

CHANNELVIEW INDEPENDENT SCHOOL DISTRICT

*EXECUTIVE TEAM
TRUSTEES/SUPERINTENDENT*

**OPERATING AND PROCEDURES
MANUAL**



CHANNELVIEW INDEPENDENT SCHOOL DISTRICT

**EXECUTIVE TEAM
TRUSTEE/SUPERINTENDENT**

**OPERATING
PROCEDURES**



LEADERSHIP BY EXAMPLE

CHANNELVIEW INDEPENDENT SCHOOL DISTRICT

Planning/Management/Operations

Executive Team

Keith Liggett	Board President
Patrick Lacy	Board Vice President
Raquel Dobbins	Board Secretary
Steven Dennis	Board Parliamentarian/Chaplain
Frank R. Bryant	Board Member
Kent E. Wilson	Board Member
Alex Ybarra	Board Member
Greg Ollis	Superintendent

Management Team

Mike Niemeyer, Assistant Superintendent of Administration
Dr. Don Beck, Assistant Superintendent of Curriculum & Instruction
Kris Lynn, Assistant Superintendent of Finance

Operations Team

Administration

Campus Principals	Early Ed. – Post Graduate
Darrell Cheney	Technology Director
William Jennings	Athletic Director
Jennifer Tunink	Director of Fine Arts
Lt. Gregg Board	Constable

Curriculum & Instruction

Gloria Roach	Director of Special Services
Mia Young	Director of Career & Technology Education
Magdalena Garcia	Director of Bilingual/ESL
Patricia Glaeser	Director of Fed. Programs/School Grants
Heather Gilpin	Elementary Curriculum Coordinator
Pamela Latiolais	Secondary Curriculum Coordinator
Karen Bryant	Testing Coordinator

Operations

Jennifer Carnathan	Chief Financial Officer
LaToya Ross Terry	Tax Assessor Collector
Kay Kerr	Director of Human Resources
Michael Lyons	Director of Maintenance
David Bienvenu	Director of Nutrition Services
Jared Diehl	Director of Transportation

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INTRODUCTION

The quality of public schools continues to be a priority concern for Texas educators, parents, students, business and community leaders and public officials. Through the democratic process, communities place their trust in elected trustees to serve on school boards as guardians of their public school. The concept dates back more than 300 years, and while the concept remains the same, *expectations and accountability have evolved to comprise communications and other recorded documents including board-operating procedures.*

Negotiating the territory between true representative democracy and the *tasks of a school board can result in conflict, especially when roles and responsibilities are not clear.* The very community members who elected them frequently misunderstand school boards and individual trustees. One of the most misunderstood notions is that trustees, as individuals, have the power to make changes. Trustees have no power as individuals, except the power of persuasion over the rest of the board. All board decisions are shared decisions made by a team of individual board members.

School boards that function constructively work as a team of eight with their superintendent to govern and oversee the management of the district. *The effective leadership team performs its responsibility for broad oversight and management, and supports the day to day operations of the district with clearly communicated goals and educational strategies provided for in the district's annual budget.* They develop clearly written, current and legal policies and administrative processes.

The leadership team must work together in making decisions and standing in support of those decisions that will nourish the quality of their school and be responsive to questions from the school staff and community. In order to make the best quality contributions, the team must be conscientious and concerned about how they conduct their business as an individual member of the team, and in their capacity as the final decision-makers for the school district. *The team sets the ultimate example for protocol and decorum,* and should represent the school with a degree of integrity and professionalism exemplifying conduct that is impressive and inspiring.

It is important for us to develop and establish by practice processes and procedures that are clearly communicated to members of the leadership team, and supported consistently by all members of the team as formalities for how we meet our responsibilities. Our commitment to that effort is met, in part, through the development and annual review of a board operating and procedures manual.

Section I: Role and Authority of Board Members and Officers

Members of the board are authorized to take action on behalf of the district for items posted on the agenda for a meeting of the board.

- ◆ Direction for personnel, programs, policy, budget and other issues should be included on the board agenda and acted upon by the members of the board.
 - Duties of the Board President.
 1. Presides at all meetings of the board.
 2. Discusses, makes motions and resolutions and votes on all matters before the board.
 3. Appoints board committee members.
 4. Calls special meetings and emergency meetings.
 5. Signs all required legal documents.
 - Duties of the Vice-President.
 1. Acts in the capacity of the President during his/her absence.
 2. Vice President or designee serves as a mentor to all newly elected members.
 - a. Conducts new member orientation.
 - b. Serves as the primary contact for new member questions and assistance.
 - c. During the first year, contacts each new member prior to meetings to discuss the agenda.
 - Duties of the Secretary.
 1. Causes the keeping of accurate records for board meetings.
 2. Acts in the capacity of the president in the absence of the president and vice-president.
 3. Countersigns all required documents.

Policy References: BBE & BE

Section II: School District Policies

Trustees offer administrative guidance and direction through written policies that are adopted and maintained in the district's policy manual.

- ◆ Within the context of current law.
- ◆ Distributed and accessible to staff, parents, students and community residents.

- Policy Development
 1. The district is a member of the Texas Association of School Boards (TASB) Policy Services, which initiates policy amendments in response to legislative action, court case rulings, Attorney General Opinions, and TEA/State Board of Education rules.
 2. Any member of the board, the superintendent, school personnel, or community citizen may initiate new policies and amendments.
 3. The board appoints a committee of three trustees who meet quarterly to review policies and proposed changes to policy.

- Policy Adoption
 1. Locally developed policies and amendments are submitted to TASB for review and response from policy services and legal services.
 2. Generally, the policy committee/superintendent recommend new and adopted policies for board consideration.
 3. Proposed policies and amended policies are introduced at a board meeting for consideration for adoption at a subsequent meeting.
 4. When circumstances exist, emergency adoption may occur at the first meeting.

- Policy Review
 1. At time intervals of approximately five years, the district will conduct a district wide policy review.
 2. A policy review seminar may be conducted by TASB.
 3. The superintendent will coordinate activities for board participation, administrator participation, and time schedules.

Policy Reference: BF (Local)

Section IV: Create and Adopt District Budgets

- ◆ Budget planning is an integral part of the overall school improvement process.
 - The budget effectively reflects district programs and activities and provides resources for implementation.
 - Establishes priorities and provides resources for those identified needs.
 - Often serves as the limiting force for the type, quantity, and quality of goods and services.
 - Is an expression of community, parent and staff preferences through which consensus is reached on the future direction of the district.
 - Is often considered the ultimate policy document since it is the financial plan used to achieve goals and strategies.
 - The budget should be in alignment with established goals and strategies in improvement plans, and existing district programs.

- ◆ Developing a budget requires input and decisions by community, parents, school staff, and members of the board.
 - The superintendent and administrative staff prepares a budget development process for presentation to the board.
 - A board workshop is conducted to review the process for subsequent approval at a meeting of the board.
 - Budget preparation and development can be completed once resources have been determined, and plans, programs and priorities have been established.
 - On or before August 20, the superintendent prepares, or causes to be prepared, a proposed budget covering all estimated revenue and proposed expenditures for the following fiscal year.
 - Board workshop(s) are conducted to review preliminary and final budgets, and for board input and direction.

- ◆ After the proposed budget has been prepared the Board President shall call a meeting for the purpose of adopting a budget.
 - A public hearing is conducted and the budget is adopted.

Policy Reference: CE (LEGAL) CE (LOCAL)

Section V: Personnel

- ◆ The board has established seven objective criteria for decisions regarding hiring, dismissal, reassignment, and promotion of personnel.
 - Academic or technical preparation.
 - Certification
 - Experience
 - Recommendations and references
 - Evaluations
 - Suitability for position and professional competence
 - The needs of the district

- ◆ The superintendent or designee shall establish guidelines for advertising and recruiting to fill vacancies.
 - The superintendent has sole authority to make recommendation to the board for the employment of certified personnel, except that the board may delegate final authority for those decisions to the superintendent.
 - Final selection of teachers, counselors, nurses, administrators and other certified contractual personnel is the authority of the board.

- ◆ The superintendent will recommend pay structures and compensation plans for all district employees.

Policy References: *DAB (LOCAL)*
 DC (LEGAL) DC (LOCAL)
 DEA (LOCAL)

MEETING PROTOCOL AND DECORUM

As the district's highest-level decision-makers the District's Executive Team sets the ultimate example for protocol and decorum. Board meetings should be conducted with a degree of integrity and professionalism exemplifying conduct that is impressive and inspiring. The conduct and appearance of the Executive Team has a substantial impact on the public's perception and impression of the duties they have entrusted the team to perform.

Board meetings are a place where the business of the district is conducted. It is a great time for an individual board member or a spokesperson for the board to comment on how a particular decision was reached and why. An open forum portion of the agenda provides a time for members of the audience to make comments. The board meeting is a good time for members of the board and the superintendent to state their opinions, values, and other feelings about decisions that are being made for items on the agenda. It is also a good time to share background information and other interesting facts about items on the agenda with members of the public who are in attendance.

Every effort should be made to facilitate a quality decision-making process that promotes and supports the academic education of students. Avoid entering into debates with other members of the Executive Team or members of the audience, and maintain formalities for meeting procedures. The board meeting is a time for deliberation or decision making. The time to research and reach conclusions for the deliberations members of the board, the superintendent, and members of the audience wish to interject is before the meeting. District personnel will make every effort to provide answers to questions in the most timely and effective manner possible. Board meetings are a time for decisions.

- ◆ Unless otherwise provided, meetings of the board are held in the boardroom at the administration building.
 - Regular meetings are held on the third Tuesday of each month at 7:00 pm.
 - Special meetings may be called at the President's discretion or by request from one member of the board.
 - Emergency meetings may be called when the President or any member of the board determines that an emergency or urgent public necessity warrants the meeting.

- ◆ In consultation with the Board President the superintendent prepares the agenda for all board meetings.
 - Any board member may request that a subject be included on the agenda.
 - To ensure that the request is adequately and sufficiently represented it should be submitted to the superintendent in writing.

Section VI: Board Meetings Continued:

- ❑ The deadline for submitting items for inclusion on the agenda is noon of the seventh calendar day before regular meetings and noon of the third calendar day before special meetings.
- ❑ Members of the board will be provided notice of regular and special meetings at least 72 hours prior to the meeting and 2 hours for an emergency meeting.
- ◆ As much as possible board members should come to each meeting prepared to discuss, deliberate and take action on agenda items.
 - ❑ Obtain knowledge and understanding sufficient to vote on all action items on the agenda.
 1. Review and be aware of related information submitted in recent board updates.
 2. Review information sent with preliminary and final agendas.
 3. Make inquiries prior to the meeting for items submitted on the preliminary and final meeting agenda.
 - ❑ Board members are encouraged to advise the superintendent or president of questions or concerns on agenda items before the meeting.
- ◆ The Board shall observe parliamentary procedures in Robert's Rules of Order.
 - ❑ All business shall be directed solely to items on the agenda currently under deliberation.
 - ❑ The president has the responsibility to keep the discussion to the motion at hand and shall halt discussion that does not apply.
 - ❑ The rules may be suspended by a majority vote of the members present.
- ◆ Voting shall be by show of hands as directed by the president.
 - ❑ Unless the president determines otherwise, the order of business for action items shall be by motion, second, discussion and vote.
 - ❑ Any member may abstain from voting.
 - ❑ The board president shall vote or abstain on all action items.
 - ❑ Motion and adoption is lost for all tie votes.
- ◆ Audience participation at the board meeting is limited to the portion of the agenda designated for that purpose. At all other times, the audience shall not enter into discussion or debate on matters being considered by the board, unless recognized by the presiding officer.
 - ❑ At meetings, with exception of Board Workshops, the Board shall allot time to hear persons who desire to make comments to the Board.
 - ❑ No presentation shall exceed three minutes.
 - ❑ Delegations of more than five persons shall appoint one person to present their views, limited to three minutes.
 - ❑ Members of the board and school staff shall not be questioned.
 - ❑ Persons who wish to participate shall sign up with the recording secretary and identify their topic.
 - ❑ Complaints and concerns for which other resolution channels are provided will be directed through those channels.
 - ❑ The board will not hear complaints about personnel or individual students in public session.

Section VI: Board Meetings Continued:

- ❑ Community members, parents, students and staff may make a written request to the superintendent for consideration of placement on the agenda.
 - ❑ The board shall not tolerate other disruptions of the meeting. After being warned by the presiding officer, if anyone disrupts the meeting by words or action, the presiding officer shall request assistance from law enforcement persons to have the person removed.
 - ❑ In the meantime, the presiding officer may recess the meeting.
 - ❑ The board president may offer a response, and members of the board may ask questions for clarification and understanding.
 - ❑ The president will determine if the individual has complied with appropriate complaint policies and processes.
 - The president will explain the process and the opportunity to appear before the board for possible consideration and action if the issue remains unresolved.
 - ❑ Board members should listen to comments without offering individual input and should refrain from
 - Challenging the presenter.
 - Offering individual opinion.
 - Becoming argumentative.
- ◆ The board-superintendent team will observe all local policies related to grievances and complaints.
- ❑ The main purpose is to allow the complainant the opportunity to present his or her concerns to someone in authority. The complaint must only be considered. No specific outcome is guaranteed. The superintendent or board is required to stop, look and listen.
 - ❑ A level III grievance/complaint is presented to the board.
 - The presiding officer will convene a closed meeting to hear the grievance presentation if it is appropriate.
 - The presiding officer will guide the process.
 - The board should listen to the presentation of the grievance, and response from administration.
 - Board members will have the opportunity to ask questions for the purpose of clarifying facts.
 - ❑ The board may take any of five possible courses of action.
 - Grant the grievance and provide appropriate relief.
 - Deny the grievance and uphold the administrative decision at level II.
 - Modify the grievance.
 - Take no action, which, in effect, upholds the level II decision.
 - Postpone its decision.
- ◆ The board may conduct a closed meeting (executive session) when the agenda subject is one that may properly be discussed in closed session.

Policy References: *BE (LOCAL), BED (LEGAL) BED (LOCAL), BEC (LEGAL)
FNG (LOCAL)
GF (LOCAL)*

Section VII: Board Member Communications

- ◆ Citizens and parents will contact members of the board to make requests and complaints, or express concerns. The board member should
 - Listen respectfully.
 - Remain impartial by not engaging in argument and taking a side on the issue, or stating a position.
 - Determine if the issue has been through established procedures.
 - If necessary, explain those procedures, or refer the person to the appropriate campus office or the superintendent's office.
 - If needed, tell the person that you will neither request nor make a follow-up call.
 - If necessary, explain the fact that as a board member you have no authority to make a decision or take action outside the official meeting of the school board.
 - Remind the person that you must remain impartial in case the matter is the subject of a hearing or other item brought before the board.
 - Offer no response for anonymous inquiries.

- ◆ Members of the board may be contacted by school employees. The board member should
 - Listen respectfully.
 - Remain impartial by not engaging in argument and taking a side on the issue, or stating a position.
 - Determine if the issue has been through established procedures.
 - Inform the employee that he/she must follow appropriate procedures.
 - If necessary, explain the fact that as a board member you have no authority to make a decision or take action outside the official meeting of the school board.
 - Remind the person that you must remain impartial in case the matter is the subject of a hearing or other item brought before the board.
 - Offer no response for anonymous inquiries.

- ◆ The superintendent will work with the board president, keep board members informed of issues in a timely manner, and represent the board and district in all other communications. The superintendent will
 - Meet with the president as needed to discuss issues of the district.
 - Keep members informed of newsworthy topics and issues that may adversely impact the district and may require board action.
 - Keep members informed of other district activities that may be of interest.
 - Serve as the official spokesperson, or designate a spokesperson for the district.

Section VII: Board Member Communications Continued

- ◆ The board will communicate to the public through public hearings, regular board meetings, and district goals and policies.
 - Individual board members will refer media inquiries to the superintendent.
 - Individual board member's points of view of board action will be expressed for board and public information at open meetings.
 - Individual members should refrain from speaking in an official capacity as a board member outside a legally called meeting.
 - Individual members are encouraged to support the majority decision of the board.
 - Adhere to district policy and procedures concerning confidentiality of closed meetings.

- ◆ Individual members of the board are encouraged to contact the superintendent and other school administrators to ask questions and make inquiries about the district, but they should not direct or require the preparation of reports.
 1. Directives for the preparation of reports should be made by board action, or requests made in a board meeting and agreed to by a consensus of the board members present.
 2. Board members may request copies of available information that can be provided in a reasonable amount of time.

- ◆ Communications between board meetings will occur at a variety of functions and activities in and out of school.
 - The superintendent will serve as the board's resource for emergency information, and general district information between meetings.
 - The superintendent and members of the board will refrain from asking members of the board how they will vote on action items for the official board meeting.
 - Communications about the meeting agenda are not prohibited, but a straw vote, poll, or inquiry about how a member will vote should be avoided.
 - Board members are encouraged to communicate with each other to share information and opinions and to agree upon wording of a board position or resolution.

Policy Reference: BBE (LOCAL)

Section VIII: Concerns for another Board Members Performance

- ◆ It may be necessary and helpful for a board member to express concerns about the performance of another member of the board.
 - They may talk directly to the other board member.
 - Individual board members may express their concerns about another board member's performance with the board president who will work with the member to determine the next most appropriate step.
 - The board and superintendent team may evaluate a board member in closed session.
 - The board and superintendent team may provide recommendations to a board member whose behavior is determined by team consensus to be inappropriate.

Section IX: Concern for the Superintendent's Performance

- ◆ It may be necessary and helpful for a board member to express concerns about the performance of the superintendent. The board member may
 - Talk directly to the superintendent.
 - Express their concern to the board president who will work with them to determine the next most appropriate step.
 - Pursue the concern through adopted policy for the evaluation of the superintendent.

Policy Reference: BJCD (LEGAL) BJCD (LOCAL) BJCD (EXHIBIT)

Section X: Visiting School Campuses

- ◆ Members of the board will want to visit school campuses and attend school functions. Board members are encouraged to
 - Board members shall contact the principal or his/her designee to verify that your visit will not conflict with the instructional day.
 - Board members shall sign in as a visitor as required by all visitors entering a district facility.
 - Board members shall consider the instruction/activities in progress and interact with staff members and students during free periods, lunch time, or recess only.
 - Board members shall not give advice or direction to any staff member or student except in instances when safety or liability concerns are an issue.
 - Attend any school activities and special events as their time permits.
 - Visit campuses during the school day.
 - Board members should not go into classrooms for the purpose of evaluation or investigation.
 - Board members should report to the principal's office, as required of all visitors.

Section XI: Board Member Training/New Member Orientation

- ◆ Trustees must complete required training, including orientation sessions, annual team building, and specified hours of continuing education.
 - First year members must complete ten hours of annual continuing education training, and orientation to the Texas Education Code.
 - Existing members must complete five hours of annual training.
 - All members must attend an orientation update following each session of the Texas State Legislature.
 - The entire board and superintendent must conduct an annual team-building session.
 - Board presidents will receive annual continuing education training related to the duties of their office.

- ◆ The district will provide local orientation training for all newly elected board members.
 - The board's vice-president and the most junior (newest) member will provide the training.
 - The board president will appoint members to accommodate any unique circumstances.
 - Training will expound upon and emphasize information contained in the Board's Operating and Procedures Manual.
 - Notification of the date, time and location of the training will be forwarded to all trustees.

Policy Reference: BBD (LEGAL)

Policy Exhibits

www.cvisd.org