



Board of Trustees
OF THE
Carrollton-Farmers Branch
Independent School District

BOARD OPERATING PROCEDURES

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Board Member Ethics

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.

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.

Related Policies: BBF (Local)

Role of the Board

The primary purpose of the Board is to provide local, citizen governance and oversight of education. Board responsibilities fall generally in one of the following areas:

- Adopting goals and priorities for the district and monitoring the success in the achievement of district of those goals.
- Adopting district policies and reviewing the effectiveness of those policies.
- Adopting a district budget and setting the tax rate.
- Overseeing the management of the District.
- Ensuring that the superintendent implements and monitors plans, procedures, programs, and systems to achieve appropriate, clearly defined, and desired results in the major areas of district operations.
- Hiring a superintendent and evaluating him/her at least annually.
- Communicating with the community about the work of the district.

The Board has final authority to determine and interpret the policies that govern the schools and, subject to the mandates and limits imposed by state and federal authorities, has complete and full control of the District. Board action shall be taken only in meetings that comply with the Open Meetings Act.

Board members as individuals shall not exercise authority over the District, its property, or its employees. Except for appropriate duties and functions of the Board President, an individual member may act on behalf of the Board only with the express authorization of the Board. Without such authorization, no individual member may commit the Board on any issue.

The Board and the Superintendent shall work together to:

- Advocate for the high achievement of all District students;
- Create and support connections with community organizations to provide community-wide support for the high achievement of all District students;
- Provide educational leadership for the District, including leadership in developing the District vision statement and long-range educational plan;
- Establish Districtwide policies and annual goals that are tied directly to the District's vision statement and long-range educational plan;
- Support the professional development of principals, teachers, and other staff; and
- Periodically evaluate Board and Superintendent of Schools leadership, governance, and teamwork.

The Board relies on the advice of the Superintendent in order to fulfill its governance responsibilities - and together, the Board and Superintendent form a "Team of Eight."

While the Board’s role is governance, the Superintendent is the “CEO” of the district. The Superintendent implements the policies and goals adopted by the Board and is responsible for the operations of the district. An effective Board focuses on its governance responsibilities and leaves day to day administrative responsibilities to the Superintendent.

Board members who have concerns regarding district operations should communicate with the Superintendent and allow the Superintendent to appropriately investigate/address the concern.

Policy Reference: BAA (LEGAL), BBE (LOCAL)

Reauthorization of Board Operating Procedures

These operating procedures will be reviewed annually no later than August by the Board and shall reflect a continuous improvement model.

Review of Goals and Programs

The Board will annually review and reaffirm or revise the District’s Vision, Mission, and Goals to improve student performance. The Board President may appoint a subcommittee of the Board to conduct an initial review of the Vision, Mission, and Goals and report recommendations to the Board. (Refer to Appendix A current Vision, Mission, and District Goals).

At or around the time the Board reviews it’s Vision, Mission, and Goals, the Board will evaluate their performance using the TASB Board Self Evaluation Tool.

Policy Reference: BQ (LOCAL), BG (LEGAL), BDB (LOCAL)

Board Protocols

New Board Member Orientation

The Board has developed orientation materials to ensure new Trustees have adequate information as they begin Board service. The Board shall periodically review the new Trustee Orientation materials to ensure they remain current and complete. When a new Trustee is seated, the Board President shall appoint a Trustee mentor to work with the new member to assist him/her to work through the orientation materials. New Board Members are encouraged to complete New Board Member training through TASB as soon as soon as possible. New board members shall utilize the New Board Member Checklist (Appendix D) to support their orientation process. In the first year of service, a Board Member shall receive at least ten hours of continuing education. Up to five of the required ten hours may be fulfilled through online instruction, provided the training is designed and offered by a registered provider, incorporates interactive activities that assess learning and provide feedback to the learner, and offers an opportunity for interaction with the instructor.

Policy Reference: BBD(LEGAL), BBD(EXHIBIT), BBF(LOCAL), BBFA(LEGAL), BBFB(LEGAL)

Board Member Training

The Board places a high priority on continuing education and continuously seeks to improve Board and individual member effectiveness through intentional and deliberate participation in continuing education programs.

- Each Board Member commits to completing all legal requirements for continuing education which are listed in the charts below.

Required Continuing Education	First Year in Office	Subsequent Years in Office
Local District Orientation	Three hours within the first 120 days in office	N/A
Open Meetings Act (OMA)	One hour within the first 90 days in office	N/A
Public Information Act (PIA)	One hour within the first 90 days in office	N/A
Orientation to the Texas Education Code	Three hours within the first 120 days in office	N/A
Evaluating and Improving Student Outcomes (EISO)	Three hours within the first 120 days in office	Three hours every two years
Team building (Team-of-eight)	Three hours	Annually
Cyber Security	One hour	Annually
School Safety and Security	Two hours within the first 120 days in office	Two hours every two years
Sexual Abuse, Human Trafficking, and other maltreatment of children	One hour within the first 120 days in office	One hour every two years

Required Continuing Education	First Year in Office	Subsequent Years in Office
Update to the Texas Education Code	Following each legislative session, including each regular session and called session related to education, and of sufficient length to address major changes	
Additional Continuing Education (Based on Assessed Needs)	Ten hours	Five hours annually

- At least 50 percent of the additional continuing education (based on assessed needs) shall be designed and delivered by persons not employed or affiliated with the board member’s district. No more than one hour of the required continuing education that is delivered by the local district may use self-instructional materials.
- The Board President shall receive continuing education related to leadership duties of the Board President as some portion of the annual requirement.
- To support the required additional education and personal professional development the board may decide to attend various training opportunities:
 - The Texas Association of School Boards (TASB) offers training at Summer Leadership Institute, TASA/TASB Convention, and Winter Governance Training. Additional online training is also available.
 - North Texas Area Association of School Boards (NTAASB) offers training during their meetings.
- When board members attend training opportunities, it is an expectation that each member ensures they are in attendance for all sessions for which they have been registered. When multiple board members attend a training, the Board will work to diversify the sessions attended in order to prevent multiple board members attending the same session.
- Following Board trainings, the Board shall have an agenda item to share what was learned in support of the district at the training.
- The status of each Board Member’s continuing education credit shall be announced annually at the last regular Board Meeting before the District’s uniform election date, whether or not an election is held.
- A board member who is not seeking re-election shall seek written approval from the Board President for out-of-state continuing education efforts during the final year of service.

Policy Reference: BBD(LOCAL), BBD (LEGAL)

Board Member Training Expenses

A board member may receive reimbursement for reasonable, allowable expenses incurred in carrying out Board business only at the Board’s request and for reasonable, allowable expenses incurred while attending meetings and conventions as an official representative of the Board. An amount for board member training and travel expenses shall be approved in the budget each year.

For any authorized expense incurred, the board member shall submit a statement, with receipts to the extent feasible, documenting actual expenses and in accordance with procedures applicable to employee expense reimbursement. The travel expenses of spouses and other persons, who have no responsibilities or duties to perform for the Board, will not be reimbursed.

Board members who desire to attend a workshop or convention should inform and seek approval from the Board President prior to making plans or financial commitments. A board member may receive reimbursement for legitimate business expenses incurred in attending approved continuing education programs in accordance with District policies and procedures and applicable to law. In order to be reimbursed, the continuing education should be TASB eligible credits.

Such reimbursable expenses, not to exceed allowable rates, would include:

- Basic travel in accordance with standard district employee travel including standard fares on a commercial carrier or mileage based on the current District mileage rates; receipts required.
- Lodging will be paid or reimbursed. Receipts are required. All lodging inside of Dallas County is not reimbursable.
- Meals will be paid or reimbursed, when not included as a part of the conference registration fees. Expenses exceeding \$36/day require receipts.
- Registration and memberships – cost of registration for directly related activities are reimbursable. Cost of membership in organizations directly related to district activities is reimbursable.

Policy Reference: BBG(LEGAL), BBG(LOCAL)

Advocacy and Engagement

The Board promotes the vision and engages the community in developing and fulfilling the vision. The Board advocates on behalf of Texas public schoolchildren. The Board:

- Demonstrates its commitment to, and advocates on behalf of, the shared vision and goals by clearly communicating them to the superintendent, staff, and community.
- Regularly reports district progress to families and the community, which could include an online dashboard for the community.
- Ensures multiple forms of two-way communication will be used to engage, empower, and connect students, families, staff, media, and community with the district.
- Builds collaborative relationships and partnerships with families and community, business, nonprofit, higher-education, education support organizations, and governmental leaders to influence and expand educational opportunities and meet the needs of students.
- Recognizes the respective roles of and provides input and feedback to the legislature, State Board of Education, and the Texas Education Agency to ensure maximum effectiveness and benefit to Texas schoolchildren.
- Promotes school board service by educating the community about the role of a school board and encouraging leadership opportunities within the community.

Policy Reference: BBD (EXHIBIT)

Elections

The Board shall consist of seven members. Board members serve three-year staggered terms that expire on a rotating basis. A Trustee election is held on the May uniform election day, or as otherwise required by law, to fill seats that are or will become vacant.

Board Members Seeking Re-Election

- Board Members shall follow applicable law in all campaign activities.
- Candidates shall not solicit District employees during District work hours or on district property for endorsement.
- The Board may not use state or local funds or other resources of the district to electioneer for or against any candidate, measure, or political party.

Policy Reference: BBBB (LEGAL)

Board Member Vacancies and Removal from Office

Vacancies on the Board may and do occur at other times than at term-end. Board member vacancies may occur if a board member moves out of the District, encounters sudden death or illness, or presents some other valid reason to resign. Notification of resignation must be in writing and submitted to the Board President. The Board President must then place the resignation on the agenda of the next scheduled meeting of the Board, or a special meeting, for acceptance by the Board. A vacancy occurs on the date a Board member's resignation is accepted by the Board or on the eighth day after the date of its receipt by the Board, whichever is earlier.

If a vacancy occurs on the board, the remaining members have two options:

- 1) Fill the vacancy by appointment until the next regular school board election, or
- 2) Fill the vacancy by special election for the unexpired term.

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.

Policy Reference: BBC (LEGAL)

Providing Endorsements

Individual Board Members may participate in the electoral process according to their individual consciences but should refrain from using their influence as a Board Member as a forum for endorsing candidates. If an individual Board Member chooses to provide an endorsement to a candidate for elected office, no reference to the Trustee's role as a CFBISD Board Member will be used.

Board Members strive to govern the District in a nonpartisan manner and to work with all elected officials in the other governmental entities with which CFBISD interacts. To support that goal, the Board as a corporate body will not endorse any candidate running for public office.

Communications

Board Member Communications Between Meetings

General Communications

- Board members are expected to communicate with each other in a professional and collegial manner to support the mission of the District.
- Board members should be respectful of fellow board members' opinions offered during deliberations.
- Written communications dealing with the business of the District constitute public information under the Texas Public Information Act and may be subject to disclosure upon request.
- Board members may communicate with other individual members for the purpose of asking clarifying questions, clarifying factual information, attending approved training, or socializing under circumstances that do not conflict with or circumvent the requirements of the Texas Open Meetings Act.
- The Superintendent will communicate with board members regularly and on an as-needed basis to inform board members of all pertinent District information, including such items as:
 - District events;
 - District operational matters related to students, personnel, or facilities;
 - Progress reports on directives;
 - Follow-up reports in answer to Board Member questions;
 - Updates on administrative matters or District operations; and
 - Other matters as may be required to ensure that Board Members remain well-informed.
- The Superintendent will meet with the Board President as needed, or communicate by telephone and/or email to inform him or her of District issues that may need to come before the Board for information or action.
- The Board President may direct the Superintendent to distribute copies of documents to each board member for information.
- An individual Board member shall seek access to records or request copies of records from the Superintendent or other designated custodian of records. If requested information is not readily available so that it can be provided no later than the 20th business day after the date the Superintendent or other designated custodian of records receives the request, the Superintendent or other designated custodian of records may take a reasonable additional period of time, not to exceed the 30th business day after the date the Superintendent or other designated custodian of records received the request, to respond to a request if compliance by the 20th business day would be unduly burdensome given the amount, age, or location of the requested information. The Superintendent or other designated custodian of records shall inform the board member of the reason for the delay and the date by which the information will be provided.
- The Superintendent will promptly communicate information requested by a Board member to all board members.
- Board members may not and shall not communicate with any other board members for purposes of soliciting votes with respect to items of business that may come before the Board.

- Board members who wish to share information relevant to District business will relay the information to the Superintendent or their designated liaison for distribution to all.
- A Board member shall retain electronic records, whether created or maintained using the District’s technology resources or using personal technology resources, in accordance with the District’s record management program.
- A board member shall maintain the confidentiality of information, documents, and records received from the district as required by the Family Educational Rights and Privacy Act of 1974 (20 U.S.C. 1232g) and any other applicable privacy laws.

Policy Reference: BBE (LOCAL), BBE (LEGAL)

Board Member Accountability

If a board member believes that another board member has violated any of the Board’s Operating Procedures, it is the responsibility of the concerned board member to discuss the alleged violation with the other board member in private prior to taking any other action, unless the nature of the allegation requires immediate escalation to the Board President.

If, after the concerned board member has privately discussed the alleged violation with the other board member, the concerned board member remains unsatisfied that the alleged violation has been addressed, the concerned board member may submit, in writing, the allegation to the Board President. If the Board President is involved in the allegation, the concerned board member may instead submit the allegation, in writing, to the Board Vice President or the next most senior board member not involved in the allegation.

The board members involved will conference to discuss the alleged violation, unless it would constitute a quorum of the board, in which case the issue will be posted for discussion at a specially called meeting or the next regularly scheduled meeting of the board. All parties are strongly encouraged not to allow any further escalation of these procedures. The duty of the board member acting as the arbiter is to work to avoid such escalation.

If, after the conference, the concerned board member remains unsatisfied that the alleged violation has been addressed, the Board President may call upon the District’s General Counsel or an external legal advisor to investigate the nature of the allegations.

Board Member Requests for Information Other than Agenda Items

- Members should request information not related to a meeting agenda item directly from the Superintendent. Board members should carbon copy (cc) the board president on communications with the superintendent about board meeting agenda items.
- Members normally should not seek such information directly from other staff members.
- The Superintendent will determine if the information requested is available from existing sources or records or if it requires that a special, one-time only report be developed.
- If the requested information can be provided from readily available data with no diversion of staff time, then it normally will be provided within five business days after the request.

- If the request requires a special report that will divert staff time from established priorities, the superintendent will notify the requestor and the board president and commit to a time frame for providing the information.
- The board president may elect to place the request for information on the next meeting agenda to determine if a majority of the board agrees the requested information is important for its future decision-making.
- If the board agrees that the information is important for future decision-making, then the superintendent will direct that a report be developed and provided as requested by the board and commit to a time frame for providing the information.
- All board members will receive a copy of any report generated by a board member's request in accordance with this procedure.

Policy Ref: BBE (LOCAL)

Board Member Visits to Campuses or District Facilities

In order to show support for school activities, Board members are encouraged to attend as many school events and to accept invitations to school events as their time permits.

- Board members will notify the Superintendent of their intent to visit a campus, excluding public events or activities the board member is attending as a parent.
- Board members may visit any campus. To avoid disruption of the learning process, board members are to confer with the campus principal in advance about the best time to visit. Visits shall not be permitted if their duration or frequency interferes with the delivery of instruction or disrupts the normal classroom environment.
- Board members shall check in with the principal's office upon arrival and follow all campus guidelines for visitors. Board members are strongly encouraged to display their badge identifying them as a board member at all times.
- Board members may not give any direction to any staff or students, except when safety or liability is immediately at risk.
- When visiting with teachers or administrators of their own children, Board Members will make it clear that they are acting as parents rather than as Board Member.
- Board Members will not request or accept extraordinary consideration nor "favors" from any District employee.

Policy Ref: BBE (LOCAL), BBE (LEGAL), GKC (LOCAL)

Board Member Responses to Community or Employee Complaints

From time to time, employees or community members may seek out a Board Member to discuss a concern or complaint. While a Board Member, understandably, desires to be responsive to a constituent, the member must not lose sight of his or her role and authority when receiving such communications. If employees, parents, students, or other members of the public bring concerns or complaints to an individual board member, he or she shall refer them to the Superintendent or another appropriate administrator, who shall proceed according to the applicable complaint policy. When the concern or

complaint directly pertains to the Board's own actions or policy, for which there is no administrative remedy, the board member may request that the issue be placed on the agenda.

Board Member Communication with the Media

- The Board President or designee will serve as the Board's spokesperson to the media on issues regarding board actions. The Board President should make clear when he or she is speaking in the capacity as the Board President or as an individual trustee.
- The Superintendent or, in his or her absence, a specified designee shall be the official District spokesperson to the media on issues of District operations or activities.
- Any board member who receives a call from the media requesting information, comments, or an interview will direct the media representative to the Superintendent (or Superintendent's communications department designee) for District business and to the Board President for Board-specific issues.
- A board member who chooses to speak to a media representative should clarify at the beginning of the interview that he or she is speaking only as an individual and not as an authorized representative of the Board of Trustees. Along with the board member's personal comments, the board member will remind media representatives of any official position or action already taken on the issue by the Board of Trustees and refer media to the spokesperson for further information.
- Written communications dealing with school district issues submitted for media publication (such as letters to the editor, magazines, blogs, etc.), with the exception of a board member's submission of personal campaign materials, should be coordinated with the Board President and then communicated to other Trustees.
- It is inappropriate for a board member to state an opinion on an upcoming issue that is scheduled for discussion at a board meeting.
- Board members shall be bound by all provisions of the open government laws concerning discussion during any closed session.
- Members should not speak negatively about another member, superintendent, or staff in the community.

Board Member Communication with the Community

Board members are encouraged to participate in community activities as liaisons between the public and the District. When doing so, board members are expected to:

- Accurately relay information about District vision, mission, and goals.
- Clarify a Trustee's limitations, obligations, and responsibilities as a member of the Board.
- Respect Board decisions.
- Interact in a positive manner.
- Listen politely and respectfully to comments.
- Make no commitment on behalf of the Board or District.
- Avoid criticism of District personnel and fellow board members.
- Refer questions about specific District activities to the appropriate staff person if he/she does not know the answers.

- Be cognizant that the board member is seen and perceived as a board member. Comments or statements are not made "off the record."

Communications received by the Board or a board member may be forwarded to the Superintendent for review.

Policy Ref: FNG, GKD (LOCAL)

Board Member Response to Electronic Communication

- Board Members are encouraged to respond to phone calls, written correspondence, including, but not limited to, e-mail, text messages or social media from constituents, but should bear in mind that any such responses may be subject to Public Information Act requests and may be applicable to the Texas Open Meetings Act.
- A Board Member retains the right to respond to an individual but must understand that such communication may be interpreted as being an official statement of the Board. The member should do the following:
 - Clarify that he/she is responding as an individual and not for the Board.
 - Remind the individual any position/action the Board has officially taken on the subject.
- If all board members are copied then the Board President will respond.
- Board members will not respond to anonymous communications, unless the communication pertains to criminal, health or safety issues. Any such communication, pertaining to criminal, health or safety issues, will be forwarded to the Superintendent for action. Board members will be informed, if appropriate.
- If a Board Member receives any communication which he/she perceives to be of a threatening nature, the Board Member will immediately call and forward the communication to the Superintendent for action. Superintendent will contact all Board Members, if deemed necessary.
- Non-threatening anonymous communications should be shared with the Superintendent.
- Board members who participate in social media, such as but not limited to Facebook and Twitter, should be careful to avoid online conversations that could be construed as speaking for the Board constituting an online board meeting.

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

Team of 8 Community Connection Calendar

The Board values engagement with the community and campuses, while also recognizing that all board members cannot attend every event. Thus, the Board and Superintendent will utilize a Community Connection Calendar to track events within the Community and at campuses. The following procedures will be utilized:

- The District will maintain a shared spreadsheet with event date, time, purpose, and location.
- Additions to the calendar should be provided by Noon, each Thursday to the designated staff person.
- The Superintendent or designee will confirm the addition of the event.

- A link to the calendar will be included in the weekly board memo. Board members should select events they can attend. No other notes or comments should be made within the spreadsheet.
- We strive to have no more than two representatives at an event, to ensure the Board can attend more events.
- If attending in an official board capacity, board members are expected to wear their district provided name tag.

Meetings

The Board generally holds its regular business meetings on the first Thursday of each month. The Board President shall call special meetings at the Board President's discretion or on request by two members of the Board. The Board administrative secretary shall prepare a proposed meeting schedule prior to the beginning of each school year.

All Board meetings are held for the purpose of conducting the business of the District in public. While meetings are held in public, they are not public forums for the purpose of engaging in interactions with the public. To allow for meaningful public participation in Board meetings, the Board provides an Audience for Guests section on the agenda for each regular business meeting. The Board intends that all meetings shall be conducted in compliance with the Texas Open Meetings Act and all applicable law.

There are a variety of meetings for Board Members. Attendance at some meetings is more critical than others, but all are important to attend. While most meetings occur on a regular basis, dates can change or meetings can be omitted altogether due to other conflicts on the calendar.

- Board Meetings - These open meetings are usually held in accordance with the published calendar, at the CFBISD Administrative Center Board Room on the first Thursday of every month (exceptions do apply). These meetings are preceded by a pre-meeting. The purpose of the pre-meeting is for the administration to provide reports to the board, typically on consent agenda items. All meetings are open to the public and are subject to provisions of Texas law. They are held to conduct the formal business of the district in public. Action may be taken during this meeting. The Board Meeting is streamed online and available at all times on the CFBISD website.
- Executive/Closed Sessions - These meetings are not open to the public and typically include consultation with legal counsel or special hearings for the Board, as is dictated by law. Since they are executive/closed meetings, there cannot be any formal or informal action votes. Executive/Closed sessions can be agenda items within meetings.
- Work Study - These open meetings are held for Board members and staff to engage in intensive discussion on subjects or projects that will most likely come to the Board at a regular Board Meeting. The meeting could be preceded by an executive/closed session.
- Community Sessions - On issues of broad community interest, the Board may decide to conduct public input sessions. Examples include tax rate setting, boundary changes, feeder pattern changes, bond packages and similar topics. This meeting may be held at individual schools or at a location other than the Board.
- Special Meetings - A special meeting is a business meeting held on a date/time other than the regularly scheduled meeting. Action may be taken.

- Emergency Meetings - An emergency meeting is a business meeting scheduled with at least a one hour notice to the public. An emergency meeting is called to deliberate or take action on an emergency or an urgent public necessity.
- Board Subcommittees - The Board President may choose to designate a committee consisting of 2-3 Board Members for a specific purpose.
Related Policies: BE(LLEGAL), BE(LOCAL), BEC(LLEGAL), BED(LLEGAL), BED(LOCAL) DGBA(LLEGAL), DGBA(LOCAL), FNG(LLEGAL), FNG(LOCAL), GF(LLEGAL), GF(LOCAL)

Open and Closed (Executive) Session Format

- The Open Session of every meeting shall begin at the time designated on the Agenda.
- The Board may meet in Closed Session to address agenda items as allowed by the Texas Open Meetings Act. Prior to entering a Closed Session, the Board President shall announce in Open Session that a Closed Session will occur and cite the applicable provisions of the Texas Open Meetings Act that authorizes the Closed Session.
- No action will be taken in Closed Session. Any and all action taken by the Board shall be taken, and only will be taken in Open Session.
- The Superintendent shall attend all Closed Sessions except when the Board is in Closed Session for the purpose of deliberating the Superintendent’s contract or evaluation, for the purposes of resolving conflicts between individual Board members, or when the Board is acting in its capacity as a tribunal.
- It is the responsibility of each person who attends a Closed Session to maintain the information discussed in Closed Session in strict confidence.
- No person other than board members, the Superintendent, and those persons invited by the Board President and Superintendent, grievant(s) and their representatives is entitled to attend or participate in Closed Sessions.

Board Meeting Agenda Development

The deadline for submitting items for inclusion on the agenda is the seventh (7th) business day before regular meetings and the third business day before special meetings.

In consultation with the Board President, the Superintendent shall prepare the agenda for all board meetings. Any board member may request that a subject be included on the agenda for a meeting, and the Superintendent shall include on the preliminary agenda of the meeting all topics that have been timely submitted by at least two Board members.

Before the official agenda is finalized for any meeting, the Superintendent shall consult the Board President to ensure that the agenda and the topics included meet with the Board President’s approval. In reviewing the preliminary agenda, the Board President shall ensure that any topics the Board or at least two board members have requested to be addressed are either on that agenda or scheduled for deliberation at an appropriate time in the near future. The Board President shall not have authority to remove from the agenda a subject requested by at least two board members without specific authorization from those board members.

When the agenda is prepared, the Board President shall determine items, if any, that qualify to be placed on the consent agenda. A consent agenda shall include items of a routine and/or recurring nature grouped together under one action item. For each item listed as part of a consent agenda, the Board shall be furnished with background material. All such items shall be acted upon by one vote without separate discussion, unless a board member requests that an item be withdrawn for individual consideration. The remaining items shall be adopted under a single motion and vote.

To ensure that the agenda for each Board meeting includes topics that are necessary for the operations of the District and to assist the Board and Administration in preparing for Board meetings, the Board's administrative secretary will maintain an annual Board Agenda Planning Calendar that includes not only recurring matters the Board may consider, but also matters that are anticipated to come before the Board and other topics that the Board has requested. These additional procedures should also be followed:

- The Superintendent (or designee) and Board President will collaborate to develop the meeting agenda, with the Superintendent developing a preliminary agenda and reviewing it with Board President at least one day before the agenda is posted and distributed to the Board and/or staff.
- The preliminary agenda will include those items reflected on the Board Agenda Planning Calendar, any items required by law, routine items and other items necessary for District operations and any other items requested in accordance with operational procedures
- A request for inclusion of an item on the agenda must be made by two members of the Board of Trustees. That request shall be forwarded to the Superintendent and President of the Board as soon as possible but not less than seven working days prior to a regular meeting and three working days before a special meeting.
- Items submitted for inclusion after the deadline or that require preparation time may, at the discretion of the Board President, be deferred to a later meeting. This decision is based on the time needed to prepare supporting information and to abide by legal posting requirements. (The Texas Open Meetings Act requires a governmental body to post the agenda for a meeting no later than 72 hours before the meeting is scheduled to begin except in an emergency, as defined by Texas law.)
- Use of a consent agenda to present items for a single vote without discussion will conform to the following guidelines. Placement of items on the consent agenda will be at the discretion of the Board President.
- In compliance with the Texas Open Meetings Act, the public notice for meetings will include the list of all consent agenda items; and the Board will be provided ample information about these items in advance.
- Any individual Board Member may ask questions or discuss an item on the consent agenda by identifying it and asking for individual consideration before the consent agenda is called for a vote. Following action on the consent agenda, the Board President will allow discussion and possible action on any item(s) that were removed for individual consideration.
- Examples of items routinely included on the consent agenda include the following:
 - Out-of-state field trips, election and, regular bid and purchase items
 - Minutes of regular and special Board meetings

- Acceptance of financial reports

Policy Ref: BE (LOCAL)

Board Meeting Preparation

- The Superintendent will supply each board member with supporting information required for informed decision-making via the Board Meeting Agenda Packet or as a carry-in item with approval of the Board President.
- The Superintendent will post (unless special or unique circumstances occur) the board meeting Agenda Packet by the Friday before the Board meeting in order for board members to have adequate time to prepare for the meeting.
- Members are encouraged to seek such information as they reasonably require to participate in meaningful deliberation about an agenda item.
- Board members shall direct all questions about agenda items or requests for additional information about them to the Superintendent or his/her designee no later than 72 hours prior to the board meeting to allow for sufficient time for a response.
- If a written report is provided in response to the request, the Superintendent will provide all members with a copy. Provided the matter is on the agenda, board members may discuss the provided information in the meeting, if necessary.
- At the meeting, all participants will be prepared to address items on the Agenda. Board members will read the Agenda Packet materials before each board meeting and be prepared to ask agenda related questions and to deliberate the items as needed.
- The ability to ask agenda-related questions during a meeting should not and does not serve as an excuse for lack of preparation by any board member.
- Board members should carbon copy (cc) the Board President on communications with the Superintendent about board meeting agenda items.

Board Participation in Discussion, Debate and Voting During Board Meetings

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. Voting shall be by voice vote or show of hands, as directed by the Board President. Any member may abstain from voting, and a member’s vote or failure to vote shall be recorded.

Discussions shall be addressed to the Board President and then the entire membership. Discussion shall be directed solely to the business currently under deliberation, and the Board President shall halt discussion that does not apply to the business before the Board. The Board President shall also halt discussion if the Board has agreed to a time limitation for discussion of an item, and that time limit has expired. Aside from these limitations, the Board President shall not interfere with debate so long as members wish to address themselves to an item under consideration.

These additional procedures should also be followed:

- Board Members shall not comment on or disclose personally identifiable information about any student in public session except when announcing student awards or recognition, unless the parent has requested that the discussion be held in public pursuant to the Texas Open Meetings Act.
- Generally, Board Members should not comment on personnel matters related to a specific employee in public session unless the employee has requested, pursuant to the Texas Open Meetings Act, discussion of the information in public.
- Except in the case of an emergency, no Board Member shall engage in any electronic communication (i.e. e-mail, text message) with anyone else during a Board meeting.
- All Board Members are expected to conduct themselves with professionalism, respect, integrity.
- The Board President, or chair, of a meeting will recognize any member who wishes to speak on a subject. Members will not be allowed to speak a second time until every member who wishes to participate has spoken once.
- Debate and discussion must continue until such time as each Board Member feels that he/she has had adequate time to ask clarifying questions or make other comments, unless the previous question has been moved and adopted.
- When recognized by the presiding officer, Board Members may ask questions of presenters, including staff. All other questions should be directed to the Superintendent.
- Once a decision has been made and action taken by the majority of the Board, all Board Members should respect the majority vote, recognizing that it carries the full authority of the Board, and respect that decision.

Policy Ref: BE (LOCAL)

Board Meeting Audience for Guests

- Audience participation in a Board meeting is limited to the Audience for Guests portion of the meeting designated for that purpose. At all other times during a Board meeting, the audience shall not enter into discussion or debate on matters being considered by the Board, unless requested by the Presiding Officer.
- Audience for Guests will take place at Regular Meetings of the Board, 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. .
- Prior to the opening of the meeting, persons who wish to speak during Audience for Guests must complete a form provided for this purpose and place it in the designated location. On this form, the speaker shall indicate the topic about which he or she wishes to speak.
- Each speaker is limited to three minutes. Time for each speaker will be kept. A speaker may not use time of other speakers to extend his or her comment period. Any person who fails to stop speaking and yield the podium at the end of his or her allotted time may be escorted from the podium. If there are 10 or more speakers or if the Audience for Guests period exceeds thirty (30) minutes, the time limit may be reduced. However, no individual shall be given less than one minute to make comments.
- A delegation of five or more persons shall appoint a spokesperson to present their comments. Persons representing a delegation must identify the group they represent at the beginning of the presentation. The Presiding Officer may extend a speaker’s time if appropriate.

- The Presiding Officer shall determine whether a person has attempted to solve a matter administratively through resolution channels established by policy. If not, the person shall be referred to the appropriate policy to seek resolution.
- 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, including reordering agenda items, deferring public comment on non-agenda items, providing expanded opportunity for public comment, or adjusting the time allotted to each speaker.
- During Audience for Guests, specific factual information or recitation of existing policy may be furnished in response to inquiries, but the Board shall not deliberate or decide regarding any subject that is not included on the agenda posted with notice of the meeting. The Presiding Officer may also request that the matter be placed on a future agenda.

Policy Ref: BED (LOCAL)

Board Committees

The Board President will appoint members to work collaboratively to address the particular area and to prepare draft documents or other work product for the Board’s review and adoption. The Board President and the Superintendent shall be ex officio members of all Board committees.

- Audit Committee – The Audit Committee addresses matters surrounding the annual audit of District finances and the annual District Financial Report.
- The Bond Oversight Committee (BOC) – The role of the BOC is to monitor the utilization of bond funds and report to the Board of Trustees on scope, budget, and schedule. One board member will serve.
- School Health and Advisory Council (SHAC) – SHAC is a diverse, collaborative body that may advise the District through the evaluation of health education curriculum, suggest opportunities to implement wellness activities, and confirm funds allocated to school health are spent wisely. The SHAC will assist the District to ensure that local community values are reflected in health education instruction. One board member will serve.
- Educational Foundation – The mission of the Educational Foundation is to enrich educational opportunities in the schools of the Carrollton-Farmers Branch ISD. Funds are raised to provide students and teachers with scholarships and grants. One board member will serve.
- Safety and Security Committee – Senate Bill 11 requires each Texas school district to establish a school safety and security committee. The committee’s primary responsibility is to assist in development and implementation of the district’s all-hazards emergency operations plan and ensure that all state laws are followed. This committee requires two board members, one of which must be the board president.
- District Site Based Decision Making Committee (DIC) – The District Improvement Council (DIC) supports the mission/vision of CFBISD and provides feedback and recommendations to the Superintendent. The committee is comprised of professional staff, parents, business members, and the community. One board member will serve.

- Equality and Equity Task Force (EETF) – This committee works alongside many District teams. The goal is to ensure all students have access to the programs and opportunities offered in CFBISD and the support necessary for success. One board member will serve.

Other committees may be formed on an as-needed basis and will be appointed by the Board President.

* Ex-officio members are not obligated to vote and are not included when determining the number of members needed for a quorum.

Policy Reference: BDB (LOCAL)

Election of Officers

The Board has developed a process for officer elections. The Board shall review the process each year before the annual Trustee election and make changes to the process as desired.

- The Board elects’ officers to facilitate effective operations and governance. Officer designations are not intended to single out members for special recognition except as necessary for operational purposes.
- Election of officers will be held at the first board meeting following elections or at any other time the board determines it needs to reorganize. The board will elect a President and Secretary in accordance with policy BDAA (LEGAL) and a Vice President as specified in BDAA (LOCAL).
- The board may reorganize and elect officers at other times of the year by placing “reorganization of the board” or “election of (position)” on an agenda.
- No member may hold board office until he or she has at least one year of experience on the board.
- No Board Member shall maintain the same board office position for more than three consecutive years. There is no automatic progression of board positions. This does not preclude that same Board Member from occupying that same office at a later time.
- Elections will be conducted in accordance with *Robert’s Rules of Order*.
- Any board member may make nominations.
- Nominations will not be closed until all who wish to make a nomination have done so.
- More than one person may be nominated for a given office.
- No vote will be taken by secret ballot per policy BE (LEGAL) and the vote for officers must occur in open meeting.
- Board members should exercise care and avoid violating the Texas Open Meetings Act by informally gathering a quorum of members to discuss member qualifications in preparation for reorganization and election of officers.
- The Board also elects members to fill the following responsibilities each year:
 - TASB Delegate
 - TASB Delegate Alternate

Related Policies: BDAA (LEGAL), BDAA (LOCAL), BE (LEGAL), BEC (LEGAL)

PERSONNEL

Hiring a Superintendent

- The Superintendent is the only District employee that the Board directly hires.
- If a vacancy for the Superintendent occurs or is anticipated, the Board will determine the process it desires to follow to fill the vacancy.
- The Board will follow all applicable law in the hiring process.

Evaluating the Superintendent

- The Board will evaluate the performance of the Superintendent at least annually. The evaluation shall be discussed during a Closed Meeting using the evaluation instrument that the Board has developed.
- The Board, or a subcommittee designated by the Board President, will regularly review the Superintendent's evaluation instrument to ensure it continues to be appropriate
- Prior to the annual evaluation, each Board Member may complete an approved written instrument to independently evaluate the Superintendent's performance. Each Board Member will bring the completed individual evaluation to the meeting and the board will collaborate to complete a final evaluation.
- Interim performance evaluations may be conducted at such times as the Board determines will be beneficial. The Board shall provide the Superintendent with adequate notice of any evaluation and the Superintendent and Board President shall confer to develop the format.
- A Board Member who has a concern about the professional performance of the Superintendent shall discuss such concern with the Board President who shall determine the most appropriate manner to bring the concern to the Superintendent's and the Board's attention.
- The Board President shall have the authority to approve reasonable out-of-state travel for the Superintendent. At any time the Board President questions the appropriateness of the Superintendent's travel, he/she should place the item on the Board's agenda to seek approval from the Board.

Policy Ref: BJCD (Legal) (Local); DC (LOCAL)

Other Personnel

- The Board retains final authority for employment of contractual personnel, including hiring, termination, and nonrenewal, as applicable.
- The Board has delegated to the Superintendent the authority to hire and discharge at-will personnel.
- Board Members may serve as ambassadors to promote employment with the District, but should refrain from lobbying other Board Members for the employment of specific individuals

Policy Ref: DC (LOCAL)

Graduation

All Board Members are expected to attend each graduation ceremony. This includes ECHS, the four traditional high schools and summer graduation.

A former Board Member may choose to hand the high school diploma to a relative (limited to their child or grandchild) after fulfilling their term as a school board member. It will be the responsibility of the former Board Member to let the Superintendent and current Board President know that he or she would like to participate in the graduation ceremony. This former board member will not sit on the stage at the graduation ceremony.

APPENDIX A: CFBISD Mission, Vision, and Motto

Mission

The Mission of CFBISD, a diverse community of global learners, is to empower scholars to acquire life-long knowledge, skills, and values that prepare them to compete in the world marketplace while contributing to their community.

Vision

CFBISD will be an exceptional learning community where all graduates impact and excel in a complex, interconnected, and ever-changing world.

Motto

High Expectations for ALL

CFBISD BELIEVES IN

- Excellence in ALL learning opportunities
- Respecting differences by embracing diversity
- A growth mindset for students, faculty, and staff
- Ongoing partnerships with the community
- Support & love of the whole student

Appendix B: Framework for School Board Development

Preamble: The Board is the educational policy-making body for the District. To effectively meet the challenges of public education, the Board and the Superintendent must function together as a leadership team. Each leadership team must annually assess its development needs as a corporate body and individually to gain an understanding of the vision, structure, accountability, advocacy, and unity needed to provide educational programs and services that ensure the equity and excellence in performance of all students. The Framework for School Board Development has been approved by the State Board of Education to provide the critical areas of development for all public-school boards.

1. Vision — The Board ensures creation of a shared vision that promotes enhanced student achievement.
 - The Board keeps the District focus on the educational welfare of all children.
 - The Board adopts a shared vision based on community beliefs to guide local education.
 - The Board ensures that the vision supports the state’s mission, objectives, and goals for education established by law and/or rule.
 - The Board ensures that the District’s vision expresses the present and future needs of the children and community.
 - The Board uses the vision to assess the importance of individual issues that come before the Board and demonstrates its commitment to the vision by using the vision to guide all Board deliberations, decisions, and actions.
 - Individual Board Members should not have individual agendas separate and apart from the shared vision.

2. Structure — The Board provides guidance and direction for accomplishing the vision.
 - The Board recognizes the respective roles of the legislature, the State Board of Education, the Texas Education Agency, and the local Board in the governance of the District.
 - The Board fulfills the statutory duties of the local Board and upholds all laws, rules, ethical procedures, and court orders pertaining to schools and school employees.
 - The Board focuses its actions on policy making, planning, and evaluation, and restricts its involvement in management to the responsibility of oversight.
 - The Board adopts a planning and decision-making process consistent with state law and/or rule that uses participation, information, research, and evaluation to help achieve the District’s vision.
 - The Board ensures that the District’s planning and decision-making process enables all segments of the community, parents, and professional staff to contribute meaningfully to achieving the District’s vision.
 - The Board develops and adopts policies that provide guidance for accomplishing the District’s vision, mission, and goals.
 - The Board adopts a budget that incorporates sound business and fiscal practices and provides resources to achieve the District’s vision, mission, and goals.
 - The Board adopts goals, approves student performance objectives, and establishes policies that provide a well-balanced curriculum resulting in improved student learning.

- The Board approves goals, policies, and programs that ensure a safe and disciplined environment conducive to learning.
 - The Board oversees the management of the District by employing the Superintendent and evaluating the Superintendent's performance in providing education leadership, managing daily operations, and performing all duties assigned by law and/or rule and in support of the District's vision.
 - The Board adopts policies and standards for hiring, assigning, appraising, terminating, and compensating District personnel in compliance with state laws and rules.
3. Accountability — The Board measures and communicates how well the vision is being accomplished.
- The Board ensures progress toward achievement of District goals through a systematic, timely, and comprehensive review of reports prepared by or at the direction of the Superintendent.
 - The Board monitors the effectiveness and efficiency of instructional programs by reviewing reports prepared by or at the direction of the Superintendent and directs the Superintendent to make modifications that promote maximum achievement for all students.
 - The Board ensures that appropriate assessments are used to measure achievement of all students.
 - The Board reports District progress to parents and community in compliance with state laws and regulations.
 - The Board reviews District policies for effective support of the District's vision, mission, and goals.
 - The Board reviews the efficiency and effectiveness of District operations and use of resources in supporting the District's vision, mission, and goals.
 - The Board evaluates the Superintendent's performance annually in compliance with state laws and regulations.

Appendix C: Annual Adoption of Board Operating Procedures

ANNUAL ADOPTION OF BOARD STANDARDS OF PROFESSIONAL PRACTICE	
DATE OF BOARD ACTION	ACTION
February 25, 2010	Motion by J. Goode, second by N. Watten, passed with unanimous vote to accept Agenda Item I.E with changes as discussed.
June 3, 2010	Motion by J. Goode, Second by N. Watten, passed with unanimous vote to reaffirm the Board of Trustees Standards of Professional Practice.
June 2, 2011	Motion by L. Chaffin, second by F. Shor, passed with unanimous vote to reaffirm the Carrollton-Farmers Branch Board of Trustees Standards of Professional Practice.
August 2, 2012	Motion by J. Goode, second by J. Mathews, passed with unanimous vote to accept the changes to the Board of Trustees Standards of Professional Practice as presented.
December 12, 2013	Motion by R. Schackmann, second by R. Fleming, passed with unanimous vote to approve the Board of Trustees Standards of Professional Practice as amended.
April 4, 2019	Motion by J. Mathews, second by T. Hrbacek, passed with unanimous vote to approve the Board of Trustees Standards of Professional Practice as amended.
November 5, 2020	Motion by S. Derrick, second by J. Mathews, passed with unanimous vote to approve the Board of Trustees Standards of Professional Practice as amended.
May 6, 2021	Motion by R. Schackmann, second by G. Ramos, passed with 5 in favor and 0 opposed to approve the Board Operating Procedures as amended.
October 6, 2022	Motion by Carolyn Benavides, second by Sally Derrick, passed with 6 in favor and 1 opposed to approve the Board Operating Procedures as amended.

Appendix D: New Board Member Checklist

Task	Contact	Timeline	Date Completed
<p>What to Expect at the First Board Meeting</p> <ul style="list-style-type: none"> • Swearing In • Election of Officers • Attire for Meetings and Events • Pre-Meeting/Meeting Agendas • Closed Meeting • Board Meeting Dinner <p>Overview of Training Requirements and Opportunities</p> <ul style="list-style-type: none"> • Do not take any trainings before being sworn in • My CEC for logging TASB • TASB Summer Leadership Institute (SLI) • TASA/TASB Convention • TASB Website • North Texas Area Association of School Boards (NTAASB) • Required trainings <p>Overview of Board</p> <ul style="list-style-type: none"> • Review of Board Operating Procedures • Online Policy Database Structure • TASB Website Use • Electronic Communication Management 	Board President	Prior to First Meeting	
<p>Overview of the District</p> <ul style="list-style-type: none"> • Roles and Responsibilities <ul style="list-style-type: none"> ○ Board Member (including code of ethics) ○ Board Officers ○ Superintendent ○ Board Secretary (Staff) ○ Superintendent Secretary • District Information and Data <ul style="list-style-type: none"> ○ Mission, Vision, Motto, and Values ○ Board Priorities ○ Collaborative Vision 2030 ○ District Improvement Plan ○ CFB Quick Facts ○ Campus Look Book 	Superintendent and Board President	Prior to first meeting	

Task	Contact	Timeline	Date Completed
<ul style="list-style-type: none"> • Advisory Committees and Board Liaisons • Communication <ul style="list-style-type: none"> ○ Board memos from Superintendent ○ Reviewing the agenda prior to Board Meeting and asking questions ○ Between board members • Calendar of Board Activities <ul style="list-style-type: none"> ○ Budget Calendar ○ Superintendent Evaluation Timeline ○ Annual Board Agenda ○ Annual Pre-Meeting Agenda • Evaluation of Superintendent & Contract • Organizational structure chart • Overview of different types of board meetings (e.g., work study, regular, special called meetings) • Grievance Policies • Open Meetings Act • Media Relations • Education Acronyms • Training Requirements 			
Using BoardBook	Superintendent Secretary	Prior to First Meeting	
Technology <ul style="list-style-type: none"> • Computer • Email User ID and Password 	Board Secretary and Technology	Prior to First Meeting	
Getting Started <ul style="list-style-type: none"> • Personal Profile for District Website • Photo • Conflict of Interest Form • Board Calendar, physical <ul style="list-style-type: none"> ○ How you know new things have been added (e.g., *) • Board Calendar, calendar invites • Board Member Contact Information • Board Community Connection Calendar • District Calendar 	Board Secretary (Staff)	Prior to First Meeting	
New Board Member Readings <ul style="list-style-type: none"> • Getting Started as a New Board Member (TASB) • A New Board Member’s Guide to Superintendent Evaluation (TASB) 	Board Secretary (Staff)	Within first week	

Task	Contact	Timeline	Date Completed
<ul style="list-style-type: none"> The Governance Core (Book) 			
Materials <ul style="list-style-type: none"> Nametags Logo Apparel Parking Pass Events Passes 	Board Secretary	Within first Month	
Overview of Board Member Travel <ul style="list-style-type: none"> Hotel Transportation Expenses allowed and reporting 	Board Secretary	Prior to first travel event	
Overview of Departments <ul style="list-style-type: none"> Department of Teaching and Learning Department of Student Services Department of Finance Department of Communications <ul style="list-style-type: none"> Include Purpose and Overview of Let's Talk Department of Safety and Security Department of Technology 	Department Leads	Within first 90 days	
Refresh <ul style="list-style-type: none"> As needed refresh on any of the above as the Board Member would like. 	Determined by topic	Throughout the first year	

New Board Member Training Requirements

Required Continuing Education	First Year in Office	Date Completed
Local District Orientation	Three hours within the first 120 days in office	
Open Meetings Act (OMA)	One hour within the first 90 days in office	
Public Information Act (PIA)	One hour within the first 90 days in office	
Orientation to the Texas Education Code	Three hours within the first 120 days in office	
Evaluating and Improving Student Outcomes (EISO)	Three hours within the first 120 days in office	
Team building (Team-of-eight)	Three hours	
Cyber Security	One hour	
School Safety and Security	2 hours within the first 120 days in office	
Sexual Abuse, Human Trafficking, and other maltreatment of children	One hour within the first 120 days in office	
Update to the Texas Education Code	Following each legislative session and of sufficient length to address major changes	
Additional Education based on Framework for School board Development	Ten hours	