

# Boerne Independent School District

## Board Operating Procedures

BISD Board meetings are held on the third Monday of each month unless otherwise rescheduled by the Board

### I. Board Meeting Agenda

- A. Board draft agendas are created by the Superintendent and discussed/approved with the Board President at least one week prior to the scheduled meeting. The draft agenda is then sent to the Board for review within the next day.
- B. Board Members wishing to include an item on the agenda should submit it to the Board President at least 10 days prior to the scheduled meeting. This is well within accordance of the Texas Open Meetings Law, where no Member can place an item on the agenda less than 72 hours in advance of a posted meeting, except in an emergency, as per the Texas Open Meetings Act. Any related backup material that the Member already possesses and/or requests for specific information to be included in the board packet should also be submitted at that time.
- C. Before the official agenda is finalized for any meeting, the Superintendent consults with the Board President to ensure that the agenda and the topics included meet with the President's approval. In reviewing the preliminary agenda, the President shall ensure that any topics the Board or individual Members have requested to be addressed are either on that agenda or scheduled for deliberation at another appropriate time in the near future. The Superintendent shall not have authority to postpone or remove from the agenda a subject requested by a Member without that Member's and the President's specific authorization.
  1. An agenda item acted on by the Board shall not be returned more than twice in a board year (May-April) either by the Board or the Administration. Reason(s) must be submitted for returning the item.
- D. In the event that Board Members request additional information or clarification prior to a meeting, the response should be shared with the full Board either ahead of time or during the course of the meeting.

### II. Consent Agenda

A consent agenda shall include items of a routine or recurring nature grouped together under one action item. For each item listed as part of a consent agenda, the Board shall be furnished with background material. All such items shall be acted upon by one vote without separate discussion, unless a Board Member or the Superintendent requests that an item be withdrawn for individual consideration. The remaining items shall be adopted by one vote. Examples may include:

- Routine items
- Annual renewals of Region XX and TEA items
- Minutes of regular and called Board meetings
- Updates of Board Policy
- Routine personnel items or Section for approval
- Section for information only
- Routine bid considerations

### **III. Executive (Closed) Session (BEC Legal)**

- A. Executive Sessions shall include only items allowed by law and policy.
- B. All personnel issues will be conducted in Executive Session unless otherwise required by law.
- C. All other issues that violate the right to privacy or specific legal issues will be conducted in Executive Session unless otherwise required by the Texas Open Meetings Act.
- D. No vote may be taken in Executive Session.
- E. All information provided and opinions shared within Executive Session shall remain confidential unless otherwise agreed upon by the Board.

### **IV. Community, Citizens Addressing the Board**

- A. Citizens may address the Board on any item during the Visitor Comments portion of the agenda by registering prior to the meeting and completing the audience participation request form.
- B. Guidelines for addressing the Board during Visitor Comments will be adhered to and the President will emphasize the guidelines to the public.
  - 1. Comments are limited to five minutes - time will be kept by the Board Secretary.
  - 2. The Board will accept written, as well as oral information
  - 3. Delegations of more than five people shall appoint one person to present their views before the Board.
  - 4. The Board will not entertain negative comments on individual personnel or students in public session.
  - 5. Citizens should use appropriate campus and administration channels before bringing concerns to the attention of the Board.

### **V. Board Response to Citizens Addressing the Board**

- A. Board Members will listen attentively to comments.
- B. Board Members will not respond to or enter into discussion with the audience during the meeting since items on the agenda will be discussed as appropriate and scheduled on the agenda, and items not on the agenda are not allowed in discussion.
- C. Board President may respond to speakers by providing clarifying factual information that does not involve Board discussion, or by directing the citizen to the Superintendent for assistance.

- D. Board President may direct the Superintendent to have items further investigated and reported back to the Board at a later time.

## **VI. Voting**

- A. The Board shall observe the parliamentary procedures as found in *Robert's Rules of Order, Newly Revised*, except as otherwise provided in Board procedural rules or by law. Procedural rules may be suspended at any Board meeting by majority vote of the Members present.
- B. The Board President will request a motion, a second, and any discussion on agenda action items. After all discussion, a vote will be requested by the President.
- C. Discussion of motions
  - 1. All discussions shall be directed solely to the business currently under deliberation.
  - 2. The Board President has the responsibility to keep the discussion to the motion at hand and shall halt discussion that does not apply to the business before the Board.
- D. The Board President will vote on all action items.
- E. Majority vote wins. When tie votes occur, the agenda item will return on the next agenda as an action item.
- F. All Board Members are expected to present and conduct themselves in a dignified and professional manner.
  - 1. Board Members and Administrative Staff should not use wireless devices to communicate with one another, third parties, other District staff or the public via electronic means during a public meeting except during emergencies.

## **VII. Role/Authority of Board Members and Board Officers**

- A. No Board Member or officer has authority outside the Board meeting.
- B. No Board Member can direct employees regarding performance of employees' duties.
- C. President
  - 1. Shall preside at all Board meetings.
  - 2. May ask for volunteers for various committee assignments to be ratified by vote
    - a. Committees shall contain no more than three Board Members.
    - b. Individual Board Members may serve on various school and community committees as requested. See BDB (LOCAL)
  - 3. Shall call special meetings.
  - 4. Shall sign all legal documents required by law.

5. Shall countersign all warrants for District money drawn upon the depository by order of the Board.
6. Shall have the right to discuss, make motions and resolutions, and vote on all matters coming before the Board.
7. Receive official correspondence addressed to the Board.
8. Represent the Board and the District at certain ceremonial occasions and events or appoint a representative.
9. Shall plan and facilitate along with the Superintendent a New Board Member Orientation.
10. The Board President shall communicate with the Board's attorney, as needed, unless otherwise determined by the entire Board.
11. Perform all other duties, which may be prescribed by law, authorized by the Board or mandated by a court of competent jurisdiction for the chief officer of the Board.

D. Vice President

1. Shall act in the capacity and perform the duties of the President of the Board in the event of the absence or incapacity of the President.
2. Shall automatically become President of the Board if a vacancy in that office occurs.
3. Shall perform other duties as directed by the Board.
4. If the Vice President becomes President of the Board, open officer positions will be elected as deemed appropriate by the Board at the next scheduled meeting. See BDA (LOCAL)

E. Secretary

1. In the absence of the President and Vice President of the Board, shall call the Board meeting to order and serve as the presiding officer.
2. Shall complete and sign off on closed session minutes on the certified agenda.
3. Perform other duties as directed by the Board.

F. New Board Member Orientation

1. All newly elected Board Members are required to receive orientation within 60 days of being sworn in.

2. The Board President is responsible for planning and facilitating this orientation, with assistance from the Superintendent.
3. Suggested orientation topics include:
  - Board Operating Procedures
  - BISD Policy Manual
  - District organizational chart and staff responsibilities
  - Parliamentary Procedures.

### **VIII. Individual Board Member Request for Information or Report**

- A. An individual Board Member, acting in the official capacity of a Board Member, shall have the right to reasonably seek information pertaining to district fiscal affairs, business transactions, governance, and personnel matters, including information that may be properly withheld from members of the general public in accordance with the Public Information Chapter of the Government Code.
- B. Individual Members shall not have access to confidential student records unless the Member is acting in the official capacity of a Board Member and has a legitimate educational interest in the records in accordance with policies FL (LEGAL) and FL (LOCAL).
- C. Individual Members shall seek access to records or request copies of records from the Superintendent. When a custodian of records other than the Superintendent provides access to records or copies of records to individual Members, the provider shall inform the Superintendent of the records provided.
- D. District information provided to the Board shall be used for District purposes only.

### **IX. Citizen Request or Complaint to Individual Board Member**

- A. The Board Member will remind the citizen of due process and encourage the citizen to first communicate with the appropriate district officials and follow the chain of command. See BBE (LOCAL).
- B. The Board Member should hear the citizen problem for general understanding of the concern, while reminding the citizen that each Board Member must remain impartial.
- C. Written requests or complaints will be referred to the Superintendent for appropriate follow-up. See BBE (LOCAL).

### **X. Employee Request or Complaint to Individual Board Member**

- A. The Board Member will remind the employee of due process and encourage the employee to communicate with the appropriate district officials and follow the chain of command. See BBE (LOCAL).
- B. The Board Member will hear the employee's problem for general understanding of the concern, while reminding the employee that each Board Member must remain impartial.

**XI.** Written requests or complaints will be referred to the Superintendent for appropriate follow-up.

See BBE (LOCAL). **Board Member Visit to School Campus**

- A. All Board Members are encouraged to visit schools and attend school events.
- B. Board Members may visit any campus after properly checking with the campus Principal. Board Members are asked to sign-in at the front reception desk of each campus being visited.
- C. Board Members shall not make requests of teachers or school District organizations. Such requests of teachers or District organizations shall be made through the Superintendent.

**XII. Board and Superintendent Communications**

- A. The Superintendent will communicate with the Board as a whole or as individual Board Members.
- B. The Superintendent will communicate with the Board as soon as possible on emergencies via e-mail, phone, or personal contact. The Superintendent may communicate with the Board President and the President communicates with the Board.
- C. The Board will keep the Superintendent informed through e-mail, phone, fax, or personal visits.
- D. The Board will communicate with the community through public hearings, presentations, civic clubs, regular Board meetings, and regular publications.
- E. Individual Board Members cannot speak in an official capacity for the Board outside the board room or a called Board meeting.

**XIII. Communications with Public**

- A. The Board is committed to, and encourages, community input through surveys, public forums, district website, district publications and on-going communications forums.
- B. The Board will communicate with its community through public hearings, regular Board meetings and regular publications.
- C. Community Members may contact the Board and Administration through the District website. The Board is discouraged from responding to any website e-mail individually as the Administration will appropriately respond and the Board will be copied on their response when appropriate. Board Members will forward patrons concerns on to the Superintendent. The Superintendent will determine the district employee best to answer the concern and communicate back to the patron and board Member the outcome of the investigation.

**XIV. Board Members' Standard of Behavior and Code of Conduct**

- A. Any time four or more Board Members are gathered to discuss district business, it is considered a meeting, which must comply with the Texas Open Meetings Act.

- B. Board Members shall be knowledgeable of and abide by the Board of Members' Code of Ethics (see Addendum I) and the code's implication of a Member's day-to-day actions.
- C. The Board President shall present a copy of the Code of Ethics to each Board Member after each Board election as part of the New Member Orientation.
- D. Board Members shall share with each other and the Superintendent the legal opinions received from training sessions and conferences.
- E. Board Members shall use district-issued technology in accordance with adopted BISD Acceptable Use Policy for Electronic Devices and in a manner representative of the Code of Ethics.
- F. Each Board Member shall sign an annual 'Statement of Disclosure' according to Board Policy. See BBFA (LEGAL) and BBFA (LOCAL).

## **XV. Board Review and Evaluation of the Superintendent**

### **A. Superintendent's Contract and/or Contract Amendments**

1. The Superintendent's contract will be reviewed in January and June unless otherwise determined by the Board.
2. The Superintendent's term of contract and salary adjustments will be considered in the January and/or June review.
3. During a formative or summative evaluation meeting, the Board may make modifications to the superintendent's contract, including, but not limited to, contract term extensions, salary increases, and changes in benefits. Modifications to the Superintendent's contract require action of the Board in open session.
4. The Board President shall notify all Board Members of items being considered for a contract amendment prior to formal considerations.
5. All amended terms and conditions of the Superintendent's contract shall be reviewed by the Board's attorney to ensure clarity and understanding of the same.

### **B. Superintendent's Formative Evaluation**

1. The Board President may call a meeting of Board to develop a recommended formative evaluation which will be presented to the Board in closed session at least once annually prior to a January or June review.
2. The formative evaluation process will consist of the full Board meeting in closed session to review current district progress toward goals and objectives set forth in the Superintendent Evaluation Instrument.
3. The Board will then discuss with the Superintendent areas of accomplishment as well as areas in need of additional focus.

4. The Board will develop a consensus document summarizing results of the formative evaluation.
5. The document will be signed by all Board members present, and it will be provided to the Superintendent in the fall and/or spring semesters of the school year.
6. The first formative evaluation that occurs following the annual Board election should include discussion that fosters an early understanding among new Board members of the evaluation process and the Superintendent's current performance objectives and priorities.
7. All discussions will be held in a manner not to violate the Texas Open Meetings Act. The Board may discuss the Superintendent's contract at any formative evaluation.

#### C. Superintendent's Summative Review

1. The Board President will call a meeting of Board members to develop a summative evaluation instrument, which will be presented to the Board in closed session at least once annually prior to a January or June review.
2. A summative evaluation will be conducted in closed session annually in January and will include a discussion of the Superintendent's contract. The Board will use the approved evaluation instrument for the summative evaluation.
3. The review will be conducted in Executive (Closed) Session.
4. The review will be conducted on an annual basis.

The following process will be used to conduct the summative evaluation.

- a. The president will schedule a meeting to be held in January to conduct the summative evaluation of the superintendent.
- b. The president will call a special meeting with no other items on the agenda for the summative evaluation meeting.
- c. The president will distribute blank evaluation instruments to each member at least two weeks in advance of the scheduled summative evaluation meeting along with instructions for completing the instrument.
- d. The Superintendent will prepare a report and present it to the President for distribution to board members with the blank evaluation instruments. The report will include:
  - i. Summary results on Superintendent performance goals established following the previous year's summative evaluation
  - ii. Summary of progress on current year's District goals
  - iii. Report on student performance as required by the state



- iv. Any additional district or professional highlights the Superintendent believes will demonstrate effective performance for the past year
  - e. Board Members will fill out their evaluation instruments in advance and submit the completed forms as instructed by the President so that a cumulative report can be prepared for discussion prior to the summative evaluation meeting.
  - f. Board members will meet in a properly posted and convened closed meeting, without the Superintendent present, to discuss their individual ratings and determine a consensus rating for each indicator. The president will record the Board's consensus ratings on a blank copy of the instrument.
  - g. From a review of the Board's composite ratings, the Board will identify:
    - i. Agreed upon areas of strength
    - ii. Agreed upon areas for improvement
    - iii. Specific improvements the Board would like to see in the areas that need improvement
  - h. For areas in which there is no clear agreement about a rating, the Board will discuss reasons for their varying ratings and try to reach consensus about what, if anything, the Board would like to see differently regarding that indicator in the coming year.
  - i. After reaching consensus about the Superintendent's performance ratings and desired improvements, the board will discuss their agreements about areas of strength, areas needing improvement, and specific improvements they would like to see, with the superintendent in a properly posted closed meeting.
  - j. The Board will allow the Superintendent to respond and ask questions about the Board's ratings.
5. Specific details of the Superintendent's evaluation are to be kept confidential and are not subject to the Texas Freedom of Information Act. However, as part of the posted evaluation agenda item, the Board may issue a public statement regarding the overall level of satisfaction of the Board regarding the Superintendent's performance.
6. The Board shall strive to accomplish the following during each summative evaluation:
- a. Clarify to the Superintendent his or her role, as seen by the Board.
  - b. Clarify to Board members the Superintendent's role, according to the Board's written criteria, as expressed in the Superintendent's job description and the District's goals and objectives.
  - c. Foster an early understanding among new Board members of the evaluation process and the Superintendent's current performance objectives and priorities.
  - d. Develop and sustain a harmonious working relationship between the Board and the Superintendent.
  - e. Identify accomplishments and areas in need of improvement for the superintendent and district

## **XVI. Review or Evaluation of the Board**

- A. The Board shall perform a self-review or evaluation annually during the spring semester of the school year in Executive (Closed) Session.
- B. The Board Members Operating Procedures and Board Member Code of Ethics shall be included in the review or evaluation.

#### **XVII. Criteria and Process for Selecting Board Officers**

- A. The Board shall elect a President, a Vice President, and a Secretary who shall be Members of the Board. Board Officers shall be elected by majority vote of the Members present and voting.
- B. Board Officers shall serve for a term of one year or until a successor is elected. Officers may succeed themselves in office. Each officer shall perform any legal duties of the office and other duties, as required by the Board.
- C. A vacancy among officers of the Board, other than the President, shall be filled by majority action of the Board. A vacancy in the Presidency shall be filled by the Vice President, and a new Vice President shall be elected. See BDAA (LOCAL).
- D. A Board Member should have served at least one year before being eligible for President or Vice President.

#### **XVIII. Media Inquiries**

- A. The Superintendent shall be the official spokesperson for the District.
- B. The President shall be the official spokesperson for the Board.
- C. All Board Members who receive calls from the media should direct the calls to the Superintendent or Board President.

#### **XIX. Phone Calls and Letters**

The BISD Board of Members shall encourage input; however, anonymous communications will not receive Board action.

#### **XX. Response to Letters**

The BISD Board of Members shall encourage input. Letters from the public which are signed will be forwarded to the Superintendent for appropriate follow-up.

#### **XXI. Review of Board Operating Procedures**

The Board Operating Procedures shall be reviewed, updated, and shared with all Board Members on an annual basis after each Board election.

#### **XXII. Violation of Board Operating Procedures**

Any violation or infractions of the Board Operating Procedures will result in the following:

A. The Board President shall discuss the concern with the individual Board Member.

B. The Board President will inform the full Board of the issue, if required or appropriate.

## **Addendum I**

### **SCHOOL BOARD CODE OF ETHICS**

#### **Ethics for School Board Members**

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

#### **Equity in Attitude**

- 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**

- 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**

- 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**

- 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 keep confidential information that is privileged by law or that will needlessly harm the District if disclosed.

#### **Commitment to Service**

- I will focus my attention on fulfilling the Board's responsibilities of goal-setting, policy-making, 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**

- I will be continuously guided by what is best for all students of the District.

Approved 8-20-2018

# Principles of Good Practice

## Principles of Good Practice—Individual Board Members

The following principles of good practice are set forth to provide a common perspective on the responsibilities of individual Members of independent school district boards.

1. A Member actively supports and promotes the District's mission, vision, strategic goals, and policy positions.
2. A Member is knowledgeable about the District's mission and goals, including its commitment to equity and justice, and represents them appropriately and accurately within the community.
3. A Member stays fully informed about current operations and issues by attending meetings regularly, coming to meetings well prepared, and participating fully in all matters.
4. The Board sets policy and focuses on long-range and strategic issues. An individual Member does not become involved directly in day-to-day management, personnel, or curricular issues.
5. The Member takes care to separate the interests of the District from the specific needs of a particular child or constituency.
6. A Member accepts and supports Board decisions. Once a decision has been made, the Board speaks with one voice.
7. A Member follows all legal requirements of confidentiality.
8. A Member guards against conflict of interest, whether personal or business related.
9. A Member has the responsibility to support the District and its Superintendent and to demonstrate that support within the community.
10. Authority is vested in the Board as a whole. A Member who learns of an issue of importance to the District has the obligation to bring it to the Superintendent or to the Board chair, and must refrain from responding to the situation individually.
11. A Member contributes to the development program of the District, including strategic planning for development, financial support, and active involvement in annual and capital giving.
12. Each Member, not just the treasurer and finance committee, has fiduciary responsibility to the District for sound financial management.

## **Principles of Good Practice—Independent School Boards of Members**

The following principles of good practice are set forth to provide a common perspective on the responsibilities of independent school district boards. The Board and the Superintendent work in partnership in fulfilling these principles.

1. The Board adopts a clear statement of the District's mission, vision, and strategic goals and establishes policies and plans consistent with this statement.
2. The Board reviews and maintains appropriate bylaws that conform to legal requirements, including duties of loyalty, obedience, and care.
3. The Board assures that the District and the Board operate in compliance with applicable laws and regulations, minimizing exposure to legal action. The Board creates a conflict-of-interest policy that is reviewed with, and signed by, the individual Members annually.
4. The Board accepts accountability for both the financial stability and the financial future of the District, engaging in strategic financial planning, assuming primary responsibility for the preservation of capital assets and endowments, overseeing operating budgets, and participating actively in fund raising.
5. The Board selects, supports, nurtures, evaluates, and sets appropriate compensation for the Superintendent.
6. The Board recognizes that its primary work and focus are long-range and strategic.
7. The Board undertakes formal strategic planning on a periodic basis, sets annual goals related to the plan, and conducts annual written evaluations for the Superintendent and the Board itself.
8. The Board keeps full and accurate records of its meetings, committees, and policies and communicates its decisions widely, while keeping its deliberations confidential.
9. Board composition reflects the strategic expertise, resources, and perspectives (past, present, future) needed to achieve the mission and strategic objectives of the school.
10. The Board works to ensure all its Members are actively involved in the work of the Board and its committees.
11. As leader of the school community, the Board engages proactively with the Superintendent in cultivating and maintaining good relations with District constituents as well as the broader community and exhibits best practices relevant to equity and justice.
12. The Board is committed to a program of professional development that includes annual new-Member orientation, ongoing Member education and evaluation, and Board-leadership succession planning.

The Board is the guardian of the District's mission. It is the Board's responsibility to ensure that the mission is relevant and vital to the community it serves and to monitor the success of the District in fulfilling its mission.