

Clarendon Independent School District

“Team of 8”

Operating Procedures



Date: December 13, 2011

**Clarendon Independent School District
2011-2012**

Administration

Monty Hysinger, Superintendent

Board of Trustees

Wayne Hardin, President

Weldon Sears, Vice President

Jim Shelton, Secretary

Robin Ellis, Member

Wes Hatley, Member

Reneé Betts, Member

Richard Gribble, Member

It is the policy of Clarendon CISD not to discriminate on basis of race, color, national origin, sex, handicap, or age.

TABLE OF CONTENTS

Code of Ethics	4
Developing Board Meeting Agenda.....	5
Placing Items on an Agenda	5
Use of Consent Agenda	5
Members Conducting Board Meetings	5
Board Members Expected to Attend Called Meetings	5
Board Policy on Open Forum.....	5
Discussion of Employee Performance	5
Robert’s Rules of Order	5
Discussion of Motions	6
Voting	6
Individual Board Member Request for Information	6
Citizen Request/Complaint to Individual Board Member	7
Employee Request/Complaint to Individual Board Member.....	7
Board Member Visit to School Campus.....	7
Communications.....	7-8
Superintendent and Board Evaluations	8
Criteria and Process for Selecting Board Officers	8
Role and Authority of Board Member and/or Board Officers	8-10
Role of the Board in Executive Session	10
Role of the Superintendent.....	11
Media Inquiries to the Board.....	12
Anonymous Phone Calls or Letters	12
Response to Signed Letters	12
Travel and Training.....	12
New Board Member Orientation	13
Board Operating Procedure Review Process.....	13

Clarendon Consolidated Independent School District

“Team of 8” Operating Procedures

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

As a member of the Board, I shall promote the best interest of the District as a whole, and I will observe the highest possible ethical standards.

The following code of ethics is currently in place for member of the Clarendon CISD Board: [BBF (Local)]

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 or 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 not disclose information that is confidential 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, policymaking, and evaluation.
- I will diligently prepare for and attend Board meetings.
- I will avoid personal involvement in activities the Board has delegated to the Superintendent.
- I will seek continuing education that will enhance my ability to fulfill my duties effectively.

STUDENT-CENTERED FOCUS

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

The Clarendon CISD Board of Trustees adopts these guidelines as Standard Operating Procedures to effectively communicate with staff and patrons of the District.

I. Developing Board Meeting Agenda

A. Placing items on an agenda - BE (LOCAL)

1. The agenda is developed by the Superintendent in consultation with the Board President
2. The Superintendent, the Board President, or any Board member can place items on the agenda for presentation to the Board. The request to add an item to the agenda can be made to the Superintendent and/or Board President. **BE (LOCAL)**
3. Complaints brought by parents/students, employees, or the public will not be placed on the agenda, except in accordance with Board policies. **FNG (LOCAL), FOD (LEGAL), DGBA (LOCAL), and GF (LOCAL).**
4. In accordance with Texas Open Meeting Laws, no member can place an item on the agenda later than 12:00 p.m. four days in advance, except in an emergency as defined by the Texas Government Code.

B. Use of Consent Agenda

1. In order to expedite Board Meeting and address routine and reoccurring business in an efficient manner, the Board may use a consent agenda when appropriate.

The consent agenda may be used to take action on items such as the following:

- a. Routine items
 - b. Annual renewal of TEA and Region 16 items
 - c. Gifts, donations, and bequests
 - d. Minutes of regular and special board meetings
 - e. Routine purchase recommendations
2. If requested by a Board member, an item listed under the consent agenda shall be immediately withdrawn without a second for separate discussion and acted upon individually.

II. Members Conducting Board Meetings

(Any time four or more Board members are gathered and deliberate on school business, it is considered a meeting.)

A. Board members are expected to attend and participate in duly called meetings of the Board.

Board members will come to Board meetings prepared to discuss and take action on all items on the agenda.

At a minimum, each Board member is expected to have done the following prior to arrival at every Board Meeting:

1. Studies the material in the Board Packet sent to them prior to the meeting; and
2. Resolved questions about information in the Board Packet by contacting the Superintendent, if possible.

B. Board Policy BED (LOCAL) shall be used to govern patrons wishing to address the Board in Open Forum.

1. Board response to patrons addressing the Board: Specific factual information or recitation of existing policy may be furnished in response to inquiries, but the Board shall not deliberate or decide regarding any subject that is not included on the agenda posted with notice of the meeting.
2. Limit on participation: Audience participation at a Board meeting is limited to the portion to the meeting designated for that purpose. At all other times during a Board meeting, the audience shall not enter into discussion or debate on matters being considered by the Board, unless recognized by the presiding officer.

C. Discussion of employee performance (Board/Audience):

1. The Board will not entertain comments on individual District personnel in open session, unless required by law.
2. The Board will not entertain comments on individual students in open session, unless required by law.

D. Board will use a modified version of Robert's Rules of Order to govern meetings.

E. Discussion of motions

1. All deliberations will be solely related to agenda items.
2. The Board President will insure deliberations remain germane to the agenda. Each Board member has the responsibility to ensure his/her comments remain focused on agenda items. The Board President will rule any deliberations that stray from the agenda as "out of order."
3. Board members will be courteous and respectful when discussing items or giving their comments and opinions.

III. Voting

- A. The Board President will vote on all action items.
- B. All Board Members will vote on all action items, except when there is a legal conflict of interest or a conflict that would impair the Board member's judgment in violation of Board Member Ethics.
- C. All voting shall be voice or show of hands and shall be recorded in the official minutes. No vote shall be by secret ballot.
- D. Each Board decision, even when there are dissenting votes, shall be an action by the whole Board and binding upon each member.
- E. The Board recognizes that issues arise that no consensus can be reached because of the variety of opinions. However, once a final decision has been made, the individual board members will recognize and respect the decision.
- F. Decision will be made in terms of the educational welfare of all children of the District, regardless of race, religion, color, sex, national origin, or disability.

IV. Individual Board Member Request for Information or Report

- A. All Board member requests for information must be in accordance with District Policy BBE (LOCAL). All information requests should be directed to the Superintendent.
- B. The majority of the Board is required to request new reports.
- C. Information gathering shall be requested from the Superintendent. If a Board Member is seeking information regarding misconduct by the superintendent, then the request will be to the Board President.
- D. All requests from the full Board of Trustees to the Superintendent for information will be reported to the full Board in the Board packets.

V. Citizen Request/Complaint to Individual Board Member

A. When a citizen complains to a Board Member, the Board Member shall:

1. Remind the citizen of due process (**FNG (LOCAL) and GF (LOCAL)**) and that the Board Member must remain impartial in case the situation goes before the Board
2. Refer citizen to appropriate person in the chain-of-command.
3. Board Members shall inform Superintendent of complaint. This avoids any member of the TEAM of Eight from being blind-sided by an unexpected complaint.

VI. Employee Request/Complaint to Individual Board Member

A. When an employee complains to a Board Member, the Board Member shall:

1. Remind the employee of the due process procedure (**DGBA (LOCAL)**) and remain impartial.
2. Refer the employee to appropriate person in chain-of-command.
3. Board Member will talk to Superintendent in a timely fashion about the complaint.

VII. Board Member Visit to School Campus

A. Board Members are encouraged to attend special events on campuses to represent the Board in support of activities.

B. Board Members are not to go into teacher's classrooms or on campuses for the purpose of evaluation or investigation. Every effort should be made to not impede on the delivery of instruction in the classroom.

C. Guidelines to follow on campus visits:

1. Honor School Policies
 - a. Honor the campus rules regarding all visitors, such as; signing in at the office and wearing a name tag.
 - b. These rules are primarily for safety and security of students
2. Prior Notice of Official Visits
 - a. The Board Members will notify the Superintendent and Campus Administrator of individual visits to campuses when they are not attending a scheduled activity.
3. Dealing with Staff on an Official Visit
 - a. Remember the chain of command for complaints, concerns, and requests
 - b. Do not attempt to solve problems or make promises
 - c. Remember you are a public representative and actions and behavior should reflect this critical role
 - d. Make positive observations about the school and express concerns privately to the Superintendent

VIII. Communications

A. Superintendent will be available to confer with Board Members to discuss District Issues on an as needed basis, communicating critical information to all Board Members in a timely fashion.

B. Board Members will keep Superintendent informed of critical issues as they become aware of them.

C. Board will communicate with the community through public hearings, regular Board Meetings, and publications.

- D. Board Members are board members only in a duly called open meeting and cannot speak in an official capacity outside of the board room.
- E. Every effort will be made by Board/Administrative Team to communicate effectively with each other so that decisions will be based upon the best information and facts available.
- F. Board Packets will be provided to board members 3-4 days in advance of a regular meeting.

IX. Superintendent and Board Evaluations

- A. Evaluation of the Superintendent will be conducted in accordance with District policy BJCD (LOCAL). The evaluation instrument shall have been developed collaboratively between the Superintendent and Board, adopted in advance, and shall be based upon observable, job-related behavior.
- B. The Board will develop and review outcome-based evaluation instruments annually for the Superintendent and for the Board.
- C. Prior to conducting the Superintendent’s appraisal, Board Members shall receive training in the appropriate personnel evaluation skills according to the 19 Texas Administrative Cod 150.1022.
- D. The Superintendent’s evaluation is confidential by law.
- E. The Board’s “Team of Eight” evaluation is not confidential by law.

X. Criteria and Process for Selecting Board Officers

- A. Selection of Board Officers will be governed by District Policy BDAA (LOCAL).
- B. Officers will be elected for the position of President, Vice President, and Secretary.

**XI. Role and Authority of Board Member and/or Board Officers
(as set by State statues and District Policy BBE and BDAA)**

- 1. No Board Member or Officer has authority except when the Board meeting is in session.
- 2. No Board Member can direct employees in regard to performance of their duties.
- 3. With regard to hiring personnel, the following shall apply.
 - 1. The Superintendent has sole authority to make recommendations to the Board regarding the selection of all contractual personnel and non-contractual personnel on an at-will basis.
 - 2. The Principal must approve each teacher or staff appointment to the Principal’s campus from a pool of applicants.
 - 3. For community sensitive positions, the Superintendent may ask the Board for written criteria in the recruitment and selection process.

4. The Board corporately has the following authority: [from BAA (LEGAL)]

The Board shall:

1. Govern and oversee the management of the District.
2. Monitor progress towards the District's comprehensive goals
3. Establish performance goals for the District concerning:
 - a. The academic and fiscal performance indicators
 - b. Any performance indicator adopted by the District
4. Adopt a policy to establish a District-and campus-level planning and decision making process
5. Adopt a tax rate each fiscal year as required by Tax Code
6. Adopt and file a budget for the succeeding fiscal year
7. Monitor District finances to ensure that the Superintendent is properly maintaining the District's financial procedures and records
8. Have District financial accounts audited annually at the District expense by a Texas Certified Accountant at the conclusion of each year.
9. Publish an end of year financial report for distribution to the community
10. Select the internal auditor, if the District employs an internal auditor. The auditor shall report directly to the Board.
11. Ensure that the Superintendent implements and monitors plans, procedures, programs, and systems to achieve appropriate, clearly defined, and desired results in the major areas of District operations.
12. Ensure that the Superintendent is accountable for achieving performance results, recognizes performance accomplishments, and takes action as necessary to meet performance goals
13. Appraise the Superintendent annually
14. Publish annual report describing the District's educational performance and Campus educational performance
15. Select a depository for District funds
16. Conduct elections as required by law
17. Acquire and hold real and personal property in the name of the District
18. Hold all rights and titles to school property of the District, whether real or personnel
19. Limit redundant requests for information and the length of reports that a classroom teacher is required to prepare
20. Review paperwork requirement imposed on classroom teachers
21. Make decisions relating to terminating the employment of District professional employees
22. Seek to establish working relationships with other public entities to make effective use of community resources
23. Adopt complaint process for personnel, parents, and students

The Board may:

1. Adopt rules and bylaws
2. Issue bonds and levy, pledge, assess, and collect an annual ad valorem tax for Bond payments
3. Levy, assess, and collect an annual ad valorem tax for maintenance and operation of the District
4. Employ and compensate a tax assessor or collector
5. Enter into contracts or delegate authority to Superintendent, as appropriate
6. Receive bequests and donations or other moneys or funds coming legally into its hands in the name of the District
7. Exercise the right to eminent domain to acquire property
8. Execute, perform, and make payments under contracts
9. Authorize the sale of property
10. Sell minerals in land belonging to the District
11. Employ, retain, contract with, or compensate a licensed real estate broker for acquisition of real property
12. Request the assistance of the attorney general on any legal matter. The District must pay cost associated with the assistance
13. Sue and be sued in the name of the District

5. **The President Shall: [from BDAA (LOCAL)]**
 1. Preside at all Board meetings.
 2. Appoint committees
 3. Have the right to discuss, make motions, and resolutions, and vote on all matters coming before the Board.
 4. Be an ex officio member of all committees.

6. **The Vice President shall: [from BDAA (LOCAL)]**
 1. Act in the capacity of the President in the absence of the President.
 2. Automatically become President of the Board, if a vacancy in that office occurs.

7. **The Secretary shall: [from BDAA (LOCAL)]**
 1. In the absence of the President and Vice President, call the meeting to order and act as presiding officers.
 2. Sign or countersign documents as directed by action of the Board.

XII. Role of the Board in Executive Session

- A. **The posted agenda will list the topics to be discussed in executive session.**

- B. **The Board may enter into executive session after the following requirements have been met:**
 1. The Board has first been convened in open meeting for which notice has been given.
 2. The presiding officer has publicly announced in open meeting that an executive session will be held.
 3. The presiding officer has identified the section or sections of Chapter 551, Texas Government Code, which authorize the holding of such closed or executive session.
 4. The presiding officer has publicly announced that no final action, decision, or vote will be taken by the Board while in executive session. *551.101 "Chapter 551, Sections 551.071 Through 551.084 is stated on the Agenda."*

- C. **Executive sessions are authorized for the following purposes:**
 1. For a private consultation with the Board's attorney with respect to pending or contemplated litigation, settlement offers, and matters where the attorney's duty to the Board, pursuant to the Code of Professional Responsibility of the State Bar of Texas, clearly conflicts with the provisions of the Open Meetings Act (to be identified as Legal Matters in the notice).
 2. To discuss the purchase, exchange, lease, or value of real property and negotiated contracts for prospective gifts or donations (to be identified as Real Estate/Donations in the notice).
 3. To consider the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee or to hear grievances, complaints or charges against a public officer or employee, unless such officer or employee requests a public hearing (to be identified as Personnel in the notice).
 4. To consider discipline of a public school child or children, unless an open hearing is requested in writing by a parent or guardian of the child (to be identified as Hearings in the notice). *551.082*
 5. To consider the deployment or specific occasions for implementation of security personnel or devices.
 6. To deliberate regarding the standards, guidelines, terms or conditions the Board will follow, or instruct its representatives, to follow, in consultation with representatives of employee groups, under consultation agreements formerly provided for by Section 13.901 of the Texas Education Code. *551.083*
 7. To discuss any other item authorized by law to be considered in executive session

- D. **No final action, decision, or vote shall be taken while the Board is in closed or executive session. The presiding officer shall so state prior to entering into executive session. The Board shall reconvene the open meeting after an executive session, prior to adjourning the meeting.**

- E. **The record of Executive Session proceedings is documented by Board President, signed and sealed.**

XIII. Role of the Superintendent

A. The role of the Superintendent shall be the educational leader and chief executive officer of the District.

B. The authority and duties of the Superintendent include:

1. Assuming administrative responsibility and leadership for the planning operation, supervision, and evaluation of the education programs, services, and facilities of the District and for the annual performance appraisal of the District's staff.
2. Assuming administrative responsibility and leadership for the assignment and evaluation of all personnel of the District other than the Superintendent and making recommendations regarding the selection of such personnel.
3. Initiating the termination or suspension of an employee or the nonrenewal of an employee's term contract.
4. Managing the day-to-day operations of the District as its administrative manager.
5. Preparing and submitting to the board a proposed budget.
6. Preparing recommendations for policies to be adopted by the Board and the implementation of adopted policies.
7. Provide leadership for the attainment of the student performance in the District based upon the state's academic excellence indicators and other indicators as may be adopted by the State Board or local Board.
8. Prepare Board agendas and meeting materials in cooperation with the Board President.
9. Accurately prepare and submit in a timely manner any and all reports required by TEA, federal and state agencies, the Board, and courts of law.
10. Direct and supervise all financial accounting and ensure that funds are expended legally, in accordance with the approved budget, and controlled effectively.
11. Ensure District compliance with all applicable state and federal requirements.
12. Develop, evaluate, and revise annually the District Improvement Plan, with the assistance of the District Improvement Team.

XIV. Board/Superintendent Relations

A. Individual board members having concerns with administrative decisions or actions should discuss concerns with the Superintendent.

1. If no resolution is reached, the board member may request that the issue be added to next meeting agenda for the consideration of the Board.

B. Board directives to the Superintendent must be made by Board vote as an action item during open session, when possible.

C. The Board recognizes that the superintendent may ask for individual input during Executive Session when open directives are inappropriate.

D. If a Board Member or Superintendent has reason to believe that misconduct has occurred by the Superintendent or an individual Board Member, the Board Member or Superintendent shall provide the rationale for the opinion in writing to the appropriate Board officer. The appropriate Board Officer shall investigate the issue and report to the board as a whole as to the written opinion and the results of the investigation.

XV. Media Inquiries to the Board

- A. On issues before the Board, the Board President and the Superintendent shall be the official spokesperson for the Board to the media.**
- B. All Board Members who receive calls from the media should refer them to the Superintendent or the Board President, as appropriate.**

XVI. Anonymous Phone Calls or Letters

- A. The Board encourages input. However, anonymous calls or letters will not receive Board attention, discussion, or response and will not result in directives to the administration, unless it's an offense reportable by law.**

Anonymous means the party is unknown for whatever reason to the Board member, the Board, and/or the Superintendent.

XVII. Response to Signed Letters

- A. All signed written communications addressed to the Board will be forwarded to the Superintendent, who will respond as appropriate to the signed written communication.**

XVIII. Travel and Training

A. Training

1. Board members shall complete continuing education annually, in accordance with state statutes
2. No training will take place during a Board meeting, unless the meeting is posted for training delivery.
3. The Board shall complete their "TEAM OF EIGHT" training annually, as prescribed by law
4. The Board shall attend a legislative update, as required by law
5. Board members are to consider seminars that are conducted across the state at various locations including Regional Service Centers, annual state conventions sponsored by TASB/TASA

B. Travel Planning

1. Follow district guidelines and procedures for maintaining travel expenses/receipts
2. All Board members attending a conference are encouraged to obtain as many training credits as possible. Training documentation must be turned into the Administration office to ensure credit is awarded to each Board member.
3. All personal cost (outside of travel, parking, lodging, and meals) will be borne by individual Board members. Spouses travel will not be a reimbursable expense.

C. Increasing The Impact Of Board Training With TEAM OF EIGHT

1. Share new learning with other Board members
2. Apply new learning in role as a Board member

XIX. New Board Member Orientation

A. Understanding the TEAM OF EIGHT

1. Each Board Member is:
 - a. 1 of 7 Board Members plus the Superintendent
 - b. A trustee of the entire ISD
 - c. A leader for the entire ISD
 - d. An elected public official
 - e. Responsible for governance
 - f. Equal to all the other Board Members
 - g. Responsible for personal preparation for all meetings
 - h. Expected to attend districtwide functions as available
 - i. Expected to be familiar with current laws
 - j. Expected to attend further training
 - k. Expected to support Board decisions
 - l. Expected to support the Chain of Command in dealing with problems
 - m. Will not be divisive or a negative influence
 - n. Will not abuse inside information
 - o. Is not expected to be a legal expert on all aspects of public education
 - p. Expected to assist in educating the public where and when appropriate
 - q. Expected to stay current with continuous improvement activities of the district

B. Induction into Board Culture

1. New Board members are encouraged to attend as much training as possible during their first year of service.
2. At the discretion of the Board President, new Board members may be assigned an existing Board Member who will serve as a mentor.
3. New Board Members should feel free to ask questions of the Superintendent, Board President, and other Board Members.
4. Internal District Training
 - a. The Superintendent and Board President will meet with the new Board Member(s) to provide an "Orientation to Board Member Service".
 - b. The Superintendent, if appropriate, may arrange for the new Board Member(s) to visit with key staff members to familiarize themselves with such issues as finance, budgets, curriculum and instruction, safety, discipline, school management issue, and other issues of interest.

XX. Board Operating Procedure Review Process

- A. These Board Operating Procedures will be reviewed and updated annually at the Regular June Board Meeting.**
- B. District Policy BBF(LOCAL), Board Members Ethics, will also be reviewed annually at the Regular June Board Meeting.**