



Board Operating Procedures

Board of Trustees

Ana Cortez, President
Dr. Mary Thomas, Vice President
Fabian Martinez, Secretary
Patrick Patterson, Trustee
Stephanie Rodriguez-Barnett, Trustee
Dr. Caitlin Lowery, Trustee
Stacy Howard, Trustee

Manor Central Office Administration Building

Address: 10335 US HWY 290 E. Manor, TX. 78653

HOW TO USE THIS POLICY MANUAL

In effective school systems, the superintendent and the school board function as a “Team of Eight”. A structured approach to developing a vision for the district and setting goals is enhanced by first developing a system of standard operating procedures. The school board is the corporate policy-making body for the district. The superintendent and staff provide the leadership to cause board policies to be implemented. Therefore, the Manor ISD Board of Trustees and Superintendent function as a “Team of Eight” to provide open communication to the staff and patrons of the district.

This is the official Board Policy Manual for Manor ISD. The manual is divided into four main sections — Student Outcome Goals, Constraints, Delegation, Governing — followed by an appendix.

The **Student Outcome Goals** policies focus on the direction the Board wants to lead the school system. The Student Outcome Goals section includes the board adopted vision statement and student outcome goals.

The **Constraints** policies focus on the protections it puts in place regarding unacceptable circumstances. The Constraints section includes the board adopted theory of action statement and constraints.

The **Delegation** policies focus on the relationship to the Superintendent’s role and any other direct reports to the Board. The Delegation section includes descriptions of the Superintendent’s role, Superintendent evaluation, and similar information for any other Board employee.

The **Governing** policies focus on the Board’s roles, Board Member roles, Board’s outward engagement with community and stakeholders and how Board Members conduct themselves. The Governing section includes code of ethics, meeting procedures, communication procedures, and community engagement procedures.

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STUDENT OUTCOME GOALS

Vision

Manor ISD's vision is to be the best district in Texas where we provide an equitable education for all scholars and graduate them ready to become leaders in our community.

Student Outcome Goals

The Board's student outcome goals, as aligned with the school system vision, are:

1. The percentage of 3rd grade students that score "meets grade level" or above on STAAR Reading will increase from 25% to 53% by June 2028.
2. The percentage of 3rd grade students that score "meets grade level" or above on STAAR Math will increase from 19% to 47% by June 2028.
3. The percentage of graduates that meet the criteria for CCMR will increase from 55% for the class of 2023 to 90% by the class of 2028.

CONSTRAINTS

Board's Constraints for the Superintendent

In attaining the Board's student outcome goals, the Superintendent shall not:

C1. Allow teacher retention to decrease.

C2. Allow the District to be fiscally unsound.

C3. Allow any school to be rated as an F (Based on TEA A-F Ratings) for more than one year without making progress on their numeric overall score

The Superintendent shall interpret and implement the Board's Superintendent constraints and, in consultation with the Board, select constraint progress measures (CPMs) for each constraint.

Theory of Action

If the district supports all students in reaching their individual educational goals; and if the district commits to all students learning the same standards, but when necessary, reaching them using differentiated time, resources, and approaches (Walters and Marzano, 2006); and if demonstrating leadership is expected from everyone as we support risk - taking and learning from setbacks in our support of success; and if accountability is defined as being responsible to peers and colleagues in the pursuit of learning (Lambert, 2002), then the district, through the campuses, will be able to accomplish the Board's student outcome goals while operating within the Board's constraints.

DELEGATION

Superintendent's Role

The Superintendent, as the Board's sole delegate for managing school system operations, shall be responsible for accomplishing any reasonable interpretation of the Board's student outcome goals within the boundaries provided by the Board and Superintendent constraints and state and federal law.

State and federal law require board adoption of policies on a variety of topics. The Board's adopted policies in the school system's local policy manual constitute compliance with these legal requirements. In accordance with state law, the Superintendent shall be responsible for preparing recommendations for policies to be adopted by the Board, overseeing the implementation of adopted policies, and developing appropriate administrative regulations. In recommending policy for Board adoption, the Superintendent shall identify when the Board is required to adopt policy or has statutory decision-making authority that cannot be delegated to the Superintendent. Required board policy addressing administrative issues shall be handled by consent agenda, with the Superintendent informing the Board of substantive changes.

Any operational issues not required to be Board adopted shall be addressed in administrative policy/regulations and the Board shall take necessary steps to remove such issues from its local policies.

Interpretation of Policy

The Superintendent shall interpret and implement the Board's student outcome goals and, in consultation with the Board, select goal progress measures (GPMs) for each student outcome goal. For any school year during which the Board's student outcome goals are not met, the Superintendent shall make reasonable progress toward meeting the student outcome goals. The Board's student outcome goals shall be the Superintendent's first priority for resource allocation.

Superintendent Evaluation

- The Superintendent is evaluated annually in January according to Lone Star Governance.
- The evaluation instrument shall be based only on the Board-adopted student outcome goals and constraints, using data reported as scheduled via the Board's monitoring calendar.
- Superintendent summative evaluation targets are considered met if the Student Outcome Goal or Constraint is met or two-thirds of the respective Goal Progress Measures or Constraint Progress Measures are met.
- Superintendent performance is considered met if 75% or more summative evaluation targets are met; below that threshold, the Board's evaluation shall be based only on the Board-adopted student outcome goals and constraints, using data reported as scheduled via the Board's monitoring calendar.
 - Board performance shall be taken into consideration
- The Superintendent and Board will have a midyear conversation in **July-August** based only on the Board-adopted student outcome goals and constraints, using data reported as scheduled via the Board's monitoring calendar.

- The Superintendent's evaluation is confidential by law.

Superintendent Evaluation Data
Goal 1: Met if the Goal met Target OR Met if at least two of the three GPMs met Target
Goal 2: Met if the Goal met Target OR Met if at least two of the three GPMs met Target
Goal 3: Met if the Goal met Target OR Met if at least two of the three GPMs met Target
Constraint 1: Met if the two CPMs met Target
Constraint 2: Met if the two CPM met Target
Constraint 3: Met if the three CPMs met Target

GOVERNING

Board's Role

The Board shall:

1. Ensure creation of a shared **vision** that promotes improved student outcomes. The Board shall accomplish this by incorporating the community's vision and values into student outcome goals, Superintendent constraints, and Board constraints.
2. Measure and communicate how well the vision is being accomplished. The Board shall accomplish this by collectively ensuring **accountability** through monthly monitoring of school system performance to ensure progress toward the vision and values and regular communications to the community.
3. Provide guidance and direction for accomplishing the vision. The Board shall accomplish this by creating a structure for the school system through distinct Board and Superintendent roles and responsibilities, which includes selecting the Superintendent, delegating to the Superintendent the authority and responsibility to implement the Board's goals within law and the Superintendent constraints, and considering and voting on the Superintendent's recommendations.
4. Promote the vision. The Board shall accomplish this by providing **advocacy** for students, families, staff, and stakeholders.
5. Work with the superintendent to lead the school system toward the vision. The Board shall accomplish this by behaving in a manner that demonstrates the **unity** of the Board and the school system.

In carrying out the above activities, the Board shall rely on the support of a Lone Star Governance coach and shall at all times comply with the Education Code and other laws, as applicable.

Board's Constraints for the Board

The Board shall operate within the Board's role, as defined above, and the Board's operating procedures. The Board, either collectively or through the actions of individual Board Members, shall not:

1. Deviate from the Board's operating procedures, particularly related to the protocol of communication.
2. Deviate from the agenda once it is finalized on the 14th calendar day before regular meetings in accordance with district policy BE (Local).
3. Have board attendance at duly called meetings below 90% for the past three months due to unexcused absences. Excused absences include illness or extraordinary unavoidable circumstances as determined by the board president. Board members should notify the superintendent or board chair if they will be absent.
4. Get distracted from investing at least 50% of its time each month on setting/monitoring its student outcome goals.

Board Self-Evaluation

The Board shall conduct formative self-evaluations at least quarterly and, within 45 days prior to conducting the annual Superintendent evaluation, an annual summative evaluation. The Board shall self-evaluate using the most current version of the Board's Quarterly Progress Tracker found in the Lone Star Governance manual.

The Board shall conduct a self-evaluation against one of each board-self constraints once a month.

- The board shall respond to self-evaluation on board self-constraint at least 3 days prior to board meeting
- This is usually conducted by surveying trustees outside of a board meeting but can be conducted at a board meeting, if necessary
- Board self-constraint monitoring is usually approved on the consent agenda unless **four or more** trustees indicate that the board self-constraint is not being honored

Roles and Responsibilities

Board Officers Roles & Responsibilities

The Board Chair shall:

- Preside at all board meetings
- Call special meetings
- Sign all legal documents as required by law
- Fulfill all duties and obligations as required by Board Policy, state and federal statutes, and regulations and rules
- Work with the superintendent to develop meeting agendas
- Contact legal counsel on behalf of the board

The Board Vice-Chair shall:

- Act in capacity of Board Chair in the absence of the Board Chair
- Fulfill all duties and obligations as required by Board Policy, state and federal statutes, regulations and rules

The Board Secretary shall:

- Ensure that accurate records are kept
- Countersign all legal documents
- Act as Board Chair in the absence of the Board Chair and Vice-Chair

Roles and Authority of Board Members

- Unless authorized by the Board, no Board member or officer has authority outside of a properly convened and conducted board meeting.

- No Board member has the authority to direct district employees in regard to performance of their duties.
- As a parent, within the District, a Board member shall:
 - When communicating with staff, make it clear to staff that he/she is acting as a parent and not as a Board Member.
 - Shall not request, expect, or require extra consideration or preferential treatment for their children due to their position on the Board.
- All Board members are expected to complete all continuing educational requirements within the allotted time frames set by the State.
- All Board members will submit a conflict of interest disclosure if applicable
- Newly elected Board members are required to review the Board Team Operating Procedures within the first six (6) weeks of their term.
- The Board has the legal authority to:
 - Hire the Superintendent
 - Govern and oversee the management of the District
 - Employ and evaluate, at least annually, the Superintendent
 - Adopt rules and bylaws
 - Levy and collect taxes and issue bonds
 - Adopt and file an annual budget
 - Have District financial accounts audited by a Texas certified accountant at the conclusion of each fiscal year
 - Publish an annual report describing the District's educational performance
 - Receive bequests and donations
 - Call elections and canvass the returns
 - Acquire and hold real and personal property in the name of the District
 - Execute, perform and make payments under contracts, including leases, leases with options to purchase and installments
 - Exercise the right of eminent domain to acquire property
 - Adopt and periodically review District policy

Reviewing Board Policy & Procedures

- Board members shall review all board goals and constraints at least once every year in accordance with the monitoring calendar.
- Board members shall review all other board policies and procedures once every other year in accordance with the monitoring calendar. During the review process, any Board member may add, change, or modify anything in these procedures subject to Board approval. Should trustees propose changes at any other time, a unanimous agreement for the change is necessary.
- A work session may be called to review and/or update them if necessary.

**Note: The review of the Board Policies and Procedures will be done in August-December to allow our new board members to participate in making changes prior to proceeding.*

Board Members Visits to Campuses

- Board members are encouraged to visit campuses but shall arrange visits with the superintendent at least 24 hours in advance if the visit is not for a scheduled campus activity.

- Board members are not to go into teachers' classrooms or on campuses for the purpose of investigation or personnel evaluation.
- Trustees should wear their District ID badges when visiting the campuses in an official capacity. A board member with their district badge will be able to enter the building after signing in on the visitor log just like district employees.
- Trustees visiting a campus in the role of parent, grandparent, or guardian do not need to notify the superintendent. It is important to remember that when visiting as a parent, grandparent, or guardian, board members should remain in designated areas for visitors.

Board Travel/Training

- Board members shall attend professional development and conferences to assist them in their duties and responsibilities, as well as to acquire continuing education credit as required.
- Board members should notify the board secretary of their travel plans as soon as possible in order to make travel arrangements.
- Board members may not exceed their allotted travel budget for the year.
- ~~Within ten days of returning from a conference, board members will provide highlights of their conference sessions to other board members through a method set up by the superintendent or designee.~~

Meeting Operating Procedures

Board Meeting Procedures

- The Manor ISD Board shall meet on a regular monthly business session on the third Monday in the Boardroom.
- Changes in the date and/or place to accommodate holidays and special events shall be approved by the Board in advance.
- Additional meetings may be called as needed.
- Anytime four (4) or more Board members are gathered to discuss school district business, it is considered a meeting.
- Failure to post such a meeting is considered a violation of the Texas Open Meetings Act.
- The Board shall observe the parliamentary procedures in Robert's Rules of Order, except as otherwise provided in Board procedural rules or by law.
- Board members are expected to attend and participate in duly called meetings.
- Board members should come to the Board meetings prepared to discuss and take action on all items on the agenda.
- At a minimum, each Board member is expected to have studied the material in the board packet sent to them prior to the meeting and when possible, resolve questions beforehand by contacting the Superintendent.
- The board president has the right to recognize a board member prior to giving their comments.
- Board member questions will be limited to two minutes apiece on each agenda item. Trustees may notify the Board President or presiding officer if they wish to cede their time to their Board colleagues at their own discretion.
- Regular school board meetings, Board Workshops, and any open meeting where the board conducts business in the form of a vote shall be livestreamed on the internet for the

public to view.

Board Response to Public Comment

1. Any person wishing to address the Board during the period reserved for public comment at a board meeting must sign up to be heard, in accordance with Board policy BED (Local).
2. The board may direct the superintendent to investigate item(s) raised by speakers during public comment and report back to the board.
3. The board president shall offer factual information or may refer to existing Board policy in response to a speaker during public comment, but the Board will not deliberate or take action regarding such matters.
- ~~4. The board will not hear complaints regarding individual employees in public session.~~
5. The board will not hear complaints or otherwise entertain any remarks related to individual students or that would reveal confidential student information in public session.
6. Board members will not leave the dais at any time to address other board members.
7. Persons not adhering to these rules will be warned once by the presiding officer and upon a second violation be asked to cease speaking. Failure to follow the direction of the presiding officer ~~could will~~ result in the presiding officer asking the speaker to leave the meeting and ~~possibly~~ banning the person from future meetings.

Public Hearings

1. During public hearings, the board is assembled only to gather information.
2. Rules for public hearings will be strictly adhered to:
 - a. Board will limit responses to three (3) minutes per testifier as per BED (Local)
 - b. Board will accept written (signed) or oral testimony
 - c. All testimony will be limited to the business currently under deliberation.

Board Agenda

Agenda development for regular meetings shall be as follows:

- The Board of Trustees and the Superintendent shall focus their agenda items on improving student outcome goals and the progress monitoring of the adopted goals.
- The tentative agenda is created by the administration and then reviewed with the board officers.
- Any two Trustees may request that a subject be included on the agenda for a meeting, however, all communications between Trustees for this purpose must be in compliance with the Texas Open Meetings Act (TOMA). The Superintendent shall include on the preliminary agenda of the meeting all Trustee-requested topics that have been submitted by the 21st calendar day by the requisite number of Trustees. The names of the Trustees who requested a particular agenda item will be reflected in parenthesis next to that item on the meeting agenda.

- The Board Chair and Superintendent shall meet the week prior to the Board meeting to finalize the agenda.
- The Chair shall ensure that any topics the Board or individual Trustees have requested to be addressed are either on the agenda or scheduled for deliberation at an appropriate time in the near future. The Board Chair shall not have authority to remove from the agenda a subject requested by two Trustees without those Trustee's specific authorization. The request will be forwarded to the Superintendent.
- All agenda items to be included in the upcoming regular meeting shall be finalized by the fourteenth calendar day before regular meetings in accordance with district policy BE(LOCAL).
- No item can be placed on the agenda less than **72 hours three business days** in advance of the meeting, unless an emergency necessity exists.
- Any agenda items added to the agenda after the original posting shall be done so in accordance with state laws.
- The Superintendent may require legal edits to the language to the proposed agenda items.

Consent Agenda

The Consent Agenda is included as part of the regular agenda but contains items that can be voted on all at once unless a Trustee requests that an item be pulled out and looked at individually. Items usually contained in the Consent Agenda are:

- Routine and/or recurring items
- Annual renewals of Region 13 and Texas Education Agency items
- Budget amendments
- Regular financial reports where financial activities remained within budget parameters
- Minutes of regular and special board meetings
- Routine personnel items
- Contract renewals
- Routine bid recommendations
- Policy updates
- Construction amendments

Executive Session

Executive Session may be needed according to the Texas Education Code.

- All personnel issues shall be conducted in an executive session unless specifically required by the Texas Open Meetings Law.
- Anything that violates the right to privacy, (Texas Open Meeting Act, Texas Open Records Act) cannot be placed on the open agenda.
- Anything that falls under the Texas Government Code Section 551.072 such as private consultation with the board's attorney, discussing purchases, exchange, leases, or value of real property, discussing negotiated contracts for prospective gifts or donations, discussing personnel or to hear complaints against personnel, deliberation regarding security devices, considering discipline of a public school child, or complaint or charge against personnel, considering the stands, guidelines, terms or conditions the board will follow, or will instruct its representative to follow, in consultation with representatives of employee groups, excluding witnesses from a hearing.
- Should any final action, decision, or final vote be required in the opinion of the school Board with regard to any matter considered in such closed or executive meeting or session, then the final action, or final vote shall be either in the open meeting covered by the Notice upon the reconvening of the public meeting or at a subsequent public meeting of the School Board upon notice thereof; as the School Board shall determine.

- Executive or closed session meetings will be recorded.
- Discussions during closed sessions shall remain confidential. No board member shall share any executive information at any time while serving on the board or when their term has expired.
- Board members attending executive sessions by video conference shall leave their camera on and not permit any person to be close enough to hear discussions.

Voting Procedures

- All discussion shall be directed solely to the business currently under discussion as posted on the agenda.
- The Board Chair has the responsibility of keeping the discussion of the motion at hand and shall halt discussion that does not apply to the business before the Board as posted on the agenda.
- The Board Chair may make motions, second motions, enter into debate or discussion and vote on all matters coming before the Board.
- No member shall vote on a motion if the action would violate state or federal law or Policies BBFA (Legal) pages I O-I 7 or BBFB (Legal) pages I 8-25.
- If a board member believes an agenda item might constitute a conflict of interest as defined by policy BBFA(LEGAL), he/she will inform the Board President prior to the Board's consideration of the agenda item that the board member will abstain from voting on the agenda item.
- Except in a conflict of interest, Board members shall cast a vote.
- All votes, including dissenting and abstaining votes, shall be recorded in the minutes of the Board meeting.
- Voting shall be done by a show of hands or voice.
- Each Board decision, even when there are dissenting votes, shall be an action by the whole Board and binding upon each member. Individual members are encouraged to express their opinions during the discussion of motions, but following the vote, members shall publicly discuss only the decision of the whole Board.

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, I shall adhere to the following educational and ethical standards:

Equity In Attitude	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 of my responsibilities.

Honor In conduct	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • I will be continuously guided by what is best for all students of the District.

Communications Operating Procedures

Board Communications

- The Board is committed to, and encourages, community input through the use of surveys, public forums, the District website, District publications, and on-going communication-forms.
- The Superintendent and Board Chair shall communicate information in a timely manner to all Trustees. Except in emergencies, questions and responses between board members might take up to 48 hours to be answered. Questions and responses should be limited to normal business hours whenever possible.
- Unless otherwise approved or authorized by the Board, individual members cannot speak in an official capacity or otherwise represent the views of the Board. The Board Chair and/or his/her designee shall be the official spokesperson for the Board to the media/press on issues of media attention.
- Any Board member may respond to general, factual inquiries. If the Board member is unsure of the correct facts, they should direct the inquiry to the appropriate administrative staff.
- All Board members who receive phone calls from the media should direct them to the Board's spokesperson (Communications Officer/ Superintendent) and notify the Board Chair and Superintendent of the call.
- The MISD Board of Trustees encourages input; however, anonymous calls, letters or emails will not receive the Board's attention, discussion or response. The Superintendent will be made aware of the anonymous calls, letters or emails for informational purposes only, not necessarily for any action.

Individual Board Members Request for Information

- Board members are entitled to the information they require to make informed decisions on the matters before them. If a member requests information that requires an excessive amount of staff time to complete, the Superintendent and Board Chair shall consult with the member to find a reasonable solution. Board members may email or call the Superintendent with information requests.
- The Superintendent will communicate with the Board President on a routine and weekly basis.
- Board members are encouraged but not required to advise the Superintendent of questions or concerns on Board meeting agenda items at least four calendar days before the board meeting.
- When information is requested by a Board member, it will be provided to all Trustees via an at least weekly email (currently known as the Big Rocks Report). It is understandable and must be recognized that some information requests may take more time for the superintendent and staff to prepare. Such requests will be answered in the Big Rocks report as soon as possible and in compliance with state law and Board policy. In lieu of responding via the Big Rocks report, there may be times when an email will be sent to acknowledge Trustees requests.
- All emails regarding District business should be sent and received through the Board member's Manor ISD email account. Similarly, District employees will conduct all email communication with the Board exclusively using Manor ISD email accounts.
 - Manor ISD email accounts will be issued to Trustees during orientation.
 - Login assistance will be provided to Trustees as necessary.
- According to BBE(LOCAL): No individual Board member shall 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 existing in district records. Directives to the Superintendent or other custodian of records regarding the preparation of reports shall be by board action only.
- Requests for information by a Board member must be reported annually to TEA along with the cost of producing records in response to those requests. In addition, requests for information from a Board member that total 200 or more pages in a 90-day period will trigger required public posting of the cost of responding to the requests of that Board member per BBE (Legal); Texas Education Code Section 11.1512. Costs will be determined by calculating the value of the following to the extent applicable: 1) personnel hours utilized, 2) materials utilized, 3) postage and delivery costs.

Community Engagement Operating Procedures

Board Promoting Vision Procedures

- The board shall listen and discuss the Mission and Vision vision and values of students in accordance with the monitoring calendar.
 - ~~At least two board members shall co-lead each session intended to accomplish this objective. All board members are welcome but the open meetings act shall be followed.~~

- A presentation slideshow and a written script approved by the board chair shall be used at every session intended to accomplish this objective.
- The board shall listen and discuss the vision and values of families, staff, and community members, in accordance with the monitoring calendar.
 - At least two board members shall co-lead each session intended to accomplish this objective. All board members are welcome but the open meetings act shall be followed.
 - A presentation slideshow and a written script approved by the board chair shall be used at every session intended to accomplish this objective.
- The board shall host a community meeting within the feeder pattern of any low performing schools to discuss progress toward student outcome goals with low performing campuses at least twice per school year in accordance with the monitoring calendar.
- The board shall lead or co-lead one training on Lone Star Governance with Lone Star Governance coach for its community bi-annually in accordance to the monitoring calendar
- The board shall include students in at least one of the Lone Star Governance trainings annually in accordance with monitoring calendar
- Prior to being seated, all newly selected Board Members receive an orientation on Lone Star Governance from fellow Board Members on their board or from a Lone Star Governance coach in accordance with monitoring calendar

Performance Concern Operating Procedures

Board Member Responses to Comments and/or Complaints

1. Board Members will listen respectfully and remain impartial.
2. Board Members will ask if the commentator/complainant has followed the District's procedures and/or chain of command.
3. If the commentator/complainant does not know the procedures or chain of command, provide the following information/steps:
 - a. The commentator/complainant must first speak with the appropriate staff member. If not satisfied then;
 - b. The commentator/complainant must go to the appropriate administrator in charge of the school or department where the comment/concern arose. If not satisfied, then;
 - c. The commentator/complainant must contact the appropriate central office administrator. If not satisfied, then;
 - d. The commentator/complainant will conference with the Superintendent (or designee).
 - e. Inform the individual that the Board of Trustees has adopted policies that are designed to secure, at the lowest possible administrative level, a prompt and equitable resolution of complaints and concerns as well.
 - i. FNG (Legal) and (Local), for parent and student complaints
 - ii. DGBA (Legal) and (Local), for employee complaints
 - iii. GF (Legal) and (Local), for citizen complaints
 - f. Remind the individual that the Board member must remain impartial in case the issue goes before the Board through the grievance process.
4. The Board Member will inform the Superintendent if an issue has advanced to or beyond Step b, and will include the nature of the comment/complaint, the commentator/complainant and to whom the commentator/complainant has been referred.

5. The Superintendent will inform the Board Member of the resolution of any referred comment/complaint.
6. This policy shall not be construed to apply to comments/complaints alleging criminal activity.
7. The members of the Board, individually and collectively, shall not discuss public business or public policy over which the Board has control with employees of the District other than the Superintendent and other employees designated from time to time by the Superintendent, unless the Superintendent is notified in advance and agrees to such discussion.
8. The members of the Board, individually and collectively, shall not discuss with anyone information regarding an employee's employment, assignment, reassignment, salary and benefits, evaluation, or other terms and conditions of employment with any employee other than the superintendent and his designees, unless the Superintendent is notified in advance and agrees to such discussion.

Board Member Concerns About Superintendent Performance

1. If, at any time, a Board Member becomes concerned that the Superintendent may have (1) breached any term of the Superintendent's contract; (2) violated a state or federal statute; (3) violated a Board Policy or Operating Procedure; or (4) failed within a reasonable amount of time to address a specific issue identified by the Board, the following process will be used:
 - a. The concerned Board Member will meet privately with the Superintendent to discuss their concerns in order to resolve the issue(s). The concerned Board Member may elect to bring their concerns to the Board Chair instead who will assist in resolving the issue(s).
 - b. If the concerned Board Member does not feel that the resolution is satisfactory the Board Member may request, through the Board Chair, that an item be placed on the next regular meeting agenda as a Closed Meeting item, posted in accordance with Texas Government Code. The concerned Board Member must inform the Board Chair in writing of the specific nature of any concern(s) which prompted the request for a Closed Meeting.
 - c. In addition the Board Chair may, of their own accord, place an item on a regularly scheduled meeting agenda as a Closed Meeting item to discuss concerns about the professional performance of the Superintendent.
2. In the event that a Closed Meeting is called, the Board must listen to the concern(s) and make a determination if the issue raised is truly cause for concern. Failure to make such a determination shall end the Board Meeting.
3. If the majority of the Board determines that there is a violation or breach of one of the items listed, the following process will be followed:
 - a. The exact nature of the deficiency will be documented and discussed with the Superintendent.
 - b. A plan for remediation will be written, to include action(s) to be taken and timelines.
 - c. The Board Chair shall monitor the plan for compliance and the results will be made part of the Superintendent's annual performance evaluation.
 - d. It shall be the responsibility of the Board Chair to ensure that all documentation relating to performance deficiencies shall be appropriately placed in the Superintendent's personnel file.

Board Member Concerns About Non-Superintendent Employee Performance

1. When a Board Member becomes concerned about the performance of District employees they must bring their concerns directly to the Superintendent and inform the Board Chair. Such concerns must be limited to:
 - a. Actions which are illegal
 - b. Egregious violations of Board policy
 - c. Actions which are harmful to the District's or Board's reputation.
2. Board Members must remain cognizant that District personnel are the responsibility of the Superintendent, not the Board.
3. The Superintendent is obligated to listen to such concerns, review the matter and notify the Board of the resolution of the matter to the extent allowed by policy.
4. When a Board Member has concerns about the performance of District employees which relate to employee, student, Board or community safety, the Board Member will notify the Superintendent and, when appropriate, the police department.

Board Member Concerns About Board Member Performance

1. If a Board Member believes that another Board Member has violated the Board Code of Ethics, Board Operating Procedures, Board Policy, State or Federal law, it is the responsibility of the concerned Board Member to discuss the alleged violation with the other Board Member in private prior to taking any other action, unless the nature of the allegation requires immediate escalation to the Board Chair.
2. If, after the concerned Board Member has privately discussed the alleged violation with the other Board Member, the concerned Board Member remains unsatisfied that the alleged violation has been addressed, the concerned Board Member may submit, in writing, the allegation to the Board Chair (arbiter). If the Board Chair is involved in the allegation, the concerned Board Member may instead submit the allegation, in writing, to the Board Vice-Chair or the next most senior Board Member not involved in the allegation who is then obligated to serve as arbiter instead.
 - a. The Board Members involved will conference to discuss the alleged violation. All parties are strongly encouraged not to allow any further escalation of these procedures and the arbiter's duty is to work to avoid such escalation.
3. If, after the conference, the concerned Board Member remains unsatisfied that the alleged violation has been addressed, the Board Chair will call a special meeting of the Board to discuss the alleged violation. The Board Chair may call upon the District's General Counsel or an external legal advisor to investigate the nature of the allegations. The findings of this investigation will be presented at the special meeting of the Board.
4. If, after the special meeting of the Board to discuss the alleged violation, the Board determines that additional consideration of the alleged violation is warranted, the allegation and the investigative findings will be placed on the next regular meeting agenda.
5. In order for the alleged violation to be considered, one of the following three motions must be made and seconded: a motion to dismiss allegations, a motion to admonish or a motion to censure.
 - a. In order to protect the overriding principle of freedom of speech, the Board shall not impose admonition or censure on any of its members for the exercise of their First Amendment rights. In order to ensure the right to a fair jury trial, the Board shall not impose admonition or censure on any of its members for the violation of any law while civil or criminal charges are pending. However, when the civil or criminal proceedings are final, the Board need not be bound by the conclusions of the Court and may again pursue admonition or censure.
 - b. A motion to dismiss allegations concludes these procedures and exonerates the accused Board Member. Once a motion to dismiss allegations has passed concerning a

given alleged violation, no other motions concerning that alleged violation are in order. A motion to dismiss allegations requires a majority vote to pass.

- c. An admonition is a one-time punitive action which serves as a penalty imposed for wrongdoing but carries no fine or suspension of the rights of the Board Member as an elected official. A motion to admonish must be presented in writing and must contain the exact language of the alleged violation and the proposed admonition. A copy of the motion to admonish must be provided to the accused Board Member at least seventy-two (72) hours prior to discussion of the motion. A motion to admonish requires a majority vote to pass.
- d. A censure is an action that is permanent until lifted by the Board via a majority vote of the Board. A censure serves as a penalty imposed for wrongdoing but carries no fine or suspension of the rights of the Board Member as an elected official. A motion to censure must be presented in writing and must contain the exact language of the alleged violation and the proposed censure. A copy of the motion to censure must be provided to the accused Board Member at least seventy-two (72) hours prior to discussion of the motion. A motion to censure requires a 2/3 majority vote to pass. A motion to censure can only be lifted by a motion to dismiss allegations that occurs at least one (1) meeting after the motion to censure was passed. (be in meetings, vote, public information requests. Everything else is a privilege)

Vendor Request/Concern to an Individual Board Member

1. Individual Board members should not respond to vendor calls, other than to state that they cannot discuss Manor ISD business; to inquire whether the vendor has made the request or concern known to the Superintendent; and to inform the vendor that if they are currently involved in a bid process that has not yet been awarded, the conversation may disqualify the vendor's bid.
2. Board members who are contacted by a vendor with a concern should refer to Board Policy GF(LOCAL), *Public Complaint*, and immediately contact the Superintendent's Office about any such call. The Superintendent's Office will keep the Board apprised of any vendor grievance proceedings. The Board member contacted should take no further action on the matter and should not engage in further contact with the vendor on the matter.

Criteria and Process for Selecting Board Officers

1. Board elections are held in November of every other year.
2. A Board meeting will be held after the canvass of returns to administer the Oath of Office to newly elected Board of Trustees members and for realignment of the Board of Trustees Officers.
3. Candidates for the President, Vice President, and Secretary of the Board must have at least one year of experience on the Board.

Criteria and Process for Selecting Other Positions

In following parliamentary procedures, the presiding officer will first ask for a nomination for the position and then a second before opening for discussion. The Board shall then select a trustee for other duties (such as parliamentarian) by majority vote of the members present and voting.

APPENDIX 1: Student Outcome Goals & Goal Progress Measures

G1. The percentage of 3rd grade students that score “meets grade level” or above on STAAR Reading will increase from 25% to 53% by June 2028.

Goal 1 Annual Targets: SY23/24=25%, SY24/25=32%, SY25/26=39%, SY26/27=46%, SY27/28=53%

- GPM 1.1: The percentage of students in **kindergarten** who perform at level 3 or above as measured by the ISIP iStation assessment will increase from 33% in August 2023 to 61% by June 2028.
 - GPM 1.1 Annual Targets: SY23/24=33%, SY24/25=40%, SY25/26=47%, SY26/27=54%, SY27/28=61%
- GPM 1.2: The percentage of students in **first grade** who perform at level 3 or above as measured by the ISIP iStation assessment will increase from 38% in August 2023 to 62% by June 2028.
 - GPM 1.2 Annual Targets: SY23/24=38%, SY24/25=44%, SY25/26=50%, SY26/27=56%, SY27/28=62%
- GPM 1.3: The percentage of students in **second grade** who perform at level 3 or above as measured by the ISIP iStation assessment will increase from 37% in August 2023 to 62% by June 2028.
 - GPM 1.3 Annual Targets: SY23/24=37%, SY24/25=48%, SY25/26=52%, SY26/27=57%, SY27/28=62%

G2. The percentage of 3rd grade students that score “meets grade level” or above on STAAR Math will increase from 19% to 47% by June 2028.

Goal 2 Annual Targets: SY23/24=19%, SY24/25=26%, SY25/26=33%, SY26/27=40%, SY27/28=47%

- GPM 2.1 The percent of students in **kindergarten** who perform at the meets or above level as measured by iReady Mathematics will increase from 65% to 85% by June 2028.
 - GPM 2.1 Annual Targets: SY23/24=65%, SY24/25=70%, SY25/26=75%, SY26/27=80%, SY27/28=85%
- GPM 2.2 The percent of students in **first grade** who perform at the meets or above level as measured by iReady Mathematics will increase from 6% to 37% by June 2028.
 - GPM 2.2 Annual Targets: SY23/24=34%, SY24/25=40%, SY25/26=46%, SY26/27=52%, SY27/28=58%
- GPM 2.3 The percent of students in **second grade** who perform at the meets or above level as measured by iReady Mathematics will increase from 31% to 59% by June 2028.
 - GPM 2.3 Annual Targets: SY23/24=31%, SY24/25=38%, SY25/26=45%, SY26/27=52%, SY27/28=59%

G3. The percentage of graduates that meet the criteria for CCMR will increase from 55% for the class of 2023 to 90% by the class of 2028.

Updated 12/15/25

Goal 3 Annual Targets: Class of 2024=65%, Class of 2025=75%, Class of 2026=80%, Class of 2027=85%, Class of 2028=90%

- GPM 3.1 The percentage of graduates that meet TSI compliance in English and Math through the TSIA, SAT, ACT, or the English and Math College Prep Course will increase from 32% to 60% by the class of 2028.
 - GPM 3.1 Annual Targets: Class of 2024=40%, Class of 2025=45%, Class of 2026=50%, Class of 2027=55%, Class of 2028=60%
- GPM 3.2 The percentage of graduates that meet the dual credit course indicator will increase from 34% to 55% by the class of 2028.
 - GPM 3.2 Annual Targets: Class of 2024=35%, Class of 2025=35%, Class of 2026=40%, Class of 2027=45%, Class of 2028=55%
- GPM 3.3 The percentage of graduates that receive an Industry Based Certificate will increase from 32% to 55% by the class of 2028.
 - GPM 3.3 Annual Targets: Class of 2024=35%, Class of 2025=15%, Class of 2026=20%, Class of 2027=25%, Class of 2028=30%

APPENDIX 2: Constraints & Constraint Progress Measures

In attaining the Board's student outcome goals, the Superintendent shall not:

C1. Allow teacher retention to decrease.

- CPM 1.1: The percentage of teacher turnover rate as measured by the Texas Academic Progress Report (TAPR) shall decrease each year
CPM Annual Targets SY22/23 - 40.9%; SY 23-24 - 30%; SY 24-25 - 25%; SY 25-26 - 20%
- CPM 1.2: Improve data integrity of staff reports to get true baseline measure of teacher retention
CPM Annual Target SY 23-24 - TAPR report will more accurately reflect teacher turnover rate

C2. Allow the District to be fiscally unsound.

- CPM 2.1: Student attendance rate in the district will increase from 90.55% in June 2023 to 92% By June 2026
CPM Annual Targets SY 23-24 - 91%; SY 24-25 - 91.5%; SY 25-26 - 92%
- CPM 2.2 The unassigned general fund balance will not decrease to below 16.4% (60 days) of operating expenses from June 2023 to June 2026
CPM Annual Targets SY 22-23 - 36% (\$40.3 million general fund balance); SY 23-24 - 20%; SY 24-25 - 16.4%; SY 25-26 - 16.4%

C3. Allow any school to be rated as an F (Based on TEA A-F Ratings) for more than one year without making progress on their numeric overall score

- CPM 3.1: Student achievement at ~~target school 1 Decker Elementary School~~ will improve from year to year on state assessments in their overall numeric score ~~(will update when scores become official)~~
- CPM 3.2: Student achievement at ~~target school 2 Shadowglen Elementary School~~ will improve from year to year on state assessments in their overall numeric score ~~(will update when scores become official)~~
- CPM 3.3: Student achievement at ~~target school 3 Decker Middle School~~ will improve from year to year on state assessments in their overall numeric score ~~(will update when scores become official)~~

APPENDIX 3: Board Monitoring Calendar

[Link to FY 25-26 School Board Monitoring Calendar](#)

APPENDIX 4: Ethics & Conflict of Interest Statement

MEMORANDUM

To: Members of the Board of Trustees
From: Chief Financial Officer
Subject: Required Disclosures for the Schools FIRST Report for the 2023-2024 Rating
Date: XXXX, 2023

There are two required disclosures for the Schools FIRST report related to 1) gifts to Board Members and Executive Officers and 2) business transactions between the District and Board Members during the year under review. The 2023-24 ratings will be based on data from the school year 2022-23 (the year under review) which includes the period of July 1, 2022 through June 30, 2023. Please enter your response below; if no gifts were received or business transactions conducted, you may indicate N/A. Reimbursement of travel-related expenditures directly related to the duties of a Board Member are also not applicable.

GIFTS

Please list any and all gifts received, as best you can recall, during the period beginning July 1, 2022 through June 30, 2023. Gifts are defined as any and all items given to you and/or your immediate family members from an outside entity having an aggregate value of \$100 or more during the fiscal year.

Approximate Date	Item	Approximate Cost/Value
_____	_____	_____

BUSINESS TRANSACTIONS

Please list any business transactions between you and the District that occurred during the period beginning July 1, 2022 through June 30, 2023.

Approximate Date	Item	Approximate Cost/Value
_____	_____	_____

Name: _____ Signature: _____

Manor ISD’s vision is to be the best district in Texas where we provide an equitable education for all scholars and graduate them ready to become leaders in our community.

APPENDIX 5: Legal Notice Regarding Board Policy

This entire document is the official board policy manual for Manor ISD. All other policies and procedures in use by Manor ISD are subordinate to and shall not conflict with this board policy manual. All other policies and procedures in use by Manor ISD that are not required by TEC §11.1511 to be retained by the board of trustees are fully delegated by the board to the superintendent. To accomplish this delegation, the superintendent is authorized to transfer all local policies to administrative regulations except where indicated below.

Policies Retained by the Board for Alignment with Texas Education Code

As required by TEC §11.1511, the following policies in the TASB-maintained policy manual related to the duties and powers of the board of trustees are NOT delegated to the superintendent and may not be modified or deleted without the board’s prior approval. These remain board policy, however, the superintendent is responsible for their implementation and for notifying the board if any of these non-delegated policies are recommended for modification or removal.

A series	CD series except CDC	DF series except DFE
B series except BP	CE series	EL
CAA	CFC	GF
CCA	CH series	
CCG		

Policies Retained by the Board for Alignment with Goals and Constraints

The following policies in the TASB-maintained policy manual are NOT delegated to the superintendent and may not be modified or deleted without the board’s prior approval because they are directly related to either the Board-adopted Student Outcome Goals and Constraints (which includes the Theory of Action). These remain board policy, however, the superintendent is responsible for their implementation and for notifying the board if any of these non-delegated policies are recommended for modification or removal.

<i>Policies Related to Goal #1: Mathematics</i>	<i>Policies Related to Goal #2: Reading</i>	<i>Policies Related to Goal #3: College, Career, and Military Readiness</i>
None	None	EIF
<i>Policies Related to Constraint #1:</i>	<i>Policies Related to Constraint #2:</i>	<i>Policies Related to Constraint #3:</i>

*Policies Related to
Theory of Action*

EC
EF
EHBC
EIE

APPENDIX 6: Reporting of Board Professional Development

In order for the Team of 8 to learn from each other's experiences at various conferences and professional development opportunities, board members will provide short highlights from each conference session attended. This information will be provided to the Board Secretary or Superintendent within 10 days of the conference. The superintendent will then provide access for all board members during the Big Rocks Report.

Examples include a written summary, image of important data chart, or providing a powerpoint presentation from the professional development session. The following form is provided only as guidance to help you.

Manor ISD Conference/Workshop Highlights Form

School Board Member: _____ Conference/Workshop: _____
Location: _____ Date(s): _____

Instructions: Complete at least one highlight for any sessions attended within 10 days of returning. The highlights will be shared with other members of the board.

I. Session Name: _____ Presenter: _____ District/Agency: _____
Highlights _____

II. Session Name: _____ Presenter: _____ District/Agency: _____
Highlights _____

III. Session Name: _____ Presenter: _____ District/Agency: _____
Highlights _____

IV. Session Name: _____ Presenter: _____ District/Agency: _____
Highlights _____