BOARD OPERATING PROCEDURES

South San Antonio ISD

Updated: January 26, 2026

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Section 1: Overview and Governance Framework

Purpose of the Board Operating Procedures

These Board Operating Procedures establish the expectations, processes, and standards by which the South San Antonio Independent School District ("District") Board of Trustees conducts its business. These procedures ensure that all Board actions are lawful, transparent, efficient, and consistent with adopted Board Policy and the Texas Education Code. These procedures are binding upon all Trustees and the Superintendent and shall remain in effect until amended by Board action.

Policy Types

The District maintains four levels of policy and procedure, each with their own purpose:

- **Legal Policy:** Derived from state or federal statute, rule, or court decision. Legal policy is not adopted by the Board but summarizes binding law.

- **Local Policy:** Adopted by the Board of Trustees to address local governance matters within legal parameters. The Board should consider adoption of local policy through the lens of whether the policy will help the board achieve its Student Outcome Goals.

- **Administrative Regulation:** Administrative procedures issued under the Superintendent's authority to implement policy. These are meant for the Superintendent to issue additional clarity.

- **Exhibit:** Forms, templates, or other operational documents that support Legal or Local Policy.

Annual Review and Adoption Process

The Board Operating Procedures shall be reviewed annually, no later than June 30, as part of Board training and orientation. Revisions may be recommended by any Trustee or the Superintendent and must be approved by majority vote of the Board, through the normal policy review process. The Superintendent shall ensure all Trustees receive the most current version and that the adopted manual is posted on the District's website.

Section 2: Roles and Responsibilities

Responsibilities of the Board of Trustees (TEC § 11.151 – 11.1512)

The Board of Trustees governs and oversees the management of the District. In accordance with the Texas Education Code, the Board shall:

- Establish vision and goals for student achievement and District performance.

- Adopt policy and ensure compliance with applicable law.

- Hire, evaluate, and, when necessary, dismiss the Superintendent.

- Adopt an annual budget and set the tax rate.

- Monitor student outcomes, financial integrity, and overall District performance.

- Advocate for public education and engage the community in support of District goals.

- Conduct all business in compliance with the Texas Open Meetings Act and Public Information Act.

District Priority Setting

The Board believes that one of its most important responsibilities is to clearly delineate the priorities for the school system and focus its own time and attention on the achievement of those priorities, called Goals.

Accomplishment of these goals will become the focus of the Superintendent and District over that time frame. To create focus in the system, the Board will adopt goals lasting for 5 years. These goals will be specific, measurable, attainable, relevant, and time-bound. The administration will then identify critical progress measures to measure during the academic year. which will give the Board and community insight into the likelihood that the goals will be accomplished.

The Board also recognizes that it is the Board's role to set the goals (outcomes), but it is the administration's role to identify the most aligned progress measures (outputs) and select the strategies and align resources (inputs) to achieving those goals. These priorities shall become the first priority for resource allocation and system alignment. The board commits to spending time monthly monitoring progress towards them by looking at recommended progress measures as laid out by the administration.

Responsibilities of the Superintendent [BJA(LOCAL)]

The Superintendent serves as the chief executive officer of the District and is accountable to the Board for effective execution of policy and management of operations. The Superintendent shall:

- Oversee the day-to-day management of the District in a manner aligned to helping the District achieve its vision and goals.

- Direct, organize, and supervise all District personnel and programs.

- Prepare and recommend the annual budget and ensure fiscal integrity.

- Provide the Board with timely, accurate information necessary for governance decisions.

- Ensure compliance with all legal, financial, and regulatory obligations.

- Maintain open, professional communication with Trustees.

- Recommend policy changes and administrative procedures as needed.

Board Work vs. Superintendent Work

The Board focuses on governance, while the Superintendent focuses on management. Board Work is defined as Operations designated by state or federal law/rule or items designated by the board's adopted student outcome goals, superintendent constraints, progress measures, vision, and/or values. Items that are not legally required and that the board has not designated as board work are, by default, superintendent work. The Board commits to spending its time on Board Work, not Superintendent Work.

Board Officers: Duties and Authority [BDAA(LOCAL)]

The Board shall elect a President, Vice President, and Secretary from among its members at the first regular meeting following each trustee election.

- **President:** Presides over meetings, signs all legal documents as required, appoints committees when authorized, and serves as spokesperson for the Board.

- **Vice President:** Acts in the President's absence and performs duties as assigned by the Board.

- **Secretary:** Ensures accurate recording of minutes and attests to official documents.

- **Officer Terms:** Officers shall serve one-year terms or until successors are elected. No officer has independent authority outside that granted by the Board.

Section 3: Board Member Ethics and Standards

Standards of Conduct and Professional Courtesy [BBF(LOCAL)]

Trustees shall:

- Conduct themselves as representatives of the entire South San Antonio ISD community, not any single interest or single trustee district.

- Maintain decorum and civility in all deliberations and public interactions.

- Prepare for and attend all meetings unless unavoidably absent.

- Respect the majority decision of the Board while retaining the right to express dissent professionally.

- Uphold confidentiality of matters discussed in closed session and information protected by law.

- Avoid conflicts of interest, self-dealing, or the appearance of impropriety.

- Treat all persons with dignity, respect, and fairness.

Compliance with Operating Procedures

All Trustees are expected to comply with these procedures at all times. Trustees will review these procedures annually and certify that they will comply with the Board's operating procedures.

Board Self-Constraints

While adherence to all operating procedures is critical to effective board operation, the Board will identify 1 to 5 self-constraints. Self-constraints identify board behaviors or actions that board members agree to refrain from in order to best support the district in achieving its vision and goals. The Board will review its own adherence to these constraints throughout the academic year and revisit these alongside Board Goals and Superintendent Constraints. The following have been identified as Board Self-Constraints for South San Antonio ISD:

1. **Student Outcomes Focus:** The board shall not spend the majority of their time on items that are not student outcomes.
2. **Role Clarity:** Board members shall not engage in day-to-day operations with district staff.
3. **Training:** Board members shall not go without LSG and required trainings less than every three years and within 4 months of election / appointment.

4. **Community Engagement:** The board shall not have less than two in-person, face-to-face engagement meetings on meaningful topics annually.

Reporting and Resolving Concerns

When a Trustee believes another Trustee's behavior or actions are inconsistent with Board Operating Procedures, the concern is addressed through the following **progressive steps**:

1. **Informal Conversation Between Trustees:** The concerned Trustee first addresses the matter privately with the Trustee involved.

2. **Board President (or Vice President) Discussion:** If the issue is not resolved by informal and private discussion, the concerned Trustee brings the matter to the Board President. If the concern involves the Board President, it is referred to the Vice President.

3. **Closed Session Discussion:** If informal conversations do not resolve the concern, the Board President may place an item on a future agenda for closed-session deliberation titled **"Deliberation of Duties of a Public Officer."**

4. **Possible Disciplinary or Remedial Actions:** After closed-session deliberation, the Board may take action by majority vote, including:
   - Requiring specific training related to Board Operating Procedures
   - Removing the Trustee from any Board-appointed office or committee
   - Issuing a formal reprimand in public session

Conflicts of Interest [BBFA (LEGAL) & BBFA(LOCAL)]

Board Members will comply with all Conflict of Interest reports and requirements outlined in BBFA (Legal) and BBFA(Local). The Conflict of Interest form is provided by the Texas Ethics Commission and applies to any Board Member when he or she, or any member of the family, receives more than $2,500 per year from a business or organization that contracts with the school district, or when a Board Member, or member of the family, receives $250 or more in aggregate gifts from a business that contracts with the school district.

To preserve public confidence in the integrity and impartiality of Board decision-making, Trustees shall avoid participation in matters where the Conflict of Interest threshold is met or if significant campaign contributions could reasonably create an appearance of influence or bias.

A Trustee shall recuse themself from deliberation and voting on any item before the Board involving a vendor, contractor, consultant, or organization that (1) would have met the requirements outlined above regarding the Conflict of Interest form or (2) has, within the

preceding three years, made a campaign contribution of $250 or more in aggregate to the Trustee's campaign. In such instances, the Trustee shall publicly state the reason for recusal and abstain from participation in discussion or vote on the matter. The Trustee shall physically or virtually step back from the deliberation area, when feasible, to avoid the appearance of influence.

Trustee and Vendor Engagement

Trustees shall refrain from engaging with district vendors about district business unless expressly necessary for the fulfillment of the project. The Superintendent or designee shall be the point of contact for any vendors who are engaged directly with the district. In the situations where the vendor is engaged by the Board itself, the Board President shall operate as the point of contact.

Campaign Endorsements & Engagements

In an effort to ensure a productive working culture on the Board of Trustees, Trustees will refrain from making public endorsements or donations in local South San Antonio ISD school board elections.

Outside Organizations Connected to Trustees

Any outside organizations that have an official connection with sitting Trustees shall follow all regular procedures for partnership within the district. No organizations shall receive preferential treatment based on their connection with an individual trustee.

Section 4: Continuous Improvement

Community Orientation

The South San Antonio ISD Board of Trustees believes that community members, including individuals who may be interested in future Board service, should have access to clear and accurate information about the role of a Trustee and how governance operates in SSAISD. To support transparency, strengthen community understanding, and cultivate informed future leaders, the Board shall provide a community orientation training for all interested community members and prospective trustees on an annual basis in the Spring.

New Trustee Orientation [BBD(LEGAL)]

Each newly elected or appointed Trustee shall participate in an orientation program within sixty (60) days of election or appointment. Orientation shall include:

1. Board Goals, including the process for setting them

2. Board Operating Procedures

3. Roles & Responsibilities of a Board Member

4. Distinguishing between Inputs, Outputs, and Outcomes

5. Differentiating between Board Work and Superintendent Work

6. Superintendent Evaluation

7. Board Self-Evaluation

Board Member Continuing Education

The Board believes that ongoing training, continuous reflection, and a commitment to improving governance practices are essential to effectively serving students and the community. To this end, all Trustees shall complete annual continuing education in accordance with [BBD(LEGAL)] and [BBD(LOCAL)].

- In the first year of service, each Trustee shall complete at least ten (10) hours of continuing education in addition to orientation and required legal training.

- In subsequent years, each Trustee shall complete at least five (5) hours annually.

- 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 three-hour team building session

- The Board President shall announce, in open session at the last regular meeting before the May election, the training status of all Trustees.

Board Self-Evaluation Process

The Board shall conduct formative self-evaluations at least quarterly and, within 45 days prior to conducting the annual evaluation of the Superintendent, shall conduct an annual summative self-evaluation. These evaluations should take place in January, April, July and October. The Board shall self-evaluate using the Quarterly Progress Tracker tool provided by Lone Star Governance.

Superintendent Evaluation Process [BJCD(LOCAL)]

The Board shall evaluate the Superintendent annually based on the District's achievement of Board-adopted student outcome goals and compliance with Superintendent constraints. The Goals and Constraints will comprise 50% of the evaluation each and each Goal or Constraint within that category will be weighted evenly. The Superintendent shall receive the full score if they have achieved the annual target for the Goal or Constraint, or have met the annual targets for 2/3 of the progress measures. See Appendix E for the Superintendent Evaluation template.

Section 5: Board Meetings

Meeting Schedule and Types [BE(LOCAL)]

By July 1 of each year, the school system will publish a calendar that outlines the regular meeting schedule and locations for the upcoming school year. Below is an outline of the common meeting types and their purposes.

Regular meetings: These are the primary vehicle for conducting Board business where the Board shall consider and act on all items necessary for the operations of the district. These meetings generally take place on the 3rd Monday of each month at 6pm.

Board Workshops: Board workshops may be scheduled as needed and consist of discussion items that the Board wishes to devote significant time to working together in partnership with the Superintendent on. The discussion on Board workshops should help build consensus on the direction for the district and provide the Superintendent and team insight into how the Board is considering the work going forward.

Special Called Meeting - Grievances: Required grievance or complaint processes will be heard by the Board on the last Monday of each month. All grievances should complete the regular process outlined in district policy before being heard by the Board.

Emergency Meetings: Emergency Meetings may be called by the Board President as Texas law allows with proper notice under the Texas Open Meetings Act.

Agenda Preparation and Distribution

Preparation of the Agenda

In consultation with the Board President, the Superintendent shall prepare all agendas.

Trustee Requests for Agenda Items

If three board members make a written request to the Superintendent's office to add a particular item to an upcoming agenda, the President will ensure that it is added to an agenda within the next 30 calendar days. Only the members who added the agenda item may remove it with unanimous agreement.

Board Materials Release Timeline and Trustee Questions

The Superintendent shall ensure that all trustees receive the agenda and all supporting documentation at least ten days in advance of the scheduled meeting. Trustees are expected to review the material sent and compile all questions to send to administration by the fifth calendar day before the meeting. The Superintendent and team will compile responses to

Board member questions and provide those answers to all trustees at least two days before the scheduled meeting. All inquiries and responses will be visible in the posted agenda.

Consent Agenda

The Consent Agenda will be used as a way of efficiently acting on routine or uncontroversial items. The Board will act on these items with a single vote, without discussion. All action items that were on the agenda at the time of its dissemination to the Board will begin on the Consent Agenda. Action items that are legally required to be adopted separately, or items added to the agenda at a later point shall not be placed on the Consent Agenda and will be acted on separately as an Action Item.

Removing Items from Consent Agenda

Any item may be pulled from the Consent Agenda at the written request of two trustees to the Board President and Superintendent. All written requests must be received by 5:00pm 24 hours prior to the Board meeting. Consent items being removed through this process will instead be placed as an Action Item. The Board President may pull an item from the Consent Agenda to be an Action Item at any time. Additionally, any individual Trustee may request items from the consent agenda for the sole purpose of abstaining or voting against the item. These items will not be eligible for additional discussion at the Board meeting.

Deadlines and Posting Requirements

Agendas shall be posted at least three (3) business days before a regular or special meeting and one (1) hour before an emergency meeting. The Superintendent shall ensure timely electronic delivery of the agenda packet to all Trustees.

Meeting Procedures and Rules of Order

Board meetings shall follow *Robert's Rules of Order, Newly Revised* except as otherwise provided by law or local procedure. The Board President shall maintain order, recognize speakers, and ensure that discussion remains germane to the posted item.

Deliberating Motions

The board president will ensure that deliberation is germane to the motion under consideration. Each board member shall be allocated five minutes of discussion time during each agenda item discussion round. The board shall have up to two rounds of discussion per agenda item. The board president will not recognize a member who wishes to be heard for a second time on a motion until all other board members have had an opportunity to speak to the motion. On critical or important items deemed necessary by the Board, a majority of the Board may waive this policy to allow for additional discussion rounds.

Conduct and Decorum in Meetings

Trustees shall conduct themselves with professionalism toward one another, staff, and the public. The Board President may call any member to order who fails to observe decorum.

Public Participation and Decorum [BED(LOCAL)]

Members of the public may address the Board in accordance with law and policy. The Board will not engage in dialogue with speakers. Speakers will be given three minutes to speak. The Board President may impose reasonable time limits and remove individuals who disrupt proceedings.

Executive Sessions [BEC(LEGAL)]

The Board may meet in closed session only for purposes permitted by law. No final action shall be taken in executive session. Information discussed in closed session is confidential by law and shall not be disclosed by any Trustee.

Time Use Tracker

The Board recognizes that how it spends its collective Board time shows the community what its priorities are. Therefore, the Board will create processes to track what percentage of its time it spends focusing on its stated priorities – its Student Outcome Goals and Superintendent Constraints. The Board strives to spend at least 50% of Board-authorized public meeting time focused on these priorities. See appendix C for the Time Use Tracker format.

Committees [BDB(LOCAL)]

Board Special Committees:
The Board President may choose to create a Board Committee to assist the Board with accomplishing specific tasks related to Board Work. The President may create a Special Committee and shall appoint members to special committees to fulfill specific assignments, unless otherwise provided by Board action. Each Special Committee shall be given (1) specific charges and/or deliverables and (2) a timeline for completion not to exceed a year. The function of committees shall be fact-finding, deliberative, and advisory, but not administrative. Special committees shall report their findings to the Board and shall be dissolved upon completion of the assigned task, a vote of the board, or at the end of the timeline assigned, whichever comes first.

Superintendent Committees:
The Superintendent may choose to create a District Committee at any time. These committees shall be given a specific charge by the Superintendent and may include board members, district staff, community members, staff, students or stakeholders. The Superintendent or designee shall determine the agenda and meeting cadence of these committees. The Superintendent or designee is responsible for reporting on the committee findings to the Board or relevant parties as necessary.

Section 6: Communication and Information Protocols

Communication Between Trustees and Superintendent

The Superintendent shall keep Trustees informed of significant District matters through regular written updates, meeting agendas, and reports. Trustees shall direct requests for information or assistance to the Superintendent rather than directly to staff.

Board Member Requests for Information [BBE(LOCAL)]

Individual Trustees have the right to access District records in their official capacity, but they do not have the right to require staff to create new reports or compile data without board action. Requests for existing records shall be submitted to the Superintendent or designee. The Superintendent shall have up to two weeks to provide the request and information and response to all Trustees. If the request is deemed by the Superintendent to require the creation of new reports or new compilations of information that will take significant time from district staff, the item will be referred to the Board President for potential Board action.

Board Member Communication

- **District Staff:** Trustees recognize that the Superintendent is the sole employee of the Board and is responsible for the management and supervision of all District staff. Trustees shall not give advice, make recommendations, or issue directives to any employee. Trustees shall not raise concerns or complaints with staff members other than the Superintendent or designee. All questions, requests, or concerns regarding operations, personnel, or campus matters shall be directed to the Superintendent to avoid interference with staff in the performance of their duties and the accomplishment of District goals.

- **Media:** The Board President shall be designated as the spokesperson for the Board. The Superintendent shall be the spokesperson for the District. News media requests for District information, interviews, comments, or statements shall be directed to the Superintendent or designee. In any situation affecting the District or an individual campus, the Superintendent or designee shall be the official District spokesperson and shall be responsible for all communication with the news media. Individual board members retain their ability to speak to the media, but shall clarify that they are speaking on behalf of themselves as an individual and not on behalf of the Board.

- **Legal Counsel:** The Board President shall serve as the point of contact for the Board with any Legal Counsel for the Board. All requests for opinions, responses or work shall be made by Board President. All individual trustees may direct any requests they have to the Board President, but the President retains the right to determine which requests get

made to Legal Counsel. The Superintendent may engage with Legal Counsel on behalf of the district as needed.

Social Media and Electronic Communication Guidelines

A. Trustees shall distinguish between (a) personal accounts, (b) campaign accounts, and (c) official District communications channels. If a Trustee identifies themself as a Trustee on a personal or campaign account, the account bio shall include a disclaimer such as: 'Opinions are my own and not those of the District or Board." If a Trustee includes their title or otherwise holds themself out as a Trustee on a personal or campaign account, each account must contain a clear disclaimer indicating the Trustee is speaking as a private citizen and not in an official capacity.

B. Trustee realize that by using a personal account to conduct official school district business, the Trustee's account may become a public forum under the First Amendment.

C. Trustees shall not deliberate District business with a quorum via social media, direct messages, group chats, or comment threads, and shall not 'reply all' or otherwise facilitate serial communications that could constitute a meeting under the Texas Open Meetings Act.

D. When complaints or requests for action are posted or messaged to a Trustee, the Trustee shall refrain from case-specific engagement and instead direct the individual to the appropriate administrator or established grievance channels as outlined in the section: Responses to Community or Employee Complaints.

E. Board meetings and shall maintain focus on deliberation and decision-making through constructive dialogue in the Board Meeting. As such, trustees shall avoid communicating, posting, engaging, streaming on social media, cell phones, or other devices about content being deliberated during Board meetings.

F. Trustees will conduct themselves online in a manner that reflects well on the district; Trustees will avoid posting information that has not been verified and made public by the district and never post anonymously about school business or repeat rumors.

Confidentiality and Public Information Act Compliance

Certain information disclosed to board members is confidential by law and may not be disclosed to third parties. Trustees shall protect all confidential information obtained through service on the Board and comply fully with the Texas Public Information Act. Board members also should not disclose any information to which they have access by virtue of their position as board members that has not been made public, if, to do so, would compromise the board or the administration in the conduct of their affairs.

Section 7: Handling of Complaints

Handling of General Public Complaints [GF(LOCAL)]

Trustees receiving general complaints from community members shall:

A. Listen courteously and remain impartial.
B. Ask if the complainant has spoken with the people closest to the issue yet (i.e. the teacher, principal, etc.).
C. Remind the complainant that the fastest way to get resolution is to follow the chain of command and offer to connect the complainant to the Superintendent or designee to help get them connected to the person who can best resolve the complaint.
D. Note that at any point the person can file an official complaint through the grievance process outlined in GF(Local).

Handling Employee Complaints [DGBA(LOCAL)]

A. Employees shall be directed to follow the grievance process established in policy.
B. Trustees shall not investigate or resolve personnel matters independently.
C. Trustees shall remind any employees that they cannot engage with any active or potential grievance complaint as doing so would compromise their ability to be neutral in a Level 3 Grievance hearing.
D. All complaints shall move through the regular grievance process as outlined in DGBA(Local).
E. Any Trustee who has engaged with an employee about a complaint that is pending before the Board beyond what is outlined in these procedures shall recuse themselves from any grievance hearings involving that same individual.

Handling Student or Parent Complaints [FNG(LOCAL)]

All Student or Parent complaints shall follow the grievance process established in policy FNG(Local). If approached about a pending or potential complaint:

A. Trustees shall not investigate or resolve personnel matters independently.
B. Trustees shall remind any students or parents that they cannot engage with any active or potential grievance complaint as doing so would compromise their ability to be neutral in a Level 3 Grievance hearing.
C. All complaints shall move through the regular grievance process as outlined in FNG(Local).

D. Any Trustee who has engaged with a student or parent about a complaint that is pending before the Board beyond what is outlined in these procedures shall recuse themselves from any grievance hearings involving that same individual.

Section 8: Community Engagement

Board Engagement & Outreach: Trustees take seriously their responsibility to
represent the vision and values of the community and recognize that they have a responsibility
to actively work to communicate regularly with the wider community in a constructive and
cohesive manner. The Board Members recognize that their responsibility is to engage in two-
way dialogue with the wider community and cannot delegate this responsibility.

As such, the Board has identified two ongoing methods for ongoing constructive two-way
dialogue with the community:

- **Board Newsletter:** The Board will draft a newsletter each quarter about (1) progress of
  the district towards achieving its goals and adhering to its constraints, (2) major
  decisions of the board, and (3) upcoming events and news regarding the district. This
  newsletter will then be approved by the full board and disseminated through district
  channels as well as available for individual Trustees to share as they see fit.
- **Bi-Annual Two-Way Community Conversations:** Each semester, the Board will host at
  least three community conversations where groups of 2 – 3 Trustees will share progress
  towards the goals of the district and engage attendees around a particular topic in
  which the Board is asking for feedback in a structured manner. The Board will
  collectively agree on the content for each of these meetings each semester.

Superintendent Engagement & Outreach: The Superintendent shall be focused on
the engaging the direct stakeholders most directly impacted by the day-to-day operations of
the district – the parents, students and staff. While the Superintendent is encouraged to build
relationships and engage with the wider community, the Board recognizes its own role in
maintaining active dialogue with the wider community.

Section 9: Board Operations

Board Member Expenses and Travel [BBG(LOCAL)]

A travel budget for the Board shall be established as part of the annual budget planning process and shall be budgeted in the general fund. Trustees shall be allocated a budget for travel, professional development training, and reasonable expenses associated with attending functions of District-related organizations. Total expenses incurred shall not exceed the budgeted amount for such expenses as adopted by the Board for the fiscal year. Education-related meetings, functions, and activities of, or sponsored by, the following entities are approved for travel at the expense of the District.

Attendance and Participation Standards

Trustees recognize that their attendance and engagement at Board Meetings is critical to ensure a highly functional Board that authentically represents the vision and values of the district. Therefore, Trustees commit to attend all meetings unless prevented by unavoidable circumstances. Excessive absences may be addressed under Section 3 of these Procedures.

School and Facility Visits [BBE(LOCAL)]

Board members are encouraged to visit campuses as time allows but also recognize that their presence can cause significant disruption. In order to minimize disruption, Board Members wishing to visit campuses in their official capacity, must let the Superintendent's office know at least 48 hours in advance and provide a purpose for the visit. The Board Member will receive a response that confirms whether or not the campus will be available for a visit. A Board Member visit may be declined if the Superintendent deems it will interfere with the delivery of instruction. Invitations to visit the campus from the Superintendent or designee or public events on campus are exempt from these guidelines.

A Board member shall adhere to any posted requirements for visitors first report to the main office of a District facility, including a school campus. Visits during the school or business day shall not be permitted if their duration or frequency interferes with the delivery of instruction or District operations. A board member shall be always escorted by a campus administrator. Board members shall not give directives or feedback to school staff at any point. Any concerns should be directed only to the Superintendent.

If a Board Member is visiting a campus in their unofficial capacity (i.e. as a parent or a grandparent), then they should follow all regular protocols as any visitor to the school would go through and refrain from using their district credentials.

Appendices

Appendix A: Board Calendar and Annual Governance Timeline

Month	Goals / GPMs Monitored	Constraints / CPMs Monitored	Other Regular Items
July	Goal 1 - 3rd Grade Reading (STAAR) Goal 2 - 3rd Grade Math (STAAR)	Constraint 4: Educator Support 4.1: Walkthroughs 4.2: Observations 4.3: Professional Learning - Cluster	Board Quarterly Self-Evaluation
August	Goal 3 - CCMR (STAAR) Goal 4 - Secondary Literacy (STAAR)	Constraint 3: Fiduciary Responsibility 3.2: Balanced Budget	Accountability - State of the District
September	Progress Measures: 1.1 - PK Reading: Phonemic Awareness (CIRCLE) 1.2 - K-2 MAP Reading Growth (MAP) 2.1 - PK Math: Phonemic Awareness (CIRCLE) 2.2 - K-2 MAP Math Growth (MAP)	Constraint 2: Quality Educators 2.1: Certifications 2.2: Evaluations 2.3: Strategic Compensation	
October	Progress Measures: 1.3 - 3rd Grade Reading Unit Assessment 2.3 - 3rd Grade Math Unit Assessment		Board Quarterly Self-Evaluation
November	Progress Measures: 3.3 - CCMR TSI 4.1 - 7th Grade Reading Unit Assessment 4.2 - 8th Grade Reading Unit Assessment 4.3 - 9th Grade Reading Unit Assessment		District Improvement Plan Campus Improvement Plans
December	Progress Measures: 3.1 - CCMR: Dual Credit	Constraint 3: Fiduciary Responsibility 3.1: Financial Accountability Rating	
January	Progress Measures: 1.1 - PK Reading: Phonemic Awareness (CIRCLE) 1.2 - K-2 MAP Reading Growth (MAP) 2.1 - PK Math: Phonemic Awareness (CIRCLE) 2.2 - K-2 MAP Math Growth (MAP)		Board Quarterly Self-Evaluation

February	Progress Measures: 1.3 - 3rd Grade Reading Unit Assessment 2.3 - 3rd Grade Math Unit Assessment	Constraint 4: Educator Support 4.1: Walkthroughs 4.2: Observations 4.3: Professional Learning - Cluster	TAPR
March	Progress Measures: 3.2 - CCMR: IBCs 4.1 - 7th Grade Reading Unit Assessment 4.2 - 8th Grade Reading Unit Assessment 4.3 - 9th Grade Reading Unit Assessment		
April	Progress Measures: 3.3 CCMR: TSIA		Board Quarterly Self-Evaluation
May	Progress Measures: 4.1 - 7th Grade Reading Unit Assessment 4.2 - 8th Grade Reading Unit Assessment 4.3 - 9th Grade Reading Unit Assessment		
June	Progress Measures: 1.1 - PK Reading: Phonemic Awareness (CIRCLE) 1.2 - K-2 MAP Reading Growth (MAP) 1.3 - 3rd Grade Reading Unit Assessment 2.1 - PK Math: Phonemic Awareness (CIRCLE) 2.2 - K-2 MAP Math Growth (MAP) 2.3 - 3rd Grade Math Unit Assessment	Constraint 1: Rigorous Curriculum 1.1: Utilization of HQIM 1.2: Fidelity of Implementation of HQIM	

Appendix B: Time Use Tracker

The South San Antonio ISD Board as chosen to utilize the Lone Star Governance Time Use Tracker to monitor whether the Board is spending more than half of their time on Student Outcomes. Below is a blank Time Use Tracker that will be utilized each month.

TIME USE TRACKER	South San Antonio ISD				QTR:		Date:	
Framework Pillars	**Student Outcome Minutes**	**Adult Behavior Minutes**	The board tracks its time spent during public authorized meetings					**Other Topic Minutes**
Vision and Goals	0		← Minutes setting student outcome goals					
		0	← Minutes setting constraints or theories of action					
Progress and Accountability	0		← Minutes receiving, discussing, and voting on Student Outcome Goal Monitoring Reports according to the **board adopted** Monitoring Calendar					
		0	← Minutes receiving, discussing, and voting on Constraint Monitoring Reports according to the **board adopted** Monitoring Calendar					
	0		← Minutes evaluating the superintendent on student outcome goals, GPMs, constraints, and CPMs					
		0	← Minutes performing board self-evaluations using the LSG Integrity Instrument					
Systems and Processes			Minutes discussing, debating, and voting on other agenda items (including consent agenda items) →					0
Advocacy and Engagement	0		← Minutes hosting two-way communication meetings on student outcome goals, constraints, theories of action and/or progress toward student outcome goals					
			← Minutes recognizing the accomplishments of students and staff regarding progress on student outcome goals					
Synergy and Teamwork			Minutes fulfilling statutorily required public hearings, forums, and comments					
			Minutes fulfilling statutorily required or Lone Star Governance workshops					
			Minutes in closed session as permitted by law					
Other			Any time spent on an activity that does not meet the conditions listed above →					0
TOTALS	0	0	→		0	←		0

Use For Student Outcome and Adult Behavior Minutes Percentage Calculation:	0	÷	0	× 100 =	0.00%	**% Student Outcome and Adult Behavior Minutes**
Use For Student Outcome Minutes Percentage Calculation:	0	÷	0	× 100 =	0.00%	**% Student Outcome Minutes**

Trustees Present	Trustees Absent	% Attendance	Count of 'Other' Agenda Items	Goals Discussed	Goals on Target	% on Target
		0.00%				0.00%

Consent Items	Consent Items Removed	% Remaining on Consent Agenda		GPMs Discussed	GPMs on Target	% on Target
		0.00%				0.00%

Appendix C: Superintendent Evaluation Instrument

Superintendent Evaluation Instrument

District: South San Antonio ISD
School Year: [Insert]
Evaluation Date: [Insert]

SUMMARY	Met	Not Met	Points Possible	Points Earned
Goals			50	
Constraints			50	
Total			100	

Student Outcome Goals & GPMs

#	Student Outcome Goals & GPMs	FY25 Baseline	FY26 Target	Actual	Met or 2/3 Met	Points Possible	Points Earned
1	Early Reading: SSAISD will increase the overall Domain 1 index score on 3rd grade STAAR Reading from 34 in June 2025 to 60 by June 2030.	34	39				
1.1	The percentage of SSAISD pre-kindergarten students that score "on track" on the Phonemic Awareness CIRCLE assessment will increase from 77% in June 2025 to 87% by June 2030.	77%	79%			12.5	
1.2	The percentage of SSAISD kindergarten through 2nd grade students that meet or exceed their MAP growth reading goal will increase from 52% in June 2025 to 72% in June 2030.	52%	56%				
1.3	SSAISD 2nd grade students will increase overall proficiency on MAP Growth reading from 34% Meets in June 2025 to 60% in June 2030.	34%	39%				
2	Early Math: SSAISD will increase the overall Domain 1 index score on 3rd grade STAAR Math from 32 in June 2025 to 60 by June 2030.	32	37				
2.1	The percentage of SSAISD pre-kindergarten students will increase from 85% in June 2025 to 95% by June 2030. (the math CIRCLE assessment will increase score "on track" on)	85%	87%			12.5	
2.2	The percentage of SSAISD kindergarten through 2nd grade students that meet or exceed their MAP growth math goal will increase from 51% in June 2025 to 71% in June 2030.	51%	55%				
2.3	SSAISD 2nd grade students will increase proficiency on MAP Growth math from 17% in June 2025 to 60% in June 2030.	17%	26%				
3	CCMR: SSAISD will increase the percentage of graduates who are college, career, or military ready (CCMR) from 61% in June 2025 to 92% by June 2030.	61%	67%			12.5	
3.1	The percent of 9th - 12th grade students that earn Dual Course credit will increase from 28% in June 2025 to 48% in June 2030.	28%	32%				
3.2	The percent of 10th -12th grade students that earn an IBC will increase from 24% in June 2025 to 44% in June 2030.	24%	28%				
3.3	The percent of 9th - 12th grade students that meet TSI criteria in both reading and math will increase from 22% in June 2025 to 42% in June 2030.	22%	26%				
4	Secondary Literacy: SSAISD will increase the overall Domain 1 index score on STAAR EOC English I from 28 in June 2025 to 60 by June 2030.	28	34			12.5	
4.1	SSAISD 6th grade students will increase overall proficiency on MAP Growth reading from 25% in June 2025 to 60% in June 2030.	25%	32%				
4.2	SSAISD 7th grade students will increase overall proficiency on MAP Growth reading from 40% in June 2025 to 60 in June 2030.	40%	44%				
4.3	SSAISD 8th grade students will increase overall proficiency on MAP Growth reading from 42% in June 2025 to 60% in June 2030.	42%	46%				

Constraints & GPMs

#	Constraints & GPMs	FY25 Baseline	FY26 Target	Actual	Met or 2/3 Met	Points Possible	Points Earned
1	Rigorous Curriculum: The Superintendent shall not permit the use materials and curriculum other than those High Quality Instructional Materials adopted by the district and aligned to grade level expectations.						
1.1	SSAISD will ensure that core academic subjects utilize High-Quality Instructional Materials (HQIM) in daily instruction, increasing from an unknown baseline in the 2024–2025 school year to 95% implementation by June 2026.	Unknown	25%			12.5	
1.2	SSAISD will increase the fidelity of implementation of High-Quality Instructional Materials (HQIM) in daily instruction, as measured through walkthroughs focused on mastery of implementation, from 25% in September 2025 to 75% by June 2026.	25%	75%				
2	Quality Educators: The Superintendent shall not allow campuses to have disproportionate access to effective staff.						
2.1	SSAISD will increase the number of campuses with 96% certification, from nine campuses in September 2025 to 13 campuses by September 2027.	9	11			12.5	
2.2	SSAISD will increase the number of educators who are scoring at least 3.5 on their evaluation from unknown in June 2025 to 70% by June 2027.	Unknown	40%				
2.3	SSAISD administrators receiving compensation through the strategic compensation model will increase from 0% in June 2025 to 70% by June 2028.	0%	30%				
3	Fiduciary Responsibility: The Superintendent shall not permit district finances to be managed in a manner inconsistent with state, federal, or local budgetary policies.						
3.1	SSAISD will increase its first financial accountability rating from 90 in June 2025 to 92 by June 2027.	90	80			12.5	
3.2	SSAISD will increase the amount of times that a balanced budget is proposed and then the adopted budget is maintained from 0 times in June 2025 to 1 time by June 2027.	0	0				
4	Educator Support: The Superintendent shall not allow educators to go without constructive feedback and support.						
4.1	The percentage of Principals, Assistant Principals and Master Teachers who conduct at least five weekly walkthroughs with feedback will increase from an unknown baseline in June 2027.	0%	95%			12.5	
4.2	The percentage of educators receiving two formal NIET observations will increase from 0% in June 2025 to 95% by June 2026.	0%	95%				
4.3	The percentage of SSAISD educators who actively engage in at least one weekly job-embedded professional learning session through Cluster will increase from an unknown baseline in June 2025 to 95% by June 2026.	Unknown	95%				

By signing below I affirm that the information evaluated is complete and accurate.

Board President	Board Secretary

Superintendent