

# Nacogdoches ISD Board Operating Procedures

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## **Table of Contents**

Vision Statement, Mission Statement, Beliefs .....	3
Lone Star Governance .....	4
Student Outcome Goals and Goal Performance Measures .....	4
Ethics for School Board Members .....	5
Developing the Board Meeting Agenda .....	6
Public Participation During Board Meetings .....	7
Voting .....	9
Board Member Request for Information, Reports or Meetings .....	9
Citizen or Employee Request/Complaint to Board Member .....	10
Anonymous Phone Calls and/or Letters .....	11
Board Member Visit to School Campus Activity .....	11
Superintendent/Board Communications .....	11
Evaluation of the Superintendent .....	12
Evaluation of the Board .....	12
Process for Selecting Board Officers .....	12
Filling a Board Member Vacancy .....	13
Role and Authority of Board Members and/or Board Officers .....	13
Board Committees .....	13
Media Inquiries to the Board .....	14
Continuing Education .....	14
Reimbursable Expenses .....	15
Compliance with Board Operating Procedures .....	15

This Operating Procedures Manual is intended as an information guide for Board members to follow as they serve Nacogdoches ISD and the community. This manual is not a statement of Board policy and is not intended to supersede or modify legal or local policy or state law, nor it is intended to convey a right to any other person.

## **Vision Statement**

*To Educate and Inspire Everyone to Achieve Excellence*

## **Mission Statement**

*As the provider of quality educational experiences, Nacogdoches Independent School District will produce students who have the skills to be:*

- Responsible and productive citizens
- Critical thinkers
- Problem solvers
- Effective communicators

*We will enable all students to succeed in a competitive, diverse, and everchanging society.*

## **We believe ...**

- Our core purpose is teaching and learning.
- Every employee of the district plays a vital role in the educational process.
- All students deserve to be taught in a safe and secure environment.
- The participation of parents and the community is necessary for the district to succeed at its mission.
- High expectations for everyone - students and staff - are critical to an engaged, energized, and ultimately successful district.

## Lone Star Governance

The Board subscribes to Lone Star Governance, which is a continuous improvement framework for governing teams (Boards in collaboration with their Superintendents) that choose to commit to intensively focus on one primary objective: Improving Student Outcomes. Lone Star Governance accomplishes this intense focus through tailored execution of the five points of the Texas Framework for School Board Development: 1) vision, 2) accountability, 3) structure, 4) advocacy, and 5) unity. In addition to Lone Star’s singular focus on improving student outcomes, it provides a system for governing the secondary, but vital, legal and fiscal responsibilities of the Board.

On August 17, 2017 the following Student Outcome Goals and Progress Measures were adopted by the Nacogdoches ISD Board of Trustees:

### Student Outcome Goals and Goal Progress Measures

Goal 1: The percentage of all District students achieving the STAAR Percent at the Masters (Advanced) Standard for All Grades on All Subjects will increase from 9% to 27% by 2021.

Spring 2016	Spring 2017	Spring 2018	Spring 2019	Spring 2020	Spring 2021
9%	13%	16%	20%	23%	27%

Goal 2: The percentage of District economically disadvantaged students who meet the STAAR Postsecondary Readiness Standard or Above for All Grades on Two or More Subjects will increase from 20% to 38% by Spring 2021.

Spring 2016	Spring 2017	Spring 2018	Spring 2019	Spring 2020	Spring 2021
20%	24%	27%	31%	34%	38%

Goal 3: The percentage of students on Improvement Required campuses performing at the Meets (Postsecondary Readiness) Standard or Above for All Grades on Two or More Subjects will increase from an average of 15% to 60% by Spring 2021.

Spring 2016	Spring 2017	Spring 2018	Spring 2019	Spring 2020	Spring 2021
15%	23%	32%	42%	51%	60%

Goal 4: The percentage of District students graduating based on the 4-year Longitudinal Rate (Grade 9-12) will increase from 84.3% to 92% by 2021.

Spring 2016	Spring 2017	Spring 2018	Spring 2019	Spring 2020	Spring 2021
84.3%	85.8%	87.4%	88.9%	90.5%	92.0%

## **Ethics for School Board Members BFF (LOCAL)**

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 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.

## **Board Operating Procedures** **Nacogdoches Independent School District**

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 Nacogdoches ISD Board of Trustees and Superintendent function as a “TEAM OF EIGHT” to provide open communication to the staff and patrons of the district.

The Nacogdoches ISD Board of Trustees adopts these guidelines as Standard Operating Procedures to effectively communicate with staff, the public, and each other in the conduct of school business.

### **I. DEVELOPING THE BOARD MEETING AGENDA (BE Legal and Local)**

#### **A. Placing items on agenda**

1. The deadline for submitting items for inclusion on the agenda is the seventh calendar day before regular meetings and the third calendar day before special meetings.
2. Board members may request through the Board President and or the Superintendent items they wish to have considered for placement on the agenda.
3. The Board President shall ensure that any topics the Board or individual Board members have requested to be addressed are scheduled for deliberation on or before the next regularly scheduled board meeting.
4. The Board President shall have discretion at any meeting to take an agenda item out of order to accommodate a participant.

#### **B. Items Eligible for Closed Meeting (BEC Legal and Local)**

1. The posted agenda will allow for the Board to convene in closed meeting as permitted by the Texas Open Meetings Act.
2. Deliberation regarding personnel and student matters will occur in closed meeting unless otherwise required or permitted by law.
3. As questions regarding the requirements of the Texas Open Meetings Act arise, the Board shall request a written opinion of the Board’s legal counsel.
4. Discussions during closed meeting shall remain confidential.

#### **C. Consent agenda items**

1. The consent agenda shall include items of routine and/or recurring nature, generally requiring no discussion and grouped together under one heading.
2. The Superintendent, with the Board President’s approval, shall determine which items qualify for inclusion on the consent agenda.
3. Background material for each agenda item shall be furnished to the Board in the meeting’s supporting documents.
4. All consent agenda items shall be acted upon by one vote without separate discussion.

5. A Board member may request an item be removed from the consent agenda for individual consideration and voting. This will not occur without providing notice to the Superintendent a minimum of 24 hours prior to the meeting, or in sufficient time, as determined by the Superintendent, to enable the presence of staff and/or information at the meeting necessary to address the trustee's question or concern.

D. Special and Emergency Meetings

1. Special Meetings of the Board may be called at the Board President's discretion, or on request by two or more members of the Board.
2. Written notice of the date, hour, place, and agenda of a Special Meeting of the Board shall be posted in accordance to law, and at least 72 hours prior to the scheduled time of a Special Meeting.
3. The Board President shall call an emergency meeting when the President or two or more members of the Board determine that an emergency recognized under the Texas Open Meetings Act warrants such a meeting. Board members, the media who have requested notice, and the public, shall be given at least two (2) hours' notice for such emergency meetings.

E. Preparation and Delivery of Board Packet

1. The Superintendent shall make every effort to provide meeting materials to each Board member at least six calendar days before each regular meeting, and no fewer than three calendar days for special meetings, including the final agenda and any documents or materials related to items on the agenda.
2. The Superintendent may use a web-based software application, such as TASB Board Book, as a means to make the meeting materials available to trustees.
3. Board members will read and study all materials made in advance of the meeting.

F. Cancellation of Meetings

When determined necessary and for the convenience of Board members, the Board President may change the date, time, or location of board meetings, both regular and special. Every effort shall be made to communicate the decision to trustees in sufficient time to accommodate any alteration in schedule.

**II. PUBLIC PARTICIPATION DURING BOARD MEETINGS (BED Legal and Local)**

A. Speaker Signup

1. Individuals who wish to provide public comment or testimony to the Board at the designated time during a Board meeting must complete and personally submit the NISD "Public Comments" form, providing all requested information prior to the start of Agenda Reviews, Workshops and Special Meetings. For Regular Meetings, forms need to be turned in prior to the first return to Open Session on the agenda. Failure or refusal to do so will forfeit being recognized to speak. If necessary, changes to the above deadlines will be included in the Board Meeting Notice.
2. When an individual signs up, the individual must indicate the non-agenda topic and/or which item or items on the Board Agenda the comment(s) pertain to. An individual who will be accompanied by a translator must notify the District at the time of the signup and will be given twice the amount of allotted time.

3. If an agenda item is continued or posted again for a meeting on a later date, individuals who wish to address the Board on the item must sign up separately for that later date.

**B. Topic of Public Comment**

At regular Board meetings, the Board shall permit public comment, regardless of whether the topic is an item on the agenda posted with notice of the meeting.

At all other Board meetings, public comment shall be limited to items on the agenda posted with notice of the meeting.

**C. Time for Public Comment**

1. Public comment shall occur at the beginning of the meeting.
2. When necessary for effective meeting management or to accommodate large numbers of individuals wishing to address the Board, the presiding officer may make adjustments to public comment procedures
  - Increase or decrease the per-speaker time limit to address the Board.
  - Reordering agenda items.
  - Adjusting when public comment will occur during the meeting.
  - Continuing agenda items to a later meeting.
  - Providing expanded opportunity for public comment or establishing an overall time limit for public comment.
3. The presiding officer will announce these adjustments in an open meeting.

**D. Per-Speaker Time Limit**

A speaker will be given up to 3 minutes to address the Board. If, however, the total number of speakers seeking to address the Board at a meeting exceeds 10, the per-speaker time limit may be reduced to 2 minutes. In no event will a speaker be given less than one minute to address the Board.

**E. Other Considerations**

1. When addressing the Board of Trustees, persons shall stand at the podium and face the Board. Participants will conduct themselves with common courtesy and respect for the board members. The audience shall refrain from talking or applause during the public comment portion of the meeting.
2. Anonymous letters or communications will not be entertained during public comment, nor will complaints or criticisms about individual employees or board members. If such complaints are raised, the Board President shall respectfully ask that person to stop speaking and to use the board's adopted policies and procedures for the redress of grievances. The Board expects that request to be honored and that the person speaking about an employee, whether by name or otherwise, will stop when asked.
3. The Board will not entertain negative comments regarding students, nor release of personally identifiable information concerning students during the public comment portion of the board meeting.
4. Specific factual information or recitation of existing policy may be furnished by the Superintendent or a board member in response to statements made or questions

asked during public comment, but the Board shall not deliberate or engage in dialogue regarding any subject that is not included on the agenda.

5. At all other times during a board meeting, the audience shall not enter into discussion or debate on matters being considered by the Board.

F. Written Comments to the Board

1. In lieu of or in addition to speaking at an open meeting, a member of the public may also submit written comments to the Board regarding District business as follows:

Via regular mail service to:  
P.O. Box 631521  
Nacogdoches, Texas 75963

2. Via email:  
Board email addresses can be found on the NaclSD.org website.
3. Written submissions to the Board are subject to public disclosure in accordance with the law.

**III. VOTING (BE Legal and Local)**

- 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. After an agenda item is presented, the Board President shall ask for a motion and a second prior to asking for any discussion. The Board President has the responsibility to keep the discussion to the agenda item at hand and shall halt discussion that does not apply to the business before the Board.
- C. Voting shall be by show of hands, as directed by the President. Any member may abstain from voting, and a member's vote or failure to vote shall be recorded. No vote shall be taken by secret ballot.
- D. In case of a tie vote, no Board action is recognized and any action on the item is postponed. The President shall bring the item back to the Board in a subsequent meeting agenda.
- E. The Board President shall vote on all motions.

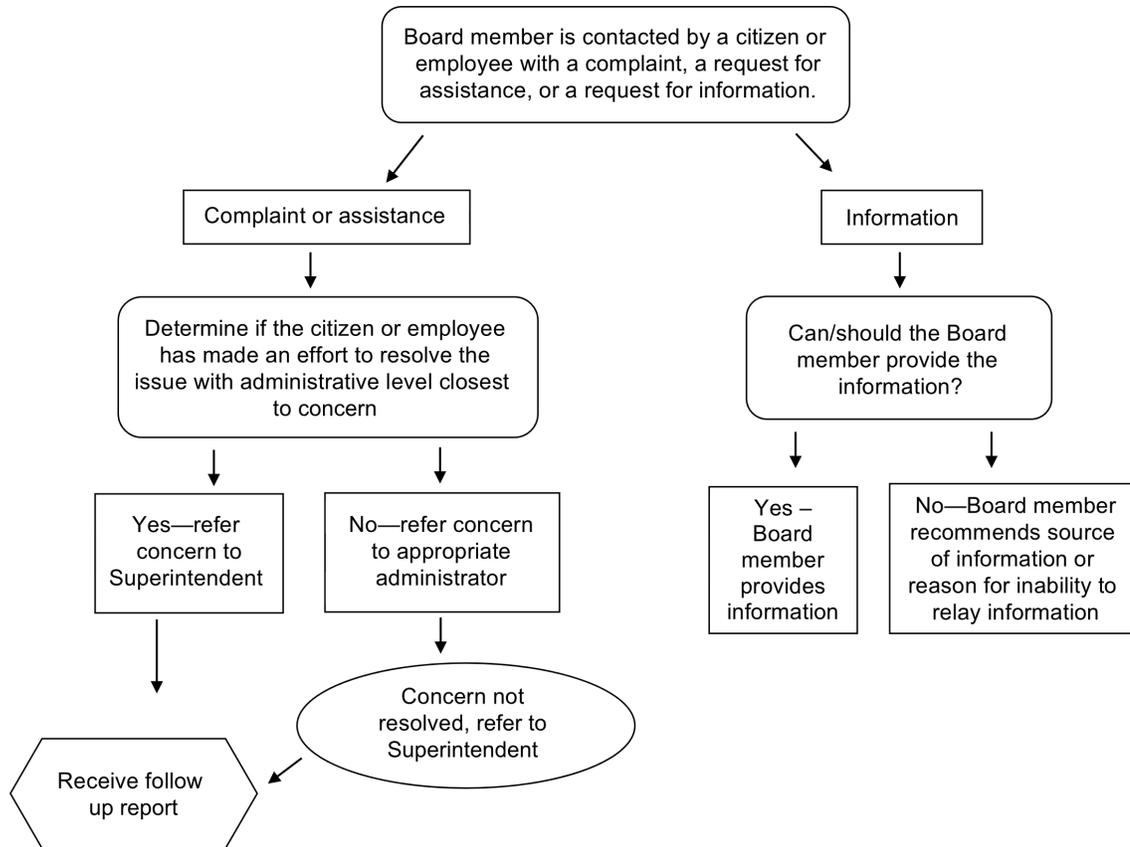
**IV. INDIVIDUAL BOARD MEMBER REQUEST FOR INFORMATION, REPORTS, OR MEETINGS (BBE Legal and Local)**

- A. Board members are encouraged to advise the Superintendent of questions or concerns on agenda items before the Board Meeting.
- B. Board members shall request information through the Board President or directly to the Superintendent.

- C. The Superintendent or his/her designee will gather the information and/or report and disseminate it in a reasonable time without interfering with the regular conduct of District Business. The information and/or responsive documents will be provided to the entire Board.
- D. No individual Board member shall direct or require District employees to prepare reports derived from an analysis of information in existing District records or to create a new record compiled from information in existing District records. Directives to the Superintendent or other custodian of records regarding the preparation of reports shall be by Board action.
- E. A school board member is entitled to access to information, documents and records maintained by the District without the requirement that the board member submit a public information act request.
- F. The Board members shall become familiar with and shall comply with state governance rules.

**V. CITIZEN OR DISTRICT EMPLOYEE REQUEST/COMPLAINT TO INDIVIDUAL BOARD MEMBER (DGBA, FNG, GF Legal and Local)**

- A. Board members should always be willing to listen to an individual's concern(s).
- B. After hearing the concern, the Board member will follow the process as outlined in the chart below.



- C. Board members should encourage timely access to the District's complaint resolution policy.
- D. The District's grievance policy may not restrict the ability of an employee to communicate directly with a member of the board regarding a matter relating to the operation of a district, except that the policy may prohibit ex parte communication relating to: (1) A hearing under Education Code Chapter 21, Subchapter E (Term Contracts) or F (Hearing Examiners); and (2) Another appeal or hearing in which ex parte communication would be inappropriate pending a final decision by the board.
- E. Any communication with a board member regarding a concern prior to the filing of a grievance or request for hearing may require the trustee to abstain during a subsequent hearing on the complaint or matter.
- F. Community members may contact the Board through the District website. Board members will regularly review their District-issued email account but are not obligated to respond.

**VI. ANONYMOUS PHONE CALLS AND/OR LETTERS**

- A. The Nacogdoches Board of Trustees encourages constituent input; however, anonymous calls or letters will generally not receive Board attention and will not result in directives to the administration. Exceptions will be made in situations involving health or safety concerns, alleged violations of law or as otherwise recommended by counsel.

- B. Confidentiality is strictly maintained when possible, except as indicated by federal or state law, Board policy, or advice of the district's legal counsel.

**VII. BOARD MEMBER VISIT TO SCHOOL CAMPUS ACTIVITY (GKC Legal and Local)**

- A. Board members are encouraged to attend school events.
- B. Board members shall not go into teachers' classrooms or campuses for the purpose of evaluation or investigation.
- C. Board members must follow the same procedures as all visitors to campus.
- D. Board members must always remember that regardless of the reason for the campus visit that they are and will be viewed as a Board Member first and foremost.

**VIII. SUPERINTENDENT/BOARD COMMUNICATIONS**

- A. The Superintendent will communicate with the Board President on a routine basis.
- B. The Superintendent will communicate information in a timely fashion to all Board members, generally via electronic transmittal.
- C. Board members are advised that communications regarding school district business may be subject to public disclosure by the Texas Public Information Act.
- D. Board members may communicate with other individual board members or the Superintendent for the purpose of asking clarifying questions, providing clarifying information, or socializing under circumstances that do not conflict with or circumvent the Texas Open Meetings Act.
- E. Board members may contact the school District's attorney with the approval of the Board President or Superintendent. Any information provided by the attorney to the trustee shall be provided to all board members.

**IX. EVALUATION OF THE SUPERINTENDENT (BJCD Legal and Local)**

- A. The Board shall prepare a written evaluation of the Superintendent annually or in more frequent intervals at the discretion of the Board.
- B. The instrument used to evaluate the Superintendent shall be the Lone Star Governance Sample Superintendent Evaluation Template.
- C. The Board shall furnish the Superintendent with a copy of the completed evaluation and shall discuss its conclusions with the Superintendent in closed meeting.
- D. The Board may at any time conduct and communicate oral evaluations to augment its written evaluations.

**X. EVALUATION OF THE BOARD (BG Legal and Local)**

- A. The Board will use the Lone Star Governance Implementation Integrity Instrument to self-evaluate their performance every three months. This provides a frequent and rational means of determining their growth – their adult behavior change – toward being intensely focused on the reason school systems exist, improving student outcomes. This quarterly self-evaluation will occur in open meeting.
- B. The Board may at any time conduct a self-evaluation in closed session when necessary to discuss board and/or board-superintendent relations.

**XI. PROCESS FOR SELECTING BOARD OFFICERS (BDAA Legal and Local)**

- A. At the first meeting after each election and qualification of Board members, the members of the Board shall organize by selecting:
  - a. A president, who shall be a member of the Board.
  - b. A secretary, who may or may not be a member of the Board.
  - c. Such other officers and committees as the Board may deem necessary.
- B. If Board officers are not available to conduct officer elections, the most veteran member present may assume the chair to conduct an election of a temporary chair. The temporary chair then conducts the election for President. The new President then conducts any remaining elections.
- C. If a Board officer resigns from the Board, a replacement for this office is selected by the Board. The officer replacement will be selected at the next regular Board meeting after the resignation is accepted.

**XII. FILLING A BOARD MEMBER VACANCY (BBC Legal and Local)**

- A. If a vacancy occurs on the Board, whether by death, resignation, lack of residency or other qualification, or involuntary removal, the remaining Board members may fill the vacancy by appointment until the next Board member election, or may order a special election to fill the vacancy. If more than one year remains in the term of the position vacated, the vacancy shall be filled not later than the 180th day after the date the vacancy occurs. An election to fill a vacancy shall be to fill the unexpired term only and shall be from the district represented.

**XIII. ROLE AND AUTHORITY OF BOARD MEMBERS AND/OR BOARD OFFICERS (BDAA Legal and Local)**

- A. Board members are expected to attend and participate in duly called board meetings.
- B. Each board member is required to sign a Conflict Disclosure Statement, as adopted by the Texas Ethics Commission.
- C. No Board member or officer has authority outside the Board Meeting.
- D. No Board member can direct employees in regard to performance of duties.
- E. The Board President shall:
  - 1. Preside at all Board Meetings unless unable to attend

2. Have the right to discuss, make motions and resolutions, and vote on all matters coming before the Board
3. Appoint committees
4. Call Special Meetings
5. Sign all legal documents required by law
6. Serve and attend on all committee meetings
7. Prepare agenda with the Superintendent

F. The Vice President shall:

1. Act in the capacity and perform the duties of the President in the event of the absence or incapacity of the President
2. Automatically become President of the Board if a vacancy in that office occurs

G. The Secretary shall:

1. Ensure that an accurate record is kept of the proceedings of each Board Meeting
2. Ensure that notices of Board Meetings are posted and sent as required by law
3. In the absence of the President and Vice President, call the meeting to order and act as presiding officer
4. Sign or countersign documents as directed by action of the Board

**XIV. BOARD COMMITTEES (BDB Legal and Local)**

A. The Board may from time to time as it deems necessary create committees to facilitate the efficient operation of the Board.

B. A committee that includes one or more Board members and has supervision or control over public business or public policy is subject to the Open Meetings Act when it meets to discuss that public business or policy. A committee that includes less than a quorum of Board members is not subject to the Open Meetings Act if it serves a purely advisory function, with no power to supervise or control public business.

C. The President shall appoint members to special committees created by the Board to fulfill specific assignments, unless otherwise provided by Board action. These committees may include District personnel and citizens. The function of committees shall be fact-finding, deliberative, and advisory, but not administrative. Special committees shall report their findings to the Board and shall be dissolved upon completion of the assigned task or vote of the Board.

D. The President of the Board and the Superintendent shall be ex officio members of all Board committees, unless otherwise provided by Board action.

E. Oral and written reports of committees shall be presented at the regular board meeting and filed with regular board meeting minutes.

**XV. MEDIA INQUIRIES TO THE BOARD**

A. The Board President shall be the official spokesperson for the Board to the media/press on issues of media attention. All Board members who receive calls from the media seeking a statement from the Board should direct them to the Board

President or designee. Individual Board members can answer media questions related to their personal stance on pending issues when clearly indicated by the trustee that their remarks represent a personal opinion and not the sentiment of the board as a whole. Once a matter has been decided by a majority of the Board the Board President will be the official spokesperson for the Board as a whole and any such decision should be supported by the Board members.

- B. The Board will communicate with the community through public hearings, regular Board Meetings, and publications.

**XVI. CONTINUING EDUCATION (BBD Legal and Local)**

- A. A trustee must complete any training required by the State Board of Education. New board members will have additional required training during their first year of service. Continuing education credit hours will be offered at conferences and other local state seminars throughout the year.
- B. The minutes of the last regular board meeting held before an election of trustees must reflect whether each trustee has met or is deficient in meeting the training required for the trustee as of the first anniversary of the date of the trustee's election or appointment. If the minutes reflect that a trustee is deficient, the district shall post the minutes on the district's Internet website within ten business days of the meeting and maintain the posting until the trustee meets the requirements.

**XVII. REIMBURSABLE EXPENSES (BGB Legal and Local)**

Board Members shall be reimbursed for reasonable and allowable expenses as outlined in the NISD Travel Guidelines.

**XVIII. COMPLIANCE WITH BOARD OPERATING PROCEDURES**

- A. Individual Board Members and/or the Superintendent of Schools are encouraged to express their concerns about a Board Member's compliance with Board Operating Procedures directly with that member, verbally, followed by any written communication.
- B. If the issue isn't resolved after personal discussions between the individuals involved, then discussion with the Board President is appropriate. The Board President shall discuss the concern with the Board Member in question on behalf of the individual concerned, or the President shall moderate a discussion between those involved. If the concern involves the Board President, the Board Vice President shall serve this role.
- C. If the issue still isn't resolved, the Board President shall place an item on the next meeting agenda for a Closed/Executive Session posted as "Deliberation of Duties of a Public Officer." Alternatively, three Board Members can notify the Board President and request the item be placed on the next meeting agenda.
- D. In Closed/Executive Session, the individuals with the concern shall state their concern and provide specific examples to support that concern and the Board shall discuss the

concern. Among other options to resolve the matter in Closed/Executive Session, Board Members may encourage the Board Member to attend specific training related to the Board Operating Procedures.

- E. If the Board Member in question does not believe his or her behavior is in conflict with Board Operating Procedures even in the Closed/Executive Session discussion, the matter will be addressed by majority vote of the Board in open session, with options including, but not limited to, the following:
  - 1. Require the Board Member to attend specific training related to the Board Operating Procedures.
  - 2. Removal from any Board-appointed office.
  - 3. Formally reprimanded in public meeting.
  
- F. Discussions about compliance concerns should be intended to resolve the concern while avoiding any punitive actions. Discussions could include reminding the Board Member whose behavior is in question about the adopted Board Operating Procedures how the questionable behavior does not comply with those procedures. The discussion could also 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.
  
- G. While the Superintendent of Schools is encouraged by these procedures to report to the Board President or other members in the event a compliance concern is not addressed individually, Board Members will not take concerns about fellow Board Members to the Superintendent of Schools.
  
- H. The Board Operating Procedures should be reviewed by the Board annually.