make that fact known to the Board President as soon as possible and announce the abstention at the beginning of the Board Agenda item at issue.

Perceived Conflicts Of Interest

- There are times when a true, legal conflict of interest does not exist but there is the perception of a conflict of interest.
- Examples of perceived conflicts of interest include:
 - A Trustee who files a complaint / lawsuit against the District that creates a conflict beyond those identified specifically in policy;
 - A Trustee who is actively involved in an organization or movement that directly undermines the mission of the District; and
 - A Board decision that directly and specifically impacts a program in which a Trustee's family member is intimately involved.
- When there is a perceived conflict of interest, it may be prudent to voluntarily abstain from deliberating and voting on items to ensure there is not an appearance of bias and to protect the fidelity of the process.
- Each perceived conflict of interest should be analyzed and handled on a case-by-case basis. If a Trustee fears they or a fellow-Trustee is in a perceived conflict of interest, that information should be reported to a Board officer as soon as feasible.
- [Conflicts disclosure statements will be completed annually by each Trustee.](#)

Board Operation COMMUNICATION

Board Member Communication and Superintendent

[BE \(LEGAL\)](#), [BE \(LOCAL\)](#), [BBE \(LOCAL\)](#), [BBE \(LEGAL\)](#), [BJA \(LOCAL\)](#) and the [TX Open Meetings Act](#)

- The superintendent shall communicate with all Board Members between scheduled Board meetings without interfering with the regular conduct of the Aledo School District business.
- The Superintendent shall distribute to all Board Members any information requested for the Board by the Board President or a Board Member.
- Board Members may communicate with other individual Board Members for the purposes of asking clarifying questions, providing clarifying information or socializing under circumstances that do not conflict with or circumvent the Texas Open Meetings Act.

- Board members may not communicate with other individual Board Members for purposes of soliciting votes in support of or opposition to items of business that may come before the Board.
- The Superintendent is the liaison between the Board and district staff. The only employee the Board is responsible for directing is the Superintendent. The Superintendent will direct the activities of all staff.

Board Member Request for Information other than Agenda Item

[BBE \(LEGAL\)](#), [BBE \(LOCAL\)](#)

Individual Access to Information:

- An individual Board member, acting in his or her official capacity, shall have the right to seek information pertaining to District fiscal affairs, business transactions, governance and personnel matters, including information that properly may be withheld from members of the general public in accordance with the Public Information Chapter of the Government Code. [See [GBA \(LEGAL\)](#)].

Limitations:

- Individual members shall not have access to confidential student records unless the member is acting in his or her official capacity and has a legitimate educational interest in the records in accordance with policies [FL \(LEGAL\)](#) and [FL \(LOCAL\)](#).

Requests for Reports:

- Individual members shall seek access to records or request copies of records from the Superintendent or other designated custodian of records. [The Superintendent shall be copied on any request.](#) When a custodian of records other than the Superintendent provides access to records or copies of records to individual Trustees, the provider shall inform the Superintendent of the records provided.

Confidentiality:

- 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.

Board Member Communication with the Media

[BDAA \(LEGAL\)](#), [BDAA \(LOCAL\)](#), [BBE \(LOCAL\)](#)

- The Board President or designee shall be the official spokesperson for the Board to the media on issues of media attention that require a response from the Board
- The Superintendent or a designated staff member shall be the official spokesperson for the District on issues of media attention that relate to District operations.
- Board Members who receive a call from the media requesting information, comments, or an interview regarding District business shall direct the caller to the Superintendent's office.
- The Superintendent shall notify the Board of any media requests by email or phone subject to importance of the request.
- Statements shall not be made to the media regarding matters protected by law.
- A Board Member retains the right to speak to the media as an individual, but must understand that any comment will likely be interpreted by viewers/readers as an "official" statement of the Board.
- In speaking as an individual, the Board Member [will](#):
 1. Clarify that he/she is speaking as an individual and not for the Board of Trustees.
 2. Remind the media representative(s) that official statements of the Board are made only by the Board President (or his/her designee).
 3. Remind the media representative(s) of the position or action of the Board of Trustees related to the issue in question.

Board Member Communication and Technology

BBI (LOCAL)

- Board members agree to abide by all AISD policies and procedures while utilizing their technology.
- Board members shall use discretion when utilizing social medial sites, blogs, and similar technology tools. *Those are considered public statements.*
- Board members should *be wary* of using personal electronic devices during a called public meeting.
- Information shared electronically will be subject to public disclosure under the Texas Public Information Act in the same manner it would be if the communication was in hard copy. This applies to personal e-mail, cellular text, social media sites, as well as school provided e-mail and forums.

Board Member Campus Visits

- Board Members are encouraged to visit any campus *while remaining aware of their role and the perception of the community.*
- As a courtesy, Board Members shall inform the campus Principal *and Superintendent* of any visit in advance of the visit whenever possible, unless the Member is attending a function to which he/she has been invited or visiting the campus as a parent.
- Board Members must check in at the *main* office following district guidelines, and must secure an identification badge *which is to be clearly visible.*
- Board Members may communicate with any staff member without interrupting scheduled learning periods or interfering with the learning process.
- Board Members shall not assume a supervisory role with staff or students.
- Board Members shall not assume a participator role with staff or students unless specifically required by campus staff
- Board Members shall remember the chain of command for complaints, concerns, and request. BED (EXHIBIT).
- Board Members shall not attempt to solve problems or make promises.
- Board Members shall *express concerns privately to the Superintendent about observations.*

****This operating procedures does not pertain to visits as a parent, as a spectator to school events, or other events open to the general public.**

Board Member Communication with the Community

BJA (LOCAL), BJA (LEGAL), BBF (LOCAL)

- 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:
 1. Listen politely and respectfully.
 2. Relay information about the District in a positive and truthful manner.
 3. Communicate the district's student success and achievements.
 4. Communicate community support for a shared school district.
 5. Refer questions about specific District activities/issues to the appropriate staff personnel at the lowest administrative level.
- The Board of Trustees encourages community input, but will not respond or act on the basis of anonymous calls, letters or e-mails unless the communication pertains to criminal, health, or safety issues.
- Signed letters to the Board of Trustees, an individual Board Member, or the Superintendent will be forwarded to the Superintendent to be shared with the entire board with a notation of any action taken, if the letter is not of a confidential or personal nature.
- A Board Member retains the right to speak to anyone as an individual, but should understand that any comment will likely be interpreted by the listener as being an "official" statement of the Board. When

speaking as an individual, the Board Member should clarify that he/she is speaking as an individual and not for the Board of Trustees.

Board Member Responses to Community, Parent and **Employee Complaints**

[DGBA \(LOCAL\)](#), [DGBA \(LEGAL\)](#), [GF \(LOCAL\)](#), [GF \(LEGAL\)](#), [FNG \(LOCAL\)](#), [FNG \(LEGAL\)](#)

- Concern(s) by a constituent/parent should be expressed as soon as possible to allow resolution at the lowest administrative level beginning with the teacher or campus administrator closest to the situation.
- 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.

Board Member E-Mail Protocol

[BBF \(LOCAL\)](#), [GBA \(LEGAL\)](#), [Tx Open Meetings Act](#)

- Board Members may communicate by e-mail with other individual Board Members for the purposes of asking clarifying questions, providing clarifying information or socializing under circumstances that do not conflict with or circumvent the Texas Open Meetings Act.
- E-mail correspondence may be subject to Public Information Act request.
- E-mail correspondence from the Superintendent or designated administrator to all Board members is permissible. Individual Board members should not answer e-mail correspondence using "reply all". Communication by e-mail is subject to the Open Meetings Act.
- Board members are encouraged to respond to e-mails from constituents, but should bear in mind that any such responses may be subject to Public Information Act requests.
- A Board member retains the right to respond to e-mails as an individual but must understand that such communication may be interpreted by the reader as being an "official" statement of the Board. The Board member should:
 1. Clarify that he/she is responding as an individual and not for the Board.
 2. Remind the reader of any position or action the Board has officially taken on the subject.
- Board Members are encouraged to share e-mails they receive with the Superintendent if the e-mail is not of a personal or confidential nature.
- Board Members should not respond to anonymous e-mails.
- Communication pertaining to criminal, health or safety issues will be forwarded to the Superintendent for action.
- All email communications between Board Members and the Superintendent shall be copied to the Board President to assist the President in the efficient execution of the duties of his/her office.

MEETINGS

Board Member Preparation for Meetings

[BJA \(LOCAL\)](#), [BJA \(LEGAL\)](#), [BE \(LEGAL\)](#), [BE \(LOCAL\)](#)

- Board Members shall read and study the packet prior to each meeting. Board Members **are encouraged to ask and seek clarification of** additional information from the Superintendent prior to the Board Meeting.

- Any additional information or materials that are provided to one Board Member will be provided to all Board Members.
- If the requested information is not available, the Superintendent shall inform the Board Member prior to the start of the meeting. The Superintendent and Board President will consult with the requesting Board Member to find a reasonable solution.

Board Member Participation and Conduct during Board Meetings/Public Forums

BE (LEGAL), BE (LOCAL), BEC (LEGAL)

- All Board Members are expected to conduct themselves professionally and ethically during all meetings and public forums. Examples of behavior that will not be tolerated are rude remarks, interruptions, yelling, name calling and disrespectful verbal or body language.
- Differences of opinion, if respectfully submitted, are not to be construed as unacceptable behavior but rather as alternate views on a subject and should be encouraged.
- In case of a tie vote, on an action other than a grievance, the item is tabled and returned on the next agenda as an action item.
- Notes taken by an individual Board Member during Open and Executive Sessions may be considered information created as part of the District's official business and, therefore, potentially subject to public disclosure under the Texas Public Information Act.
- 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.
- The Board President has the right to recognize a Board Member or anyone wishing to speak to the business before the Board.
- No Member shall coerce another member to vote in a particular manner, and no Member may attempt to solicit votes in any manner inconsistent with the Texas Open Meetings Act.
- No member will criticize any other member with regard to his/her questions, discussion or vote.
- Although it is the duty of every Member, including the President, who has an opinion on a question to express it by his vote, he can abstain, since he cannot be compelled to vote. Members abstaining from voting are encouraged to briefly state their reason for abstention.

Public Comment

Public comment will be a part of meetings following BED (LOCAL), BED (LEGAL) & BED (EXHIBIT).

Executive Session BE (LEGAL), BEC (LEGAL), BE (LOCAL)

- No person other than the Board of Trustees and the Superintendent is entitled to attend or participate in closed/executive sessions.
- If the Board President or the Superintendent believes that consultation with a person or group would be beneficial to the discussion, that person or group may be invited to participate for a specific purpose. Such consultants must leave the room upon the conclusion of their participation or when the Board no longer believes such participation is productive.
- Any Board Member may request consultation with a specific person or group for a matter duly posted for closed/executive session. A Board Member shall make such a request to the Board President. The Board President will discuss the merits of the request with the Board member and will work with the Superintendent to arrange for participation requested if possible.
- The Superintendent may be prohibited from participating in closed/executive sessions where the Board may be considering any aspect of his/her employment or job performance.
- Participation by anyone shall not conflict with the Texas Open Meetings Act or any other applicable provisions of the law.
- In the event of any persons other than the Board and Superintendent participate in closed/executive sessions, the Superintendent and the Board shall ensure that the participant(s)

are aware of the limitations placed on disclosure of the content of the discussion occurring in closed/executive session.

Board Development

Framework for School Board Development can be found in [BBD \(EXHIBIT\)](#).

New Board Member Orientation

[BBD \(LOCAL\)](#), [BBD \(LEGAL\)](#), [BBD \(EXHIBIT\)](#)

- As a supplement to ESC 11 training provided in relation to his/her candidacy, a District orientation for a new Board Member will be scheduled to begin within 60 days of the date a new Board Member takes the Oath of Office.
- At a minimum, the Superintendent and Board President will participate in an induction into board culture event prior to the new member(s) first regular monthly meeting at the Board Room. Other Board Members and additional administrative staff may also be included to provide specific information about meeting procedures, Board Book, and other items.
- [A packet of general information will be provided.](#)
- If more than two additional Board Members participate in the orientation at one time, the orientation will be conducted in accordance with the Texas Open Meetings Act.
- In addition to the orientation and team building training, and other educational opportunities, the following topics shall be included within the first year as a Board Member:
 1. Board/Superintendent Team Operating Procedures and Board Policies
 2. Superintendent's overview of District Administrative Organization
 3. Board President's overview of officer responsibilities and Board committee(s) structure
 4. Training to access and use Board Book
 5. Budget
 6. Texas Open Meetings Act laws
 7. District Goals
 8. Requirements for ongoing Board Member education and opportunities
 9. Board's annual calendar and briefing of upcoming events
 10. Review of annual team building training, board evaluation, and framework for governance leadership [\(BBD Exhibit\)](#)
 11. Expense reimbursement procedures
- New Board members are encouraged to pursue additional training opportunities during the first year of service. In addition to the ESC 11, all Board Members are encouraged to attend any of the additional education seminars, conferences, and online classes available through the Texas Association of School Boards (TASB) for school board leadership development.

Election of Board Officers/Reorganization [BDAA \(LEGAL\)](#), [BDAA \(LOCAL\)](#), [BBD \(LEGAL\)](#), [Tx Open Meetings Act](#)

- The election of Board Officers is governed by Board Policies [BDAA \(LEGAL\)](#), [BDAA \(LOCAL\)](#), and must be held at a properly noticed and posted meeting in compliance with the Texas Open Meetings Act [Tx Open Meetings Act](#), Texas Government code Chapter 551.000 et seq. The Board Members shall comply with the requirements of the Boards' Policies, Operating Guidelines and the Texas Open Meetings Act in the selection of officers.

Qualification For Officers

- A nominee for Board President must have served at least two years as a Board Member and must have received or must commit to receive formation training in the duties of a Board President.
- Any Board Member is eligible to be nominated and to serve as Board Vice President or Board Secretary

Notification of Interest in Officer Position

- Prior to the May Regular Board Meeting, any qualified Board Member who seeks to be nominated as an officer may inform the Superintendent in writing of their interest in such position. Upon receiving such notice, the Superintendent will notify the other Board Members of the Board Member's Intent.
- [When in Open Session, a member will be able to nominate themselves or another Board member, regardless of notification to Superintendent, according to Robert's Rules of Order.](#)

Officer Election Process

- The officer election process will take place annually during the May Regular Board [Meeting or whenever added to an Agenda](#).
- The meeting agenda shall include an Executive Session item for discussing and deliberating the duties and qualifications of each officer position. The Executive Session is generally the first working item on the Agenda.
- Upon return to Open Session, the Board will consider nominations for officer positions. A nomination does not require a second. Board Members will not circumvent the Texas Open Meetings Act by attempting to solicit support for Members seeking any office prior to meeting in Open Session.
- The Board will vote for each officer position in turn. The order of election shall be President, Vice President, and Secretary. If there is more than one nominee for a position, candidates will be voted on in the order of their nomination.
- Election of Board President – For the purposes of this section only, “Current Board President” refers to the person who was president at the time of the most recent election. “Current Board Secretary” refers to the person who was the secretary at the time of the most recent election.
 1. The election of the new Board President is conducted by the Current President.
 2. If the Current President is no longer a member of the Board, the election for the new Board President is conducted by the Current Board Secretary.
 3. If the Current Board Secretary is no longer a member of the Board, the election for the new Board President will be conducted by the Board Member with the most seniority.
 4. If no single Board Member fits the description in item 3, the election for the new Board President will be conducted by a Board Member chosen by lot.
- Once elected, the new Board President will conduct the elections of the Board Vice President and Board Secretary.
- Newly elected officers will assume responsibility for their office immediately following the vote in Open Session.

Team of 8 Training

[BBD \(LOCAL\)](#), [BBD \(LEGAL\)](#), [BBF \(LOCAL\)](#), [BJCB \(LEGAL\)](#).

- Annually, the entire Board, including all Board members, shall participate with the Superintendent in a team building session facilitated by a regional education service center or any registered provider. The team building session shall be of a length deemed appropriate by the Board, but generally at least three hours.
- Board [self-evaluation shall occur annually](#). [BBD \(LOCAL\)](#), [BBD \(LEGAL\)](#), [BBD \(EXHIBIT\)](#)

Board Member's Concerns

[BBC \(LEGAL\)](#), [BE \(LOCAL\)](#), [CAA \(LOCAL\)](#)

- If a Board Member has a serious, specific concern about the performance of another member which appears to be in violation of Board Operating Procedures or Policies the recommended process for addressing such concerns shall be:
 1. The concerned member shall have a private conversation with the member in order to work out the differences or resolve the issue(s).
 2. If the concern(s) remain, the member shall meet privately with the Board President and outline the specific issue(s). The President and the complainant shall meet with the member and attempt to resolve the issue(s).
 3. If the issue is still not resolved, the complainant shall conference with the Board President and the Superintendent (or the Superintendent's designee) to develop a plan of action to resolve the concerns.
- When a member with concern(s) about another member's performance has gone through the steps outlined (1 through 3) and the issue(s) remains unresolved the concerned member shall, through the Board President, request that an item be placed on a regularly scheduled agenda as an Executive Session item posted as "Consideration of the Duties of a Public Officer."
- Should the Board determine that reprimand or censure is warranted, such action may only be taken in a duly posted public meeting.
- No action may be taken which would conflict with the [Texas Open Meetings Act](#).
- Nothing in this operating procedure shall be construed to limit a Board Member's constitutional rights.

Board Oversight / Governance

PLANNING

Board Committees

Details regarding Board Committees can be found in [BDB \(LOCAL\)](#) & [BDB \(LEGAL\)](#)

Development of District Policies

[BF \(LOCAL\)](#)

- [It is preferred that](#) proposed Local policies will be [considered by the Board on first and second readings in two separate meetings prior to adoption](#).

Review of District Policies

[BF \(LOCAL\)](#)

Superintendent Evaluation

[BJCD \(LOCAL\)](#), [BJCD \(LEGAL\)](#), [BJA \(LOCAL\)](#), [BJA \(LEGAL\)](#)

- The Board shall establish an annual calendar providing for the following activities, in which both the Board and the Superintendent shall participate in:
 1. Setting goals that define expectations and set priorities for the Superintendent.
 2. Summative evaluation [of the Superintendent](#)
 3. Formative evaluation [of the Superintendent](#)
- The Board may implement a process for collecting staff input for evaluating the Superintendent. If such a process is implemented for use in the Superintendent's evaluation, staff input shall not be anonymous.
- Before conducting the Superintendent's appraisal, Board members [are encouraged to participate in training regarding Superintendent evaluation](#).
- Trustees shall, in a timely manner, provide the Board President with each member's appraisal document. The Board President and another Board Officer of his/her choosing will tabulate the scores to create the final appraisal document.