



**Judson ISD Board of Trustees  
Good Governance Handbook  
June 2024 - July 2025**

**JISD Board of Trustees**

**President**

**Suzanne Kenoyer**

**[skenoyer098@judsonisd.org](mailto:skenoyer098@judsonisd.org)**

**Vice President**

**Stephanie Faulkner**

**[sfaulkner@judsonisd.org](mailto:sfaulkner@judsonisd.org)**

**Secretary**

**Laura Stanford**

**[lstanford@judsonisd.org](mailto:lstanford@judsonisd.org)**

**José Macias**

**[jmacias@judsonisd.org](mailto:jmacias@judsonisd.org)**

**Monica Ryan**

**[mryan047@judsonisd.org](mailto:mryan047@judsonisd.org)**

**Debra Eaton**

**[deaton100@judsonisd.org](mailto:deaton100@judsonisd.org)**

**Arnoldo Salinas**

**[asalinas@judsonisd.org](mailto:asalinas@judsonisd.org)**

*Judson ISD Board of Trustees*  
*Code of Conduct*

AS A MEMBER OF THE BOARD, I SHALL PROMOTE THE BEST INTERESTS OF THE DISTRICT AS A WHOLE, AND IN SO DOING SHALL ADHERE TO THE FOLLOWING ETHICAL STANDARD AND CODE OF CONDUCT:

**EQUITY IN ATTITUDE**

I will be fair, just, and impartial in all my decisions and actions. I will afford others the respect I wish for myself. I will treat and speak about fellow board members professionally in public and closed meetings, and in public places including social media platforms. 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 and respectfully hear and consider others 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.

*Judson ISD Board of Trustees  
Good Governance Handbook*

**STATEMENT OF PURPOSE**

The Judson Independent School District Board of Trustees is committed to the highest levels of good governance. We believe that the Board of Trustees are strategic, collaborative leaders who model good governance and empower and inspire others to serve the Judson community. We are committed to governance best practices such as, but not limited to:

- Alignment to the three essential roles (see model on the next page)
- Utilizing a scorecard to track progress in (at least) two ways:
  - District scorecard monthly report on Board approved strategic objectives.
  - Board progress monitoring of results from good governance inventory. This inventory may be utilized initially in the 6-month time horizons, with an eventual minimum expectation of an annual update.
- Systematically monitoring team trust utilizing a neutral/third party when needed.
- Clarity surrounding the difference(s) between the role of the Superintendent and the Board. (see Board Policies [BAA \(LEGAL\)](#), [BJA\(LEGAL\)](#), [BJA\(LOCAL\)](#))
- Commitment to asking good questions aligned to the strategic role rather than the tactical one (see sample strategic questions on the next page).

The Board of Trustees will set expectations for a mindset of continuous improvement for our Superintendent and Leadership Team. The Board will furthermore model this continuous improvement mindset as we strive to become THE BEST Board to serve our Judson ISD Community.

# THREE ESSENTIAL ROLES IN AN ALIGNED SCHOOL SYSTEM

## Strategic Role

- Board and Superintendent
- Big Picture...View from 50,000 feet
- Overlooks the entire system and sees how the parts relate to the whole
- Focuses on representing the community's needs and interests
- Looks to the long-term...usually 3-5 years
- Provides overall structure for district-wide goals
- Sets clear targets for overall goals
- Works ON macro system

Superintendent

Superintendent

## Tactical Role

- Superintendent and Leadership Team
- Sees the wide picture...View from 10,000 feet
- Coordinates the component parts of the organization
- Overlooks the schools and departments
- Focuses on working directly with internal/external customers (faculty and staff, parents, community & students)
- Looks out 1-2 years
- Provides structure at the campus and department level
- Creates and deploys plans that will lead to improvement
- Depending on the situation, the person may work either ON the macro system or IN a micro system

Administrator

Administrator

## Operational Role

- Instructional & Operational Leaders and Front-Line Staff
- Focuses on the ground level picture...what is happening day-to-day
- Coordinates a specific part of the organization
- Overlooks a classroom, department or teaching team
- Focuses primarily on the students and parents
- Looks days or weeks out...sometimes looking at the full year during planning sessions
- Provides structure at the classroom level
- Refines and adjusts plans so that improvement will result
- Works IN micro system

Administrator

Administrator

## SAMPLE STRATEGIC QUESTIONS

- A. How does this idea/program fit into our Strategic Plan?
- B. What is the vision for this program/idea/concept?
- C. How do we quantify progress in this area? How does it trend? How does it compare?
- D. How do our stakeholders know this service exists? How would we self-rate our marketing efforts?
- E. What percent of the total budget is dedicated to this effort?
- F. What is the best way for the Board to help?
- G. What else (do we need to know), (do you need to be successful), (have we not thought of)?
- H. What concerns us most about this?
- I. What is worthy of a celebration?
- J. Have we aligned the appropriate resources with this initiative?
- K. Do our measures appropriately address both progress and cultural impact?
- L. Are there budgeted items that are so far removed from our strategic direction that they can be strategically abandoned?
- M. How does this proposed budgetary expenditure align to our strategic direction and how will it ultimately (positively) impact our community? How much does it cost to sustain? Can we afford it? Does it replace something else or is it an additional expenditure?
- N. Is our target set too high? Too low?
- O. Is this the best measure for success?
- P. Which Perspective does this help? Is there a potential negative unintended impact on another perspective?
- Q. What does this data seem to tell us? Not tell us?
- R. What improvement might arise from these data?
- S. Did we miss something in our Strategic Objective when we first defined it?
- T. Are we validating with our ears too much (anecdotal) and not with our eyes (data)? And vice versa...?
- U. Are we maintaining our strategic focus or are we off track?
- V. What research would we need to undertake to “know what we don’t know”?
- W. How is this being perceived at the operational level (front-line)? (Besides anecdotal evidence)
- X. How do we know this is aligned to our customers’ needs?
- Y. Are our Strategic Objectives well understood at the operational level? How do we know?
- Z. Are we innovative enough? What is our tolerance/process for innovation?

## BOARD MEETING NORMS

- The Board is a governing body. The Board understands and respects the distinct role of the Board and staff.
- The Board and Superintendent presume positive intent of Board members, staff and community. They strive to be cognizant of how questions are phrased.
- Board members collectively make decisions and advocate for **ALL** students and staff.
- The Board's treatment of all people is courteous, dignified and fair. The Board always maintains a respectful atmosphere, including non-verbal communication.
- The Board agenda is developed to ensure the meeting is run efficiently in accordance with Texas Education Code/Board Policies.
- The Board adheres to the topics of the agenda. Board discussion is for the business purpose of seeking clarity, furthering understanding and being prepared to act.
- After a motion on an important or controversial agenda item has been made and seconded, Board members are **encouraged** to share their perspective on how they intend to vote, to provide transparency to the community.
- Board members will strive to come prepared for each meeting.
- Board members are given an adequate opportunity to participate in discussion and decision making.
- Electronic devices may be out during Board meetings but should not be a distraction and should not be used for Board business.

## I. ROLE OF SCHOOL BOARD OF TRUSTEES AND SUPERINTENDENT

*BOARD MEMBERS AND THE SUPERINTENDENT PLEDGE TO BE HONEST AND FORTHRIGHT WITH ONE ANOTHER. AT NO TIME WILL BOARD MEMBERS OR THE SUPERINTENDENT ATTEMPT TO WITHHOLD FROM ONE ANOTHER ESSENTIAL INFORMATION NEEDED FOR INFORMED DECISION-MAKING OR MANAGING THE DISTRICT. BOARD MEMBERS AND THE SUPERINTENDENT AGREE TO ABIDE BY ADOPTED BOARD POLICIES, THE APPLICABLE CODES OF ETHICS AND THESE BOARD OPERATING PROCEDURES.*

### A. DUTIES OF THE SCHOOL BOARD

1. The six most essential tasks, or roles, of the Board are:

- a. Adopt goals and priorities for the District and monitor success in achieving them.
- b. Adopt policies that govern the District and review these policies for effectiveness.
- c. Hire a superintendent to manage the District, and evaluate the superintendent's effectiveness and performance.
- d. Adopt an annual budget for the District and set a tax rate appropriate to fund it.
- e. Adopt a budget calendar and begin program review discussions in January.
- f. Employ and terminate personnel at the recommendation of the superintendent.

2. Board Officers:

The Board shall elect a President, Vice President, and a Secretary. Officers shall be elected by a majority vote of the members present and voting. A vacancy among officers of the Board shall be filled by majority action.

Board officers shall serve for a term of one year or until a successor is elected. Officers may succeed themselves in office. Each officer shall perform any legal duties of the office and other duties, as required by the Board. [See BDAA(LOCAL)]

The Board shall reorganize annually in May unless there are extenuating circumstances that prevent the election of new Board officers during a May Board meeting.

Upon a majority vote, the Board may choose to reorganize at any other time during the year.

The Board President shall:

- a. Preside at all Board meetings unless unable to attend.
- b. Appoint committees.
- c. Call special meetings.
- d. Sign all legal documents required by law.
- e. Review and approve meeting agendas.
- f. Have the right to discuss, make motions and resolutions, and vote on all matters coming before the Board.

The Vice President shall:

Act in the capacity of president in the absence or incapacity of the president, and automatically become president of the Board if a vacancy in that office occurs.

The Secretary shall:

- a. Act in the capacity of the president in the absence or incapacity of both the president and vice president.
- b. During executive session keep the certified agenda and/or minutes.
- c. Ensure that an accurate record is kept of the proceedings of each Board meeting. (May delegate duties to the Secretary to the Board of Trustees.)
- d. Ensure that notices of Board meetings are posted and sent as required by law. (May delegate duties to the Secretary to the Board of Trustees.)
- e. Sign or countersign documents as directed by action of the Board.

### 3. Training/Orientation:

Board Training and New Board Member Orientation will be scheduled as needed, in accordance with Board policies BBD (LEGAL) and BBD (LOCAL). All Board members will meet all board training requirements established by the Texas Education Code, and will pursue TASB certification. Board members will be reimbursed for expenses incurred related to training and the performance of Board related business, in accordance with Board policies BBG (LEGAL) and BBG (LOCAL).



#### 4. Travel Expenses:

Each fiscal year, board members will be allocated a specific dollar amount, as approved by the Board, for their individual board travel expenses. Board members will have 30 working days upon returning from the specific travel/training in which to submit their reimbursable receipts. Any requests for reimbursement submitted after this deadline shall not be reimbursed. Requests for advances shall be requested at least 10 business days prior to departure.

### B. DUTIES OF THE SUPERINTENDENT

#### 1. The five most essential tasks or roles of the Superintendent are:

- a. Accepts administrative responsibility and leadership for the planning, operation, supervision, and evaluation of the education programs, services, and facilities of the District.
- b. Accepts authority and responsibility for the assignment and evaluation of personnel and makes recommendations for employment and termination of employees.
- c. Prepares and submits to the Board a proposed budget.
- d. Recommends policies to be adopted by the Board and develops administrative regulations to implement those policies.
- e. Provides leadership for the attainment of student performance.

## II. DEVELOPING BOARD MEETING AGENDAS

### A. PLACING ITEMS ON THE AGENDA

The preliminary agenda is prepared by the Superintendent, in consultation with the Board President, and, when appropriate or necessary, in consultation with the Board attorney. The preliminary agenda is discussed with the Board President and, when appropriate or necessary, the Board attorney, at an Agenda Review session prior to the official posting of the agenda.

1. Board members shall submit their proposed agenda items to the Superintendent or Board President for placement on the Agenda. The deadline for submitting items for inclusion on the Agenda is end of business day on Monday the week prior to regular meetings, and noon of the third District business day before special meetings.
2. Board members shall submit their requests on the Board Agenda Item Form. The form must indicate the office, agenda location/type, and corresponding strategic priority. The form may be returned in person or via email.

3. In accordance with Texas Open Meeting Act (TOMA), an item may not be placed on the agenda less than 72 hours in advance of a meeting, except in an emergency as per the Texas Government Code.
4. Each agenda item must be identified in sufficient detail so that it can be understood by the public. If an agenda item is submitted timely, the item will be placed on the Board Agenda in accordance with Board policy BE (LOCAL).
5. If the submitting Board member requests that he or she wants to have his or her name listed on the agenda as the requestor for that item, that request will be honored. In addition, if the Board member who made such a request is absent from the meeting for which the item is posted, the item will be postponed to a future meeting, unless there are circumstances that require that the posted item be considered and acted upon at the meeting for which it is posted.
6. In order to have an agenda item that seeks to rescind or modify an action previously taken by the Board placed on the agenda, a request for such an agenda item must be submitted by at least two Board members, and at least one of them must be a Board member who voted in favor of the action that is the subject of the proposed rescission or modification.

#### B. BOARD PACKET

1. A Board packet shall be provided electronically to the Board at least 72 hours before the Board meeting.
2. The Board shall make every effort to have reasonable requests for additional information or clarification of an agenda item communicated to the Superintendent no later than noon of the Tuesday preceding the regularly scheduled Thursday Board meeting.
3. Should any Board member wish to pull a Consent Agenda Item, they are encouraged to notify the Superintendent 24 hours in advance of the Board meeting.

### III. CONDUCT DURING BOARD MEETINGS

#### A. PUBLIC COMMENT

1. Individuals who wish to provide public comment or testimony to the Board at the designated time during a Board meeting must sign up in advance by signing the visitor's registration sheet. Each speaker is limited to three (3) minutes. However, if the total number of speakers exceeds 20, the per-speaker time limit may be reduced.
2. At meetings other than regular Board meetings, public comments are limited to items on the posted meeting notice and agenda. At regular meetings, comments on other topics may be allowed as time permits. Public comments should be limited to topics relevant to District business.

3. If an individual making public comment asks questions of the Board, the Board will not respond or answer questions as per Policy BED (LOCAL), other than to provide specific factual information or the recitation of existing policy. The Board will not deliberate or decide regarding any subject raised by the citizen that is not included on the posted agenda for that meeting. The presiding officer at the meeting shall determine whether an individual making public comment has attempted to solve a matter through resolution channels established by policy; if not, the citizen shall be referred to the applicable policy in order to seek resolution.
4. If a citizen raises a subject that has not been included as an agenda item for that meeting, the only deliberation of or decision about that subject must be limited to a proposal to place the subject on the agenda for a subsequent meeting. Any request made of the Superintendent to look into and/or brief the Board at a future meeting on a subject raised that was not on the agenda must be made by the presiding officer after the meeting is adjourned.
5. As noted above, if a citizen raises a complaint or concern, the presiding officer should determine whether the person addressing the Board has attempted to solve the issue administratively through the applicable complaint policies. If not, the citizen must be referred to the appropriate policy to seek resolution.
6. If a citizen acts in a disruptive manner, the person will receive a verbal warning from the presiding officer. The warning should include informing the person that if the disruptive behavior continues, the person will be asked to leave the meeting. If the citizen continues the disruptive behavior and does not leave at the presiding officer's request, the presiding officer will ask security to escort the disruptive person off the premises. Once escorted off the premises, the person is not permitted to return during that meeting as per Policy BED (LOCAL).
7. Board members are not to sign up for public comment. As Board members, an agenda item can be requested in accordance with Board policy to discuss any item they wish to discuss.

#### B. DISCUSSION BY BOARD MEMBERS

1. Each member will have five minutes for initial discussion and three minutes for rebuttal/follow-up after all other trustees have had the opportunity to speak.
2. Any Board member who placed an agenda item on the Agenda will be given the first opportunity to discuss the item.
3. All votes shall be made by majority vote, including a vote to call the question.
4. The Board believes it is important to permit the member who has requested a particular item be placed on the agenda to explain why he or she did so and to describe what action on that item he or she recommends be taken.
5. The following procedure applies to the open and closed sessions of all public Board meetings. Trustees and the Superintendent should switch all wireless electronic devices to silent mode during a public meeting. Trustees and the Superintendent should not communicate with one

another or third parties or the public via electronic means during a public meeting. Trustees and the Superintendent should not communicate with any member of the District staff via electronic means during a public meeting except during emergencies. Board members and the Superintendent shall limit texting and receiving phone calls to matters of urgent importance and emergencies.

#### **IV. INFORMATION REQUESTS BY BOARD MEMBERS IN BETWEEN BOARD MEETINGS AND RESPONDING TO SCHEDULING INQUIRES**

##### **A. REQUEST BY BOARD MEMBER TO SUPERINTENDENT**

1. Board members may request existing information and/or existing reports only through the Superintendent or Board President. Information provided to individual Board members by either the Board President or the Superintendent will be provided to all Board members in a timely manner.
2. The administration shall not be required to comply with a request by an individual Board member for the creation of a new report unless the request is approved by the Board majority.

##### **B. INQUIRIES CONCERNING SCHEDULING**

If a Trustee does not respond to an inquiry or question from the Superintendent's Office concerning a scheduling issue by the deadline set out in the inquiry, such non-response will be considered a 'No'; i.e., the non-response will be deemed an indication that the Board member cannot attend or participate in the event that is the subject of the inquiry.

##### **C. CONTACT WITH DISTRICT LEGAL COUNSEL**

If a Trustee has a general question about a particular legal matter or issue, the Trustee should first seek guidance from the Board President and/or Superintendent.

#### **V. DEALING WITH COMPLAINTS/GRIEVANCES/GENERAL COMMUNICATIONS**

##### **A. CITIZEN, PARENT OR STUDENT COMPLAINTS TO INDIVIDUAL BOARD MEMBERS**

1. When a citizen, parent or student complains to a Board member, the Board member shall:
  - a. Remind the citizen, parent or student of the District's policies setting out the processes to be followed in order to resolve complaints and that the Board member must remain impartial in case the situation goes before the Board. Board members should explain that any involvement or discussions on their part beyond what is outlined in Board policy will require that the member not participate in any discussion or decisions involving the matter should the issue eventually be brought to the Board. It is important to effectively communicate that the District and the Board both have a desire to resolve all complaints, and to do so in accordance with District policies and

procedures. The Board member approached by a citizen, parent or student with a complaint shall not attempt to investigate or resolve the issue. If the citizen expresses any concern or fear about using the complaint procedures applicable to the subject matter involved, the Board member should point out that the Board has policies that prohibit retaliation for the filing of any complaints or grievances, and reiterate to the citizen, parent or student the importance of following the requirements of the policies established by the Board for the consideration and resolution of complaints or grievances.

- b. Refer the citizen, parent or student to the Superintendent's Office.
  - c. Inform Superintendent of the complaint with the name of a point of contact whenever possible. No action may be taken the Superintendent without a point of contact.
2. Upon being informed of the complaint, the Superintendent or designee shall contact the citizen, parent or student in a timely manner to identify for the citizen, parent or student the applicable policies relating to the complaint and its resolution, and will inform the Board member who referred the matter to the Superintendent when this has been accomplished.
  3. Unless the matter involves an assertion that the Superintendent has engaged in illegal discrimination or some violation of law, the Board, individually or collectively, shall promptly refer all significant criticisms, complaints and suggestions, regardless of the source, called to its attention to the Superintendent for study and appropriate action or recommendation.

#### B. EMPLOYEE COMPLAINT OR GRIEVANCE TO INDIVIDUAL BOARD MEMBER

1. When an employee contacts a Board member about a complaint grievance, the Board member shall:
  - a. Remind the employee of the appropriate chain-of-command, that the District maintains a policy which outlines the procedures for filing a grievance or complaint, and that these procedures must be followed. If the employee expresses any concern or fear about using the complaint procedures applicable to the subject matter involved, the Board member should point out that the Board has policies that prohibit retaliation for the filing of any complaints or grievances, and reiterate to the employee the importance of following the requirements of the policies established by the Board for the consideration and resolution of complaints or grievances.
  - b. Remind the employee of the Board member's need to remain impartial because Level III complaints are heard in Board meetings as scheduled agenda items, and that any involvement or discussions on their part with the employee will require that the member not participate in any discussion or decision involving the matter. The Board member approached by the employee shall not attempt to investigate or resolve the complaint/grievance.

- c. Inform the Superintendent about the complaint/grievance within 72 hours.

C. CITIZEN, PARENT, STUDENT, or EMPLOYEE FEEDBACK, OBSERVATIONS, SUGGESTIONS

1. Without interfering with the management of the district, Board members are encouraged to communicate with district stakeholders and vice versa per the Texas Education code to get input regarding the stakeholders' experience with the district, to hear ideas/concerns from them, and to maintain an open line of dialogue with the community.

**VI. BOARD MEMBER VISITS TO SCHOOL CAMPUSES**

- a. Board members are encouraged to attend PTO and other special events or activities on District campuses to show Board support of school activities. Board members will refrain from discussions of any District business over which the Board has authority at any such school or community events.
- b. Board members are not to go into teachers' classrooms or onto campuses for the purpose of evaluation or investigation.
- c. Board members are required to follow the guidelines prescribed for all campus visitors in Board policy GKC (LOCAL).
- d. Board members are encouraged to notify the Superintendent and the campus principal of visits to campuses when they are not attending a scheduled activity. Unless the visit involves the Board, member acting in his or her role as a parent or guardian, notice of visits to campuses for any unscheduled activity is encouraged to be given to the Superintendent a minimum of twenty-four (24) hours in advance, and the Superintendent may request to accompany the Board member or members during the visit.
- e. Board members who are also parents or guardians of District students agree to keep their roles separate, and will at no time attempt to use their position to direct or influence school personnel on any issue relating to their child.

**VII. COMMUNICATIONS**

A. COMMUNICATION BETWEEN THE BOARD AND THE SUPERINTENDENT

1. The Superintendent and Board President shall communicate with each other on at least a weekly basis. The Superintendent will communicate with all Board members concerning any significant information related to the schools and District operations.
2. Board members are encouraged to communicate with the Superintendent through phone calls, e-mail or personal visits, but must make sure they do so in full compliance with the requirements of the Texas Open Meetings Act. Individual phone calls, electronic

communications or any other form of delivery of communications may result in violation of that Act.

3. The Superintendent will provide a weekly written communication to update Board members on school activities and other significant information related to the schools or District operations.
4. All email communication will be conducted through the Judson Independent School District email accounts.

#### B. COMMUNICATION WITH MEDIA

1. The Board President and/or Superintendent or designee shall be the official spokesperson for the Board to the media/press on issues drawing media attention. All requests for information from the media will be directed to the Board President and/or the Superintendent.
2. Individual Board members shall not speak in an official capacity outside the Board Room or call or attend meetings as a representative of the Board without prior authorization of the Board.
3. A Board member should only speak to media about his/her position on an issue, and not about what he/she believes the Board thinks, and should not offer speculation about the future. Should a Board member choose to respond to a request for opinion made by the media, the member should make it clear that he/she is not speaking on behalf of the Board or the District, and should render the opinion in a manner that supports the Board as a whole.

#### C. ANONYMOUS PHONE CALLS AND/OR LETTERS

While communication is encouraged, anonymous calls or letters will not receive Board attention, discussion, or response, and will not result in directives to the administration. However, such communications will be reported to the Superintendent for any appropriate follow-up.

#### D. COMMUNICATION WITH THE PUBLIC

1. The Board, individually and collectively, shall not discuss public business or public Policy except as permitted by law.
2. The Board, individually and collectively, shall not discuss with anyone information regarding an employee's employment, assignment, reassignment, salary and benefits, evaluation, or other terms and conditions of employment other than with the Superintendent or the Superintendent's designee, unless the Superintendent is notified in advance and agrees to such discussion with respect to the Superintendent's employment. Board members must always keep in mind that the Texas Education Code specifically provides that evaluations of certified employees are confidential.

3. The Board agrees to address and resolve all disputes, disagreements, and complaints with the Superintendent in a professional manner and in compliance with the contract of the Superintendent as well as all applicable laws.
4. Individual Board Members shall not meet with or discuss District business with vendors, current or prospective, other than by appointment scheduled through the Superintendent's Office.

#### E. SOCIAL MEDIA GUIDELINES FOR SCHOOL BOARD MEMBERS

*Adapted from TASB School Law eSource*

Many School Board members are active users of social media, including online platforms like Facebook and Twitter, blogs and personal websites. When communicating online about school district business, Board members ought to follow best practices. Consider the following guidelines when using social media as public officials.

1. Clarify that you are communicating about school district business as an individual member of the Board, not as an official district spokesperson. When community members hear from Board members they often assume that these trustees are speaking for the Board and the district. They do not distinguish between a single Board member's musing, and Board policy and district direction. It must be clear that the official spokesperson for the Board is the President, and the official spokesperson for the district is the Superintendent.
2. Deliberating with a quorum of the Board about school district business violates the OMA. A message sent to an internet-based group whose membership is unknown could constitute a deliberation and a meeting under OMA. Board members should not use online communications as a vehicle for communicating with each other outside of meetings. In addition to the risk of an OMA violation, such communication undermines good working relationships, and the purpose of open meetings.
3. Direct complaints or concerns presented online to the appropriate administrator. When a community member approaches a Board member with a concern, in person or online, the Board member ought to direct the person to an appropriate administrator. This maintains chain-of-command and separates "management" which is the work of administration, from "governance" which is the work of the Board.
4. Avoid posting content that indicates you have already formed an opinion on pending matters. When an issue is presented to the Board of Education it is with the understanding that the Board will sit as a deliberative body and operate with due process. Social media posts by a Board member expressing an opinion on a pending matter may be considered evidence of bias or prejudice and call into question the validity of Board action.
5. Ask for community input to be provided through appropriate channels and do not allow your social network to direct your decisions as a trustee. Soliciting input from the community is part of the district's communication strategy. Yielding governance decisions to social network influences violates local policy, Board norms, ethics, and, in some instances, the law.



6. Only post content that the district has already released to the public. In light of the sensitivity of many school district matters and the risk of inadvertent disclosure of confidential material, a trustee should limit the use of social media to sharing content already released to the public by the district.
7. When attempting to restate what happened at a previous Board meeting, clarify that the posting is not an official record of the meeting and share information only from the open portions of the meeting. The minutes are the official record of the meeting. When describing what took place at a Board meeting, remember to honor the vote of the Board. Whether in the minority or the majority, once the motion is approved, the Board has spoken and policy has been enacted. It is particularly destructive to use social media to vent about a contentious decision. A board member is free to clarify his/her vote as long as it is without denigrating the votes of the others.
8. Retain electronic records—including your own posts and content others post to your account—when required to do so by district’s records retention policy. Generally speaking, posts about school district business ought to be retained if the content goes beyond simply sharing existing district information—like a link to the website—or routine correspondence—date/time/location of an upcoming Board meeting.
9. Immediately report any potential security breach if you lose control or possession of a district-issued personal electronic device on which confidential district records can be accessed. Board members need to safeguard school district records, including the records they access online or with personal electronic devices.

## **VIII. EVALUATION OF SUPERINTENDENT**

1. The Superintendent shall be evaluated on an annual basis with an instrument that has been selected and approved by the Board, using a summative process each year. The Board may at any time conduct and communicate oral evaluations to augment and follow-up on its written evaluations or to bring to the attention of the Superintendent any performance issues that may arise.
2. The Superintendent's performance review will be based on annual goals and the priorities established jointly by the Board of Trustees and the Superintendent in July each year. The written evaluation shall be based on the Superintendent's job description [see BJA] and other criteria identified by the Board. If the Board does not use the Commissioner's recommended appraisal process and criteria as set out in BJCD (EXHIBIT), it will use an appraisal process and performance criteria that are developed and adopted by the Board in consultation with the Districts legal counsel.
3. The Superintendent's evaluation instrument will be reviewed each year prior to the evaluation. All Board members will be trained on superintendent evaluation processes and specifically on the instrument for evaluation of the Superintendent.

## **IX. SELF-EVALUATION OF BOARD**

1. The Superintendent and the Board are committed to the concept of TEAM OF EIGHT as the driver for the District, and recognize that the Superintendent and Board shall succeed or fail together.
2. A Self-Evaluation of the Board will be conducted in a workshop session by March of each year using the indicators in the Board Operational Procedures and the Framework for School Board Development set out in BBD (EXHIBIT).
3. The Board Self-Evaluation instrument will be reviewed and approved in July of each year.

## **X. CLOSED SESSIONS**

### **A. CONDUCT OF CLOSED SESSIONS**

The Board may conduct a closed session for any of the purposes described in or permitted by the provisions identified in BEC (LEGAL).

### **B. ACTIONS, DECISIONS OR VOTES**

No final action, decision, or vote shall be taken while the Board is in closed session. The presiding officer shall so state prior to entering into executive session. The Board shall reconvene the open meeting after a closed session, prior to adjourning the meeting. Texas Government Code 551.102.

### **C. RECORD AND DISCUSSION OF ITEMS DISCUSSED IN EXECUTIVE SESSION**

The record of closed session proceedings shall be taken as minutes by the Board secretary (except for those portions involving consultation with legal counsel), and the Board secretary prepare the certified agenda required by law. The topics of each meeting shall be documented in writing to serve as an additional record of the meeting. Section 551.104 of the Open Meetings Act requires governmental bodies such as the Board to preserve the certified agenda or tape recording of a closed meeting for at least two years after the date of the meeting the certified agenda or tape of a closed meeting is available for public inspection and copying only under a court order. Board members agree to refrain from revealing or discussing information that has been presented to the Board in closed session to anyone, including family members.

## **XI. REVIEWING BOARD OPERATING PROCEDURES**

1. The Board will conduct an annual Goals Session.
2. During the Goals Session, the Board will review the Board Operating Procedures (BOP) and update if necessary.

3. During the Goals Session, the Board will review the Board Code of Conduct (BCC) and update if necessary.
4. The revised BOP and BCC will be included in Board training and orientation, and all Board members will commit themselves to following and complying with the BOP and the BCC.

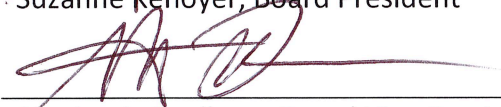
**These Board Procedures are intended to guide and assist the Board of Trustees in the conduct of its business. They are not intended to confer legal rights on any other person. These Board Procedures are not intended to take precedence over Board Policy. If there is a conflict or inconsistency between these Procedures and Local Board Policy, every effort will be made to revise Board Policy to reflect the intent of the Board in these Procedures. At no time are these Procedures intended to over-ride Legal Policy or state or federal law.**

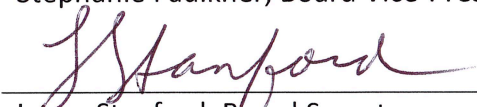
NOTE: Board Policies that are a part of Board Operating Procedures include but are not limited to:  
BE (LOCAL), Board Meetings and BE-Regulation  
BBE (LOCAL), Board Members' Authority  
BDAA(LOCAL), Duties and Requirements of Board Officers DGBA  
(LOCAL), Employee Complaints/Grievances  
FNG LOCAL, Student and Parent Complaints/Grievances GF  
(LOCAL), Public Complaints

The Judson ISD Good Governance Handbook was reviewed and approved on this 24 day of February, 2025.

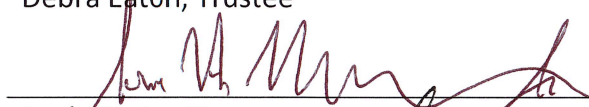
Acknowledged by all board members below.

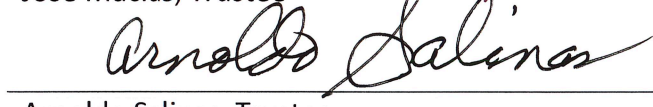
  
Suzanne Kenoyer, Board President

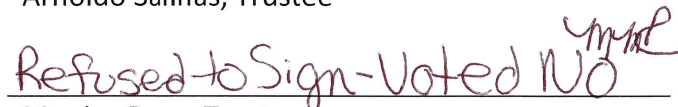
  
Stephanie Faulkner, Board Vice-President

  
Laura Stanford, Board Secretary

  
Debra Eaton, Trustee

  
José Macias, Trustee

  
Arnoldo Salinas, Trustee

  
Refused to Sign - Voted NO  
Monica Ryan, Trustee