



Texas Association of School Boards
Leadership Team Services

Team Operating Procedures

Final Report
Oglesby ISD
July 16 & 23, 2009

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Participants

Edna Davis	Superintendent
Mike Gomez	Trustee
Mark Luckie	Trustee
Randy McClinton	Trustee
Anthony Ross	Trustee
Rebecca D. Schultz	Trustee
Kendall Smith	Principal
Mike Walter	Trustee
Laura Wright	Trustee

Introduction

What would you like to hear your community staff, and students say about the board and superintendent team in two or three years?

Edna Davis

The board and superintendent as well as administration, staff, parents, and community work together as a team to always do what is best for students.

Mike Gomez

We as a board worked together to accomplish all that was needed for the kids to succeed.

Mark Luckie

The board, administration, and teachers were smart in planning what was needed for me to be successful in school and life.

Randy McClinton

Everything is in great shape: money, students passing, best facility. They work well together.

Anthony Ross

They were fiscally responsible and open to feedback.

Rebecca D. Schultz

The board was meeting the needs of the people they are serving and that we are doing a great job.

Kendall Smith

Thank you for teaching me what I needed to know.

Mike Walter

They keep the doors open during rough economic times and provided the students with a quality education.

Laura Wright

They were honest, concerned and cared for the student population and community. They did their best to meet the needs of the students and community.

How to Prepare the Board Meeting Agenda

- 1) Any board member may request that an item be placed on the agenda for board consideration by contacting the board president or superintendent at least four business days prior to the meeting.
- 2) Items submitted for inclusion after the deadline or those requiring significant preparation time may, at the discretion of the board president, be deferred to a later meeting to allow staff sufficient time to prepare supporting information.
- 3) A draft agenda will be developed by the superintendent and presented to the board president for approval prior to the agenda posting.
- 4) The draft agenda will include previously scheduled items from the board activity calendar and any items the board is required by law to consider or act on at the given meeting.
- 5) A consent agenda will be used to list items that will be presented together for a single vote without discussion:
 - a) Placement of items on the consent agenda will be at the discretion of the board president and superintendent.
 - b) Any individual board member may ask questions or discuss an item on the consent agenda by asking the president to remove it from the consent agenda for individual consideration.
 - c) Following action on the consent agenda, the president will allow discussion on any item requested for removal from the agenda by a board member.
 - d) The consent agenda may include items such as the following:
 - i. Routine items
 - ii. Minutes of regular and special board meetings
 - iii. Acceptance of financial reports
 - iv. Routine bid recommendations in alignment with district policy
 - v. Second reading of district policies
 - vi. Approval of personnel contracts that comply with district policies
 - vii. Use of facilities

Related Policies: BE (LEGAL and LOCAL), BJA (LOCAL)

Date Last Revised or Agreed to:

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How to Participate as a Trustee in "Public Comment"

- 1) The board will follow the provisions adopted in policy BED (LOCAL) in conducting a public comments time during board meetings.
- 2) The board will make copies of policy BED (LOCAL) available to members of the public at board meetings at which a public comment time is scheduled.
- 3) Board members will listen to comments of speakers but will avoid asking questions (other than for clarification) of them or responding to them.
- 4) The board designates the president or designee as its spokesperson if a response to the speaker is required. The president will limit responses to those allowed by law:
 - a) Statements of fact.
 - b) References to board policy.
 - c) Placing the item on a future board agenda for discussion.
- 5) Following a speaker's comments, a board member may ask the president to place the subject on a future board meeting agenda.
- 6) With the approval of the board, the president may direct the superintendent to investigate matters brought forward during public comment and report findings to the board.
- 7) If a subject raised by a speaker is listed on the agenda posted in advance for the meeting, board members may discuss the subject at the time designated for that topic on the agenda.
- 8) If a speaker brings a complaint about an individual district staff person or board member, the president will remind the speaker of the formal grievance process available to them as outlined in policy.
- 9) The board respects the First Amendment rights of the public to address the board during the time it has set aside for public comments and will not decline to hear any speaker who has followed the appropriate procedures for speaking without seeking legal advice.

Related Policies: BED (LEGAL and LOCAL), FNG (LOCAL)

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How to Prepare for Board Meetings

- 1) The superintendent will ensure that supporting information required for informed decision-making is prepared in advance when possible and included in the board meeting agenda packet.
- 2) The superintendent will ensure that agenda packets with as much supporting information as possible are distributed to board members at least two business days before scheduled board meetings.
- 3) Board members prepared to address agenda items by doing the following:
 - a) Reading agenda packet materials before each board meeting.
 - b) Contacting the superintendent with questions about agenda items or background information before the scheduled board meeting.
- 4) Receiving answers to questions in advance does not preclude board members from asking relevant questions about agenda items during board meetings.

Related Policies: BE (LEGAL)

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How to Visit Campuses as a Board Member

- 1) Board members are encouraged to attend as many school events as their time permits.
- 2) Board members are required to check in with administration and follow campus guidelines for visitors.
- 3) Board members may interact with staff members or students according to campus guidelines for visitors as long as they do not disrupt the learning process.
- 4) Board members may not give any direction to any staff or students.
- 5) When visiting with teachers of their own children, board members will make it clear that they are acting as parents rather than as board members.
- 6) Board members will not request or accept extraordinary consideration or favors from any district employee.

Related Policies: GKA (LEGAL), BBF (LOCAL) and BBFA (LEGAL)

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How to Request Information about Meeting Agenda Items

- 1) Members are encouraged to ask for information related to meeting agenda items prior to the scheduled meeting.
- 2) Any questions about agenda items or requests for additional information about them will be directed to the superintendent or board president.
- 3) Requests for information or questions about any agenda item are encouraged to be made at least one business day prior to the scheduled meeting.
- 4) If a written report is provided in response to the request, all board members will receive a copy of both the request and report prior to the opening of the meeting.
- 5) Board members may discuss the information provided or ask additional questions about the agenda item in the meeting.

Related Policies:

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How to Communicate With Team Members between Meetings

- 1) The superintendent will communicate with each board member by information packets or e-mail that may include the following:
 - a) District events
 - b) Progress reports on board goals and directives
 - c) Follow-up reports in answer to board member questions
 - d) Updates on administrative matters or district operations
 - e) Superintendent's schedule for out of office
- 2) The superintendent will meet with the board president as needed, or communicate by telephone, fax, and/or e-mail to inform him or her of district issues that may need to come before the board for information or action.
- 3) The board president may direct the superintendent to distribute copies of documents to each member of the board for information.
- 4) The superintendent will communicate requested information to all board members in as timely a manner as possible without interfering with the regular conduct of district business.
- 5) Board members may communicate with other individual members for purposes of asking questions, clarifying information, or socializing under circumstances that do not conflict with or circumvent the Texas Open Meetings Act.
- 6) Board members may not communicate with other individual members for purposes of soliciting votes in support of or opposition to items of business that may come before the board.
- 7) Board members who wish to share information relevant to district business or issues scheduled to come before the board will relay the information to the board president for placement on a future agenda or to the superintendent for distribution to all members as needed.

Related Policies: BE (LEGAL) and BJA (LOCAL)

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How to Request Information Not Related to Agenda Items

- 1) Members should request information not related to a meeting agenda item directly from the superintendent or other designated custodian of records.
- 2) The superintendent will determine if the information requested is available from existing sources or records or if it requires a special, one-time-only report.
- 3) If the requested information can be provided from readily available data with no diversion of staff time, it will be provided as soon as is reasonable.
- 4) In the event the request requires a special report that will divert staff time from established priorities, the superintendent will notify the requester and the board president.
- 5) The board president will place the request for information on the next meeting agenda to determine if a majority of the board agrees that the requested information is important for its future decision-making.
- 6) If the board agrees that the information is important for future decision-making, the superintendent will direct that a report be developed and provided as requested by the board.
- 7) All team members will receive a copy of any report generated by a board member's request in accordance with this procedure.

Related Policies: BBE (LOCAL)

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How to Communicate With the Media

- 1) The board president or, in his or her absence, the vice president will serve as the board spokesperson to the media on issues regarding board actions.
- 2) The superintendent or, in his or her absence, a specified designee shall be the official district spokesperson to the media on district issues.
- 3) A board member receiving a call from the media requesting information, comments, or an interview will inform the media representative that the superintendent is the board's designated contact for official information about district business and that the board president is the board's designated contact for official positions on the board's actions or decisions as a body.
- 4) Board members who do speak with media representatives will clarify at the beginning of the interview that they are speaking as individuals rather than as authorized representatives of the board of trustees.
- 5) When speaking as an individual, the board member may remind media representatives of the official position or action already taken on the issue by the board of trustees and refer them to the board's designated spokesperson for further information about those actions.
- 6) When speaking to media representatives, board members will avoid stating opinions or speculating about possible board action on issues that are scheduled for discussion at a future board meeting and explain that decisions will be made after deliberation with members of the board at a meeting.

Related Policies: BBF (LOCAL), BDAB (LOCAL), BJA (LOCAL), and GBB (LOCAL)

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How to Respond to Community or Employee Complaints

- 1) Listen briefly and respectfully. Remind the complainant of the board's responsibility to remain impartial and noncommittal because complaints may ultimately be brought to the board on appeal.
- 2) Determine if the complainant wishes to express dissatisfaction or desires some action be taken to resolve an issue.
- 3) Complainants who desire some action be taken should be directed or referred to the appropriate policy outlining grievance procedures and informed that the steps listed in policy are necessary to protect everyone's rights while following an orderly process.
- 4) Ask if the complainant has followed the "Chain of Command" outlined in district policy.
- 5) If the complainant does not know the district's "Chain of Command," provide the following information:
 - a) The complainant should first discuss the problem with the person in authority closest to the problem.
 - b) If not satisfied with the resolution of the problem, the complainant should go to the administrative supervisor of the person noted in "a."
 - c) The administrative supervisor will help the complainant initiate any correspondence or forms required by policy and attempt to resolve the complaint.
 - d) If still not satisfied, the complainant may appeal to the superintendent or a designee for resolution.
 - e) If the superintendent is unable to resolve the issue or the complainant is still not satisfied, the formal complaint is brought to the board following local policy.
- 6) Board members will inform the superintendent of relevant complaints from staff and community but will not direct the superintendent to take specific actions.
- 7) The superintendent should inform the board of the resolution of complaints referred by board members or heard during public comment at a board meeting if the complaint requires superintendent intervention.

Related Policies: DGBA (LEGAL and LOCAL) Employee Complaints/Grievances; FNG (LEGAL and LOCAL) Student and Parent Complaints/Grievances; GF (LOCAL) Public Complaints

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How to Communicate With the Community

- 1) Board members are encouraged to participate in community activities as liaisons between the public and the school district. When doing so, board members are expected to:
 - a) Relay information about district goals.
 - b) Clarify a trustee's limitations, obligations, and responsibilities as a member of the board.
 - c) Support board decisions.
 - d) Interact in a positive manner.
 - e) Listen politely and respectfully to comments.
 - f) Make no commitment on behalf of the board or district.
 - g) Avoid criticizing district personnel.
 - h) Refer questions about specific district activities to the appropriate staff person who can best answer the questions.
- 2) The Board of Trustees encourages community input; however, it will not respond to or act on the basis of anonymous calls or letters.
- 3) Signed letters addressed to the board or a board member will be forwarded to the president or the superintendent.
- 4) The board will communicate to the community collectively through district communication vehicles authorized by the board in policy or the district communication plan.

Related Policies:

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How to: Participate in Discussion, Debate, and Voting

- 1) The board shall observe the parliamentary guidelines in *Robert's Rules of Order (Newly Revised)*.
 - a) A copy of *Robert's Rules of Order* will be available to the board president at every meeting.
 - b) The board may operate under the "Rules for Small Boards and Committees" unless the president determines there is a need to follow the more formal rules to efficiently conduct business at a given time.
- 2) The board may adopt additional meeting rules to supplement *Robert's Rules of Order* by majority vote after placing the issue on an agenda for discussion. The locally adopted procedures shall supersede *Robert's Rules* when the two conflict. Locally adopted rules must be in compliance with law.
- 3) The board president must recognize board members, staff members, or advisors wishing to speak.
- 4) Board members shall direct comments solely to the business currently under deliberation.
- 5) The board president shall:
 - a) Allow each board member to speak on each issue being considered.
 - b) Allow opposing viewpoints to be heard in turn.
 - c) Ensure that before a member is allowed to speak to an issue for a second time, each member who has not spoken is provided an opportunity.
 - d) Ensure that discussion pertains to the current agenda item being addressed and shall halt discussion that does not apply to the business of the board.
 - e) Halt discussion on issues raised that are not on the agenda. The president will ask if the issue should be placed on a future agenda for discussion, and note if a board member and/or the board desire the item were included in a later discussion.
 - f) Have the same right as any board member to make motions and vote. The president will first provide an opportunity for other board members to make a motion before offering his or her own motion.
- 6) Voting will be by show of hands.
- 7) Each board member will exercise his or her right and obligation as an elected official to participate in deliberations and vote on each item before the board unless a conflict of interest exists.

Related Policies: BE (LEGAL), BBFA (LEGAL)

Adopted or Revised:

How to: Establish Meeting Guidelines

- 1) Guidelines are a written list of rules the board has agreed to follow when working together during meetings. Guidelines supplement *Robert's Rules of Order, Newly Revised* by specifying appropriate trustee behavior but do not take the place of the meeting process outlined in *Robert's Rules*.
- 2) The board may either consider a recommended list of guidelines presented by the president or another member or it may, through discussion, develop a list from scratch.
- 3) If considering a recommended list, the board will discuss, modify as necessary, and then vote to approve or reject the guidelines.
- 4) If the board develops its own list, the board president will facilitate the discussion and ensure that the board secretary¹ records all proposed guidelines using an overhead transparency and projector, easel with paper, or other suitable technology that the entire group can view. Once the discussion has ended, the president will ask for a motion and, if a motion is made and seconded, have the board vote to approve the meeting guidelines.
- 5) By approving the guidelines, the board agrees to follow them while conducting meetings.
- 6) The following list may be considered in developing guidelines and can be modified, as the board desires.
 - a) Encourage everyone to participate in the meeting
 - b) Stay focused on the issue being discussed
 - c) Listen to and treat each other respectfully
 - d) Allow only one person to speak at a time
 - e) Say what needs to be said as briefly and clearly as possible
 - f) Open meetings are public; closed meetings are confidential
 - g) Agree to disagree agreeably
 - h) Follow our own board procedures
 - i) Voice concerns as the meeting progresses, don't wait until the end
- 7) After approval, the guidelines will be reproduced and displayed prominently at the routine board meeting location. The president will ensure that the guidelines are available whenever the board meets at another location.
- 8) After opening each board meeting, the president will remind the members that the guidelines as approved are still in effect. If the board desires to modify its guidelines, it may do so at a scheduled meeting when the agenda reflects that review and has been properly posted.

Related Policies: BE (LOCAL), BBF (LOCAL)

Adopted or Revised:

¹Another person may act as the recorder and that person's position substituted here.

How to: Express Concern about Another Member's Performance

- 1) Individual board members are encouraged to express their concerns about another member's performance directly to that member.
- 2) If addressing the issue directly with the member does not resolve the concern, then discussion with the board president is appropriate.
 - a) The board president shall discuss the concern with the individual in question on behalf of the reporting board member or shall moderate a discussion between the members. If a quorum of the board is involved, the meeting must be posted and conducted in accordance with the Texas Open Meetings Act.
 - b) The president shall remind the board member whose behavior is in question about the adopted code of ethics and discuss how the questionable behavior does not comply with the code. The discussion also will identify more appropriate alternatives to the questionable behavior or refer the board member to policies or procedures that outline approved ways to deal with the issue that prompted the questionable behavior.
 - c) If the board member in question does not believe his or her behavior is in conflict with the board's code of ethics, an agenda item specifying "evaluation of individual board members' performance" may be listed on the agenda for an upcoming board meeting.
 - d) The matter will be discussed by the full board in closed session in an attempt to clearly identify behavior that may be inappropriate and discuss possible solutions or alternative approaches that may have a more positive impact on team cohesion and effectiveness.
- 3) If the concern involves the board president, a member may discuss his or her concerns with the board vice-president.
- 4) Members will not take concerns about fellow board members to the superintendent.
- 5) Members will not speak about concerns regarding individual members with individuals outside of the board.
- 6) Members will not speak negatively about another member, superintendent, or staff in the community.

Related Policies: BBFA (LEGAL), BBF (LOCAL)

Adopted or Revised:

How to: Conduct Travel for Continuing Education

- 1) Each board member is expected to complete at least the annual minimum continuing education (CE) required by state law and rule.
- 2) Annually during district budget development, the board¹ will identify sufficient training events, locations, and dates to meet annual continuing education requirements so that the administration can develop an estimate of required expenses.
- 3) Funds to support required continuing education needs for all board members are considered a priority and will be included in the final budget.
- 4) Members are encouraged to attend training opportunities outside the district provided by education service centers, TASB, or other TEA-approved providers. Training events located outside the state may be considered but will be included in the final budget only if more cost-effective training events are unavailable.
- 5) Members planning to attend continuing education events reflected in the budget should contact the superintendent's secretary² to make arrangements.
- 6) The district will pay reasonable expenses for mileage, commercial transportation, parking, lodging, meals, tuition, and other incidental expenses but will not reimburse for items prohibited in policy BBG (LEGAL). Reimbursement of reasonable expenses will occur when attendance is authorized either as part of the budget approval process or as an unplanned exception to meet a specific training need that was recognized after budget approval.
- 7) Members will follow these procedures when seeking to attend continuing education events not reflected in the budget.
 - a) Members desiring to attend unplanned training will ask the superintendent to provide the status of funds to support CE. If funds are available, the member is advised and the unplanned event is added to the budget.
 - b) If funds are not available to support an unplanned exception, the issue is included on an upcoming board meeting agenda as an action item in accordance with local procedure.
 - c) The administration prepares an estimate of funds required to support the action item, and the board will discuss and then vote whether to provide additional funds to support the request.
 - d) If the funds for an unplanned exception are approved, the individual making the request will contact the superintendent's secretary² to make arrangements.
- 8) Expense reports with supporting receipts shall be submitted in a timely manner following district policy.
- 9) Except in family emergency cases, expenses incurred due to a member's failure to attend a planned event are the responsibility of the board member.
- 10) The board is the final authority for resolving any dispute regarding expenses related to continuing education.

Related Policies: BBG (LEGAL) and (LOCAL), BBD (LEGAL)

Adopted or Revised:

¹The superintendent or administration may accomplish this task for board approval.

²The district may specify another point of contact in accordance with routine procedure.

Continuing Education

Team

What?	When
Effectiveness of Instructional Programs	Spring 2010@ semester (Jan.)
Commitment and communicating	Spring 2010@ semester (Jan.)
Supports majority decisions	(July 23 – next board meeting)
Adopts goals and performance objectives	(before school starts)
Vision: The board ensures that the district vision expresses the present and future needs of the children and community	Spring 2010
Unity: The board makes decisions as a whole only at properly called meetings and recognizes that individual members have no authority to take individual action in policy or district and campus administrative matters.	Fall 2010
Structure: The board adopts a planning and decision making process consistent with state statute that uses participation, information, research, and evaluation to help achieve the districts vision.	Summer 2010
Accountability: The board ensures that appropriate assessments are used to measure achievement of all students	Winter 2009
Advocacy: The board promotes school board service as a meaningful way to make long-term contributions to the local community and society.	Spring 2011

Continuing Education (continued)

Individual

Edna Davis

- Work with superintendent as a team
- Board makes decisions as a whole
- Evaluating superintendent's performance

Mike Gomez

- School finance
- Art
- Trig/math

Mark Luckie

- Board and superintendent communication
- Goal setting for future
- Board vision and deliberation

Randy McClinton

- Overseeing superintendent and evaluating
- Vision and goal setting
- Teamwork, problem solving, and decision making

Anthony Ross

- Effective two-way communication with students, employees and the board
- District planning and decision-making process
- Adopting goals, student performance

Rebecca D. Schultz

- Student performance
- Career planning
- Building partnerships

Kendall Smith

- Educational welfare of children (vision)
- Reporting district progress to the community (accountability)
- Board adhering to laws and policies (unity)

Mike Walter

- Process for community student input (unity)
- Simplifying superintendent evaluation (accountability)
- Adopting goals for students (structure)

Laura Wright

- Effective two-way communication
- Establishing partnerships with parents, children, and district
- Effectiveness and efficiency of instructional programs
- Approves student performance objectives