

**OPERATING PROCEDURES
FOR THE
"TEAM OF EIGHT"**



The School Board's Framework

COPPELL INDEPENDENT SCHOOL DISTRICT

The Coppell Independent School District Board of Trustees works with the superintendent to lead the district toward the vision. The board establishes and follows local policies and procedures and ethical standards governing the conduct and operations of the board.

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TABLE OF CONTENTS

ANNUAL CALENDAR FOR PLANNING AND EVALUATION	13
BOARD MEMBERS	3
BOND SALES	4
BUDGET -- ADOPTION AND REVIEW	4
CAMPUS VISITS	4
CODE OF ETHICS	4
COMMUNICATIONS -- STAFF AND COMMUNITY.....	6
CONVENTION/CONFERENCE ATTENDANCE.....	7
EXPENSES.....	7
MEETING OPERATIONS.....	8
OFFICERS	9
OPERATING PROCEDURES.....	10
PLANNING AND EVALUATING	10
POLICIES	10
PROBLEM SOLVING PROCESS	10
SUPERINTENDENT'S EVALUATION	11
VOTING	12

BOARD MEMBERS

Within two weeks of their election, new board members will receive an orientation to the board from the superintendent. District policy manuals and **THE CISD TEAM OF EIGHT OPERATING PROCEDURES** manual will be given to the new board members at this meeting. The superintendent will provide an introduction to the use of the manuals. The superintendent will also provide a briefing on current district events (i.e. contracts, legal inquiries, and projects).

A team building session is held for all board members and the superintendent each July. Through the yearly *Team of Eight* training, members of the board are able to assess the board's effectiveness and efficiency as a unit.

All board members are expected to receive at least the minimum continuing education training as required by state law. Board members are encouraged to attend seminars that will be helpful to their individual performance, support district goals and areas targeted for improvement in the team self-assessment.

Each year, board and district goals are identified during the superintendent's report and the superintendent's Performance Goal Setting document.

Behavior of a board member which steps into areas designated as responsibilities of district administrators is outside the scope of responsibility as a trustee of the Board. Rude or disrespectful conduct to other members of the board or to CISD staff members will be brought to the attention of the superintendent and/or the board president. Either the superintendent or the board president will meet discreetly with the individual and, if appropriate, provide refresher information concerning policy and procedure.

Board members may present high school diplomas to their children and to the children of close relatives at the graduation ceremony.

BOND SALES

The superintendent, assistant superintendent for finance, board president and the board vice-president will accompany the district's financial consultant to New York to present the district's picture. If one of the board's three officers cannot attend, a substitute(s) may be named.

BUDGET -- ADOPTION AND REVIEW

Individual board members requesting specific item(s) to be considered for inclusion in the budget process must submit in writing to the superintendent and/or board president the request with an explanation of the request, justification of the item(s) and the estimated cost by April 1.

The superintendent and assistant superintendent for finance will review all requests and provide a summation of capital request and overall budget needs at a budget workshop in April or May.

A calendar of board workshops, meetings for community input and budget hearings will be announced by the Office of Public Relations and District Communications and provided to the media for publication.

All campus and departmental supporting documentation for budget items will be available to board members upon request for viewing.

The administration will provide written summations of budget changes.

Decisions on items denoted by board members for individual attention will be resolved by consensus.

Monthly budget reports to the board will contain written information on any unusual discrepancies or occurrences that have affected the budget.

CAMPUS VISITS

Board members will notify the campus principal in advance of visiting a campus for a board purpose.

When visiting in an unofficial capacity, board members need to notify the campus in advance but should follow campus procedures for registering with the office upon arrival.

Board members should be aware that even when visiting in an unofficial capacity they might still be perceived as representatives of the board.

CODE OF ETHICS -- BBF (Local)

As a member of the Board, I shall promote the best interests of the district as a whole, and to that end, I shall adhere to the following educational and ethical standards and I shall:

- ***Bring*** about desired changes through legal and ethical procedures, upholding and enforcing all laws, State Board of Education rules, and court orders pertaining to schools.
- ***Make*** decisions in terms of the educational welfare of all children in the district regardless of ability, race, creed, ethnicity, sex, or social standing.
- ***Recognize*** that the board must make decisions as whole and make no personal promise or take private action that may compromise the board.
- ***Focus*** board action on policymaking, goal setting, planning and evaluation, and insist on regular and impartial evaluation of all staff.
- ***Support*** and ***protect*** school personnel in the proper performance of their duties.
- ***Vote*** to appoint the best-qualified personnel available after consideration of recommendations of the superintendent.
- ***Hold*** confidential all matters pertinent to school that, if disclosed, may needlessly injure individuals or the schools and respect the confidentiality of information that is privileged under applicable law.
- ***Attend*** all regularly scheduled board meetings insofar as possible and become informed concerning the issues to be considered at those meetings.
- ***Delegate*** authority for the administration of the school to the superintendent.
- ***Endeavor*** to make policy decision only after full discussion at publicly held board meetings, render all decisions based on available facts, and refuse to surrender that judgment to individuals or special groups.
- ***Encourage*** the free expression of opinion by all board members, and seek systematic communications between the board and students, staff, and all elements of the community.
- ***Communicate*** to board members and the superintendent at appropriate times expressions of public reaction to board policies and school programs.

- **Inform** myself about current educational issues by individual study and through participation in programs providing needed information—such as those sponsored by local, regional, state and national school board associations.
- **Refrain** from using my board position for personal or partisan gain.
- **Make** certain the board remains responsive to the community.
- **Remember** always that my first and greatest concern must be the educational welfare of all the students attending the public schools.

COMMUNICATIONS -- STAFF AND COMMUNITY

When dealing with a complaint(s) from CISD patrons or district staff members, individual board members should refer the complaint(s) to the appropriate individual--beginning with the person with whom the complaint is lodged against. This is referred to as the "chain of command." If satisfaction or resolution of the complaint(s) is not achieved, the citizen or staff person will be instructed in the process to follow.

Board members are advised to remember it is very possible the board may be called upon to act as hearing officers concerning complaints. Receipt of prejudicial information may compromise a board member ability to act as a fair and impartial officer.

Trustees will use every opportunity with the media to tell the district's story. Situations in which you may be limited in responding to media questions include:

- (1) Pending or threatening litigation,
- (2) Prohibited by law or board policy, or
- (3) Not knowing the answer.

If the answer is not known, refer the question to the appropriate resource. If the question deals with litigation or policy, refer the question to the district's attorney or to the board's designated spokesperson (either the superintendent or the district's communication coordinator).

Situations that are highly unusual or present a crisis will immediately be conveyed to board members via memo, telephone or e-mail from the superintendent's office.

Information requested by individual board members is provided to all board members.

Request for information requiring significant staff research shall be initiated upon the request of a minimum of three trustees.

Correspondence directed to the board from citizens through the board president will receive a response from the president, if appropriate, or referred to the appropriate staff member(s).

The appropriate staff will answer community correspondence to staff members, which is copied to the board.

Correspondence received by all trustees is the individual members' decision on whether to respond remembering that commenting as a trustee is only empowered when the board is seated at the table. Trustees will request the board's assistant secretary to make arrangements for a response to any correspondence that is deemed critical by that individual.

CONVENTION/CONFERENCE ATTENDANCE

Board members are encouraged to attend as many state and area meetings as possible to become effective, informed, contributing trustees. There is significant value in networking with other trustees and administrators.

Trustees elected in May are eligible to attend the following year's National School Board convention. The president may attend any year he/she desires

EXPENSES

Board members shall be reimbursed for actual expenses for travel, cabs, tips, meals, and one phone call home per day while attending training, conferences, or conventions related to their duties as school board members.

Expense reports, with attached receipts, will be completed and submitted for reimbursement.

The board secretary will be responsible for requesting pre-travel expenses and providing the expense reports to the trustees. The board secretary will also insure receipt of the completed expense reports. Reimbursement to the district will be presented to the proper accounting staff.

Materials purchased with district funds for use by the board remain the property of the board library.

Refer to Policy BBG (Legal) for additional information.

MEETING OPERATIONS

In order for the board to be effective and informed, all members will strive to attend all board meetings, workshops, and hearings.

Board members will do their homework and be prepared for meetings. The meetings will start at the designated time as long as a quorum is present. The official minutes of the meetings will reflect late arrivals or early departures.

The board will listen attentively to open form presenters, but will not enter into dialogue with the speaker. A question of clarification may be asked. The president or the superintendent may respond if a policy or basic information would be helpful.

Questions regarding agenda items or requests for supporting information should be channeled through the superintendent's office prior to the meeting.

The board will retain the option of monthly workshops for specific topic discussions. Topics should be submitted at the preceding regular monthly board meeting to the superintendent and/or the board president. If no topics are received, a workshop will not be scheduled for that month.

Between meetings, information from individual staff members should be requested through the superintendent's office so the question and response can be provided to all board members.

Each member deserves an equal opportunity to share ideas and others will listen to their point of view respectfully.

Deliberations may cease either when the president senses there are no new areas to explore or a member "Calls the Question" according to Robert's Rules of Order.

No votes or straw votes will occur in closed session. Members may express personal opinions. Board members will protect the privacy of closed session.

The superintendent and board president will prepare the agenda together. Individual board members may request (in writing) an item to be placed on the agenda if it has come before the board previously or they provide explanation and/or supporting documentation.

Board members will receive monthly agendas on the Friday preceding the regular scheduled Monday meeting

OFFICERS

The officers of the board are president, vice-president, secretary, and assistant secretary. Election of officers occurs at the meetings to canvas the vote after the May election.

The president will:

- Preside at school board meetings.
- Set a model of behavior for other board members by being respectful of staff and community and other board members.
- Use consistent, impartial treatment.
- Seek collaborative decision making among members.
- Ensure a yearly formal superintendent evaluation.
- Act as a spokesperson for the board to the community.
- Jointly prepare the board agenda with the superintendent.
- Review and encourage members to use the board-adopted procedure for handling complaints and suggestions.
- Leads the board's annual review of district goals and policies.
- Leads the development and adoption of the annual budget.
- Assists in the orientation of new board members.
- Encourage and plan for board in-service training.
- Demonstrate a willingness to commit the time necessary.
- Demonstrate a belief in teamwork.

See also Policy DBAB (Local).

The vice-president will:

- Assume the duties of president in the president's absence.

The board secretary is:

- The official keeper of the minutes. This is usually the superintendent's secretary.

The assistant secretary acts:

- As secretary in the absence of the board secretary and as president in the absence of the president and vice-president.

OPERATING PROCEDURES

All board members, the superintendent, and the board secretary will be given a copy of the operating procedures. The official copy will be maintained by the board secretary's and will remain in the administrative office with the "Blue Book".

Specific procedures may be reviewed in June upon written request.

PLANNING AND EVALUATING

See attached Calendar for District Planning and Evaluation, page 13.

POLICIES

The district uses TASB's policy review program.

Required state policy changes will be provided to the board with ample time for review prior to adoption

Staff or board members may initiate local policy changes in writing. The board of trustees must receive policy changes with ample time for review and discussion in workshop or meeting prior to request for adoption.

No local policy will be considered for change if it applies to an ongoing hearing, grievance, procedure, or an event which is under consideration by the board.

PROBLEM SOLVING PROCESS

The superintendent initially analyzes problems, considers possible solutions, and consequences/outcomes. Trustees may individually present suggestions.

All solutions with their various elements will be presented to the board, with or without administrative recommendation, either in written or oral form.

This will occur in a timely manner for the board to have ample time to consider all avenues to arrive at the best solution.

SUPERINTENDENT'S EVALUATION

The superintendent's evaluation shall consist of two separate areas: the general evaluation of district operations and job performance goals.

In December, each member of the board shall be given a copy of the superintendent's evaluation instrument to evaluate general district management performance.

Each member shall complete the evaluation two weeks before the January meeting and present it to the board president for compilation into a summary report.

The board shall meet in closed session in January, without the superintendent present, to discuss the combined evaluations. The board shall come to consensus on: areas of strength, areas in need of improvement and extension of the superintendent's contract.

The board president will conference with the superintendent regarding the results of the survey and the consensus areas.

Individual board members must provide specific examples for scores of 2, 3 or 5.

Individual evaluations shall be a part of the composite evaluation. However, the superintendent is under no obligation to act on recommendations from individual evaluations unless the full board has agreed by consensus and indicated so in the composite written evaluation.

In late summer, board members will submit job performance goals to the superintendent and/or board president. The *Team of Eight* will select goals for the school year and suggest methods of evaluation or measurement.

The superintendent will develop a plan to achieve and measure goals and present it to the board for review and/or revision.

Periodically through out the year, updates from the superintendent will occur on progress toward the goals. A complete report by the superintendent will either presented upon completion of the goal(s) or at review in July.

A review of the superintendent's compensation package will occur as a component of the budget process. The package will have a general salary based on the January evaluation and a goals performance bonus applying to the following year's goals.

VOTING

Voting in board meetings shall be by a show of hands and shall be recorded in the official minutes. No vote shall be by secret vote.

Individual members are encouraged to express their opinions during meetings before voting. Following meetings, members shall publicly discuss only the decision of the entire board.

Each board decision, even when there are dissenting votes, shall be an action by the entire Board and binding upon each member.

CISD ANNUAL CALENDAR FOR DISTRICT PLANNING AND EVALUATION

JUNE	<ul style="list-style-type: none"> ◆ Orientation of new board members: <ul style="list-style-type: none"> ✓ includes the district's evaluation process ✓ the current general management performance goals, and ✓ Job performance goals of the superintendent. ◆ Summative conference with principals, assistant superintendents and directors. ◆ Board receives program evaluations on a rotation basis. ◆ Review Team of Eight operating procedures. ◆ Plan trustees team building session.
JULY	<ul style="list-style-type: none"> ◆ Job Performance Goals review for the previous year is conducted with the superintendent in closed session. ◆ Hold team building session.
AUGUST	<ul style="list-style-type: none"> ◆ Accountability ratings for traditional calendar schools are distributed by TEA. ◆ Board and superintendent set Job Performance Goals for upcoming year as tied to bonus money. ◆ Approve campus and district plans. ◆ Adopt next year's budget. ◆ Set tax rate.
SEPTEMBER	<ul style="list-style-type: none"> ◆ Principals evaluate teachers throughout school year. ◆ Goal setting and proposal plans for principals, assistant superintendents, and directors.
OCTOBER	<ul style="list-style-type: none"> ◆ AEIS reports are issued to districts and campuses.
NOVEMBER	<ul style="list-style-type: none"> ◆ School Report Cards are distributed to all districts for each campus.
DECEMBER	<ul style="list-style-type: none"> ◆ Superintendent submits self-evaluation to the board summarizing progress and accomplishments for the past year and suggested general district management goals for the next year. ◆ Board members receive copies of the evaluation instrument and instructions on the district's superintendent evaluation process from the board president.
JANUARY	<ul style="list-style-type: none"> ◆ Board meets in closed session to reach consensus and prepare a draft of the board's summary evaluation of the superintendent and general district management for the next year. ◆ Board takes action on superintendent's contract.
FEBRUARY	<ul style="list-style-type: none"> ◆ Board discusses any changes needed in the superintendent evaluation instrument or process for the upcoming year. ◆ Contract recommendations for administrators brought to the board. ◆ Superintendent begins evaluation of principals.
MARCH	<ul style="list-style-type: none"> ◆ Contract recommendations are brought to the board for other employees.
APRIL	<ul style="list-style-type: none"> ◆ Proposed contract non-renewal notices are sent to employees. ◆ Board sets superintendent compensation package for upcoming year as part of budget process.
MAY	<ul style="list-style-type: none"> ◆ Recommendations for letters of reasonable assurances are brought to the board. ◆ Hearings may be conducted and decisions rendered by board

