

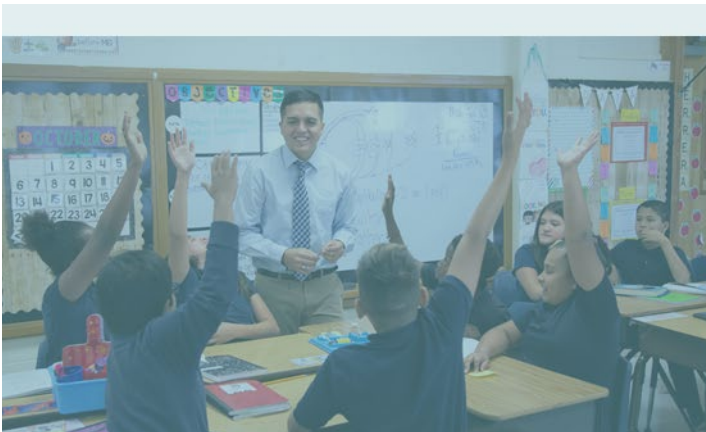
PREPARING ALL STUDENTS FOR SUCCESS IN COLLEGE, CAREER, AND COMMUNITY LEADERSHIP.



Board of Trustees

Operating Procedures

Adoption Renewal: January 30, 2024



Fort Worth
INDEPENDENT SCHOOL DISTRICT
www.fwisd.org



Welcome

The Fort Worth ISD is governed locally through a Board that is elected by voters within each district. Nine Trustees serve as single-member district representatives and for four-year terms. The Board of Education conducts the school program in accordance with the state constitution and the standards set by the Texas Education Agency. As a policy-making body, the Board delegates the day-to-day administration of the schools to the Superintendent and the professional staff.

Major responsibilities of the Board:

- to govern and oversee the management of the school District
- to set the policies for the Fort Worth ISD
- to adopt an annual budget and tax rate for each fiscal year
- to select and evaluate the superintendent of schools
- to foster good community relations

Because of the special trust associated with governing the Fort Worth ISD, members of the Board of Education commit to working together to achieve success.

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Board of Trustees

How are Board Members elected? [Policies [BBB\(LEGAL\)](#) and [BBB\(LOCAL\)](#)]

The nine-member FWISD Board of Trustees consists of local citizens who provide an important public service to the Fort Worth community. They serve without monetary compensation. Board elections are held during the May uniform election date of odd numbered years with trustees serving four-year terms. Single-member districts 2, 3, 5 and 6 are held together and single-member districts 1, 4, 7, 8 and 9 are held together on a rotating basis. Each trustee is elected by residents within his/her district of residency by majority vote.

Board of Trustees



Dr. Camille Rodriguez, President

District 1

Dr. Camille Rodriguez, Doctor of Podiatric Medicine, was born and raised on the historic North Side of Fort Worth, Texas. A proud product of FWISD schools, Dr Rodriguez graduated from the Honors Program at Paul Laurence Dunbar High School. She is the first in her family to graduate from a university having graduated with a full academic scholarship from a historically black college, Prairie View A&M University, with a Bachelor's of Science degree in Biology. She is a life member of Delta Sigma Theta Sorority, Inc and has served on the boards of Artes de la Rosa Cultural Center for the Arts, All Church Home for Children, Ballet Folklorico Azteca de Fort Worth, Inc., and the Fort Worth Symphony Orchestra. She was recently elected a member of Fort Worth Dallas Metroplex Chums, Inc. chapter.



Anne Darr, First Vice President

District 6

Anne Darr currently serves as the Special Programs Coordinator at the Education Service Center Region 11. She earned her B.S. in Deaf Education in 1989 and her M.Ed. in Educational Administration in 2011, both from Texas Christian University. She has served as an elementary and middle school classroom teacher, an itinerant teacher, a Parent Advisor working with families of deaf/hard-of-hearing children ages birth-three, and a teacher of homebound students. Anne is a writing project trainer for Abydos Literacy and Learning and has presented at conferences and in school districts throughout the state of Texas. As one who is passionate about literacy and the teaching of reading and writing, she actively seeks out new, innovative, hands-on ways to inspire student and teacher learning across the curriculum. Anne and her husband, Rich, a retired educator, have three children, all products of or current students of FWISD.



Roxanne Martinez, Second Vice President

District 9

Roxanne Martinez is a graduate of Diamond Hill-Jarvis High School. She earned a B.S. in Journalism & Communications from the University of Florida and a Graduate Certificate in Marketing Management from the University of Dallas. Roxanne resides in Fort Worth with her husband and two kids, Serenity and Jayson and currently serves as a board member for the Fort Worth Hispanic Chamber of Commerce and on the marketing committee for Girls Inc. of Tarrant County. She also serves as Secretary of the Diamond Hill Jarvis Heritage Foundation. For over a decade, Roxanne and her husband have volunteered as coaches, mentors and board members for the Diamond Hill North Side Youth Association.

Board of Trustees



Anael Luebanos, Secretary

District 8

Anael Luebanos was born in Fort Worth then moved with his family to rural Mexico as a child. His parents knew that he would have more opportunities in the United States so a 15-year old Anael took the bus to Fort Worth to live with relatives. He enrolled at Paschal High School and had to learn English fast. A group of excellent and patient teachers helped him to gain English proficiency. The hard work paid off as he was able to graduate with honors from Paschal High School and attended Texas Wesleyan University, where he received his Bachelor's degree and his MBA. Anael married his high school sweetheart, Anahi, and they have two beautiful children, one who is an elementary student in FWISD.



Tobi Jackson, Board Member

District 2

Tobi Jackson is a parent, educator, and administrator. A lifelong resident of East Fort Worth who attended: Eastern Hills Elementary, Meadowbrook Middle School, and proudly graduated in 1978 from Eastern Hills High School. This FWISD education prepared her for a successful transition into college, where she received a B.A. from The University of Texas at Arlington and an M.S. from the University of North Texas. Coupled with over 3 decades of community service in Tarrant County, Ms. Jackson's focus is firmly planted in sustainable, outcomes driven efforts on behalf of ALL Fort Worth youth. She and husband Bruce have two children, Alexis and Zoie. Alexis is a 2018 graduate of FWISD. Zoie attends The I.M. Terrell VPA/STEM Academy of FWISD.



Quinton 'Q' Phillips, Board Member

District 3

Quinton "Q" Phillips is a native of Fort Worth born and raised on the eastside of the city in the Historic Stop Six Community. Quinton has spent over a decade helping to facilitate a cultural diversity and leadership camp for high school students and has now served the Multicultural Alliance for two decades. Quinton is a graduate of The Illustrious Paul Laurence Dunbar High School and a proud alumnus of Prairie View A&M University where he earned a Bachelor's degree in Social Work. He is also a graduate of Palmer Theological Seminary at Eastern University where he received a Master's in Theological Studies. Quinton is married to Diondria, and they have two sons, Quinton II and Austin.

Board of Trustees



Wallace Bridges, Board Member

District 4

Wallace Bridges is a proven grassroots community leader who has spent his life advocating for the needs and wellbeing of youth across Fort Worth. His work has focused on building community-based mentoring programs that engage our youth and inspire them to become the next generation of impactful leaders our community will need to create positive change. Wallace has also served Fort Worth by volunteering for many community-based organizations. Wallace understood the need for greater parent involvement in our local schools and successfully launched the first PTA organization at Van Zandt-Guinn Elementary School. Through his leadership, the Van Zandt-Guinn Elementary School PTA has grown to over 40 active members and he was elected as the PTA's first President.



Kevin Lynch, Board Member

District 5

Kevin Lynch has dedicated his life to making our community a better place. He holds an MBA in Finance from the University of Alabama Birmingham and a bachelor's degree in Speech Communications from the University of Georgia. Kevin is the founder of the men's leadership organization F3 Fort Worth, and he co-founded Panther Prep Football. Kevin's commitment to education extends to his involvement as a mentor at Alice Contreras Elementary and his dedicated work as a mentor with Academy 4 at Westcliff Elementary over the past two years. He and his wife, Stephanie, are the proud parents of five children attending FWISD, and this personal connection to the District fuels his drive to make a positive impact on the educational experience of every student.



Dr. Michael Ryan, Board Member

District 7

Michael Ryan, Ed.D. and his wife, Michele, attend HighRidge Church in Benbrook. They have 2 married sons and 5 beautiful grandchildren. Dr. Ryan has served the greater Fort Worth community in multiple capacities including the Fort Worth After School Program and the T.C.U. Education Alumni Council. He attended Fort Worth ISD schools and is a 1969 graduate of Paschal High School. He was awarded Bachelor of Music Education ('74) and Bachelor of Science ('80) degrees from Texas Christian University. He received his M.S. in Education Administration from East Texas State University ('82) and was awarded his doctoral degree with a major in curriculum & instruction and instructional technology from Texas A&M University.

Board Member Ethics

What are the ethical requirements of board members? [Policy [BBF\(LOCAL\)](#)]

All FWISD board members shall promote the best interests of the District as a whole and, to that end, shall adhere to the following ethical standards:

Equity in Attitude

- I will be fair, just, and impartial in all my decisions and actions.
- I will accord others the respect I wish for myself.
- I will encourage expressions of different opinions and listen with an open mind to others' ideas.

Trustworthiness in Stewardship

- I will be accountable to the public by representing District policies, programs, priorities, and progress accurately.
- I will be responsive to the community by seeking its involvement in District affairs and by communicating its priorities and concerns.
- I will work to ensure prudent and accountable use of District resources.
- I will make no personal promise or take private action that may compromise my performance or my responsibilities.

Honor in Conduct

- I will tell the truth.
- I will share my views while working for consensus.
- I will respect the majority decision as the decision of the Board.
- I will base my decisions on fact rather than supposition, opinion, or public favor.

Integrity of Character

- I will refuse to surrender judgment to any individual or group at the expense of the District as a whole.
- I will consistently uphold all applicable laws, rules, policies, and governance procedures.
- I will not disclose information that is confidential by law or that will needlessly harm the District if disclosed.

Commitment to Service

- I will focus my attention on fulfilling the Board's responsibilities of goal setting, policymaking, and evaluation.
- I will diligently prepare for and attend Board meetings.
- I will avoid personal involvement in activities the Board has delegated to the Superintendent.
- I will seek continuing education that will enhance my ability to fulfill my duties effectively.

Student-Centered Focus

- I will be continuously guided by what is best for all students of the District.

Board Meetings

When does the Board of Trustees meet, and how can the public participate? [Policy [BE\(LOCAL\)](#)]

FWISD Board Workshops are scheduled the second Tuesday of the month and regular Board Meetings the fourth Tuesday of the month (see [FWISD Board Calendar](#)). The meetings are held at the FWISD District Service Center, 7060 West Camp Bowie Boulevard. Meetings begin at 5:30 p.m. and are open to the public. Additional meetings are scheduled on an as-needed basis, and Texas law allows the Board to call an emergency meeting in crisis situations.

Board meeting agendas are posted on the [FWISD website](#), on the [Board of Trustees webpage](#), and at least 72 hours before the board meeting.

In accordance with the Texas Open Meetings Act, the Board may meet privately in closed session to discuss matters related to personnel, student discipline, security, land acquisition, and/or to consult with legal counsel [Policy [BEC\(LEGAL\)](#)]. No action, however, may be taken during a closed session.

The Board of Trustees encourages and invites the public to attend meetings and address the Board.

Addressing the Board

How can the public address the Board? [Policies [BED\(LEGAL\)](#) and [BED\(LOCAL\)](#)]

Addressing the Board at a Regular Board Meeting

When necessary for effective meeting management of the Board meeting or to accommodate large numbers of individuals wishing to address the Board, the presiding officer may make adjustments to public comment procedures including adjusting when public comment will occur during the meeting, reordering agenda items, deferring public comment on non-agenda items, continuing agenda items to a later meeting, providing an expanded opportunity for public comment, or establishing an overall time limit for public comment and adjusting the time allotted to each speaker. See *Board Policy [BED\(LOCAL\)](#)* and *[Government Code Chapter 551](#)*.

1. Following the posting of the Board meeting agenda, anyone desiring to make a public comment may sign-up by calling 817-814-1956 by 4:00 PM the day of the meeting and may sign-up at the meeting until 5:20 PM. Individuals desiring to make a public comment by written statement may email amanda.coleman@fwisd.org by 12:00 PM the day of the meeting. Written statements will be shared with the Board of Trustees prior to the meeting and will not be read aloud during the Board meeting.
2. Board members may not engage in a verbal exchange about a subject that has not been posted. The Board may reply with the following: (1) a statement of specific factual information given in response to the inquiry; (2) recitation of existing policy in response to the inquiry; or (3) by directing the person to visit with staff about the issue.
3. Participants must specify the agenda item(s) or topic(s) of their comment(s).
4. Participants addressing items on the agenda and topics not specifically listed on the agenda will speak during the public comment portion of the meeting.

5. No presentation shall exceed three (3) minutes unless the speaker receives prior approval for additional time because of the use of a translator. When necessary for effective meeting management or to accommodate large numbers of individuals wishing to address the Board, the time allotted for each speaker will be two (2) minutes when the number of speakers exceeds twenty (20) persons. The allotted time will begin counting down as soon as the speaker begins speaking. Additional adjustments to the allotted time may be needed, but the time allotted per speaker will never be less than one (1) minute.
6. Participants who require the assistance of a translator are permitted double the allotted time of participants who do not require the assistance of a translator.
7. Participants may not relinquish their time to another speaker.
8. Participants and members of the audience are allowed to bring signs during the meeting, but such signs shall be limited to a standard poster board size no larger than 22"x28". Individual signs that when put together form a larger sign need to comply with the 22"x28" size requirement as measured when the signs are put together.
9. Speakers should practice normal rules of decorum. Vulgar language and profanity will not be tolerated.
10. The Board shall not tolerate disruption of the meeting by members of the audience to include verbal, audio or physical disruptions. If, after at least one warning from the presiding officer, any individual continues to disrupt the meeting by his or her words or actions, the presiding officer may request assistance from law enforcement officials to have the individual removed from the meeting. *See Board Policy [BED\(LOCAL\)](#).*
11. Any employee, parent, or other member of the public is asked to comply with the appropriate grievance policy to have a complaint heard pursuant to the applicable Board policy. *See Board Policies [DGBA](#), [FNG](#), and [GF](#).*

Public Comment specific to items on the agenda will occur before consideration of any item and before closed session. Individuals are permitted to address the Board on any topic provided the procedures listed above are followed.

Addressing the Board at a Board Workshop, Special Meeting and Public Hearing

The same guidelines provided above for addressing the Board at a Regular Meeting are to be followed. The only exception is at Board Workshops, Special Meetings, and Public Hearings, public comment shall be limited to items on the agenda posted with notice of the meeting.

During All Meetings of the Board, the Board President will ensure that the following guidelines are followed:

- Requests to address the Board will be accepted on a first come, first served basis.
- Speakers are not allowed to identify students (other than parents who identify their own children), District personnel, or District volunteers by name.

Agenda Creation and Agenda Items

How are the agendas created? [Policy [BE\(LOCAL\)](#)]

In consultation with the Board President, the Superintendent shall prepare the agenda for all Board meetings. The deadline for submitting items for inclusion on the agenda is the fifth working day before regular meetings and noon on the third working day before special meetings. Members of the Board shall be given notice of regular and special meetings at least 72 hours prior to the scheduled time of the meeting and at least one hour prior to the time of an emergency meeting.

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 a Board member. 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 individual 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 a Board member without that Board member's specific authorization.

Agenda Inquiry and Response Process

How do Board members receive additional information or clarification about agenda items?

Board members can access Board Books, where all agenda items and supporting materials are uploaded, at any time. Prior to the posting of the agenda, Trustees will have a four-day period to submit questions and receive responses from Senior Staff. All inquiries and responses will be visible in the posted agenda.

Board-Adopted Strategic Framework

What guides decisions made by the Board of Trustees? [Policy [AE\(LOCAL\)](#)]

The Board of Trustees has adopted a strong strategic framework to guide all decision-making. Board members will honor the Mission, Vision, and Core Beliefs while meeting District goals through scalable systems that operate with effective change management and system development with a commitment to continuous improvement.

Core Beliefs

We Believe...

- Equal access and opportunity to learn is the right of every student;
- School curricula and instruction must be rigorous, relevant, engaging, and provide students with multiple options and opportunities for the future;
- The ultimate measure of what is taught is what is learned;
- Teachers are our most valuable resource, and the focus of all our efforts is to support teaching and learning;

- Public education requires the active participation of parents and the community to obtain and maintain excellence;
- The FWISD community acknowledges, respects, and appreciates diversity;
- Safe and orderly community and school environments are essential to student health, wellness and academic success; and
- The adequate and equitable provision and distribution of resources, a strong infrastructure that is both effective and efficient, and a system of accountability are essential to ensuring a high-performing educational system.

Mission

Preparing all students for success in college, career, and community leadership.

Vision

Igniting in every child a passion for learning.

District Goals [[AE\(EXHIBIT\)](#)]

Goal 1: Early Literacy: Increase the percentage of grade 3 students who score at “meets grade level” or higher on STAAR Reading from 34 percent to 47 percent by 2024.

Goal 2: Early Math: Increase the percentage of grade 3 students who score at “meets grade level” or higher on STAAR Mathematics from 34 percent to 45 percent by 2024.

Goal 3: College and Career Readiness: Increase the percentage of students graduating with a CCMR indicator from 43 percent to 48 percent by 2024.

The Superintendent shall interpret and implement the Board’s student outcome goals and, in consultation with the Board, shall select goal progress measures (GPMs) for each student outcome goal. For any school year during which the Board’s student outcome goals are not met, the Superintendent shall make reasonable progress toward meeting the student outcome goals.

Board’s Constraints for the Superintendent

In attaining the Board’s student outcome goals, the Superintendent shall not:

1. Allow teachers to go without a districtwide evidence-based academic and behavioral intervention and support system.
2. Allow annual student attendance in Fort Worth ISD to decline below 92.43%.
3. Campuses to go without implementing Professional Learning Communities (PLCs) with fidelity at all campuses.

The school system shall pursue a “System of Great Schools” theory of action in which the central administration devolves autonomy to schools, empowers parents to make choices, creates performance contracts with campuses, annually evaluates performance of and demand for schools, and makes strategic decisions regarding growing access to high-performing schools and addressing low performers. Campus performance contracts shall require each campus to accomplish the Board’s student outcome goals while operating within the Board’s other constraints.

The Superintendent shall interpret the Superintendent's constraints and, in consultation with the Board, shall select constraint progress measures (CPMs) for each constraint.

Board Constraints for the Board

The Board shall operate within the Board's role, as defined above, and the Board's operating procedures. The Board, either collectively or through the actions of individual Board members, shall not:

1. Spend less than 50% of time during Board authorized public meetings focused on student outcomes;
2. Give or appear to give operational advice or instructions to District staff; or
3. Behave in a manner that erodes trust and respect among the team of 10.

Board Self-Evaluation

The Board shall conduct formative self-evaluations at least quarterly and, within 45 days prior to conducting the annual evaluation of the Superintendent, shall conduct an annual summative self-evaluation. The Board shall self-evaluate using the Quarterly Progress Tracker tool provided by Lone Star Governance.

Superintendent's Evaluation

The Board shall annually evaluate the Superintendent based on the school system's achievement of the Board's student outcome goals and compliance with the Superintendent's constraints. Accomplishment of at least 80 percent of the annual targets for either the student outcome goals (GPM) or of the adopted progress measures (CPM) shall be an automatic indicator of success; below that threshold, the Board's judgment shall be the indicator of success.

Board Monitoring Calendar

Date	Type
August 8, 2023	Workshop (Topic: Learning & Leading Support Overview)
August 22, 2023	Regular Meeting
September 12, 2023	Workshop (Topic: LSG Constraints)
September 26, 2023	Regular Meeting
October 10, 2023	Workshop (Topic: Learning & Leading Goals)
October 24, 2023	Regular Meeting
November 7, 2023	Regular Meeting
December 12, 2023	Regular Meeting
January 16, 2024	Workshop (Topic: Facilities)
January 30, 2024	Regular Meeting
February 13, 2024	Workshop (Topic: MOY/MAP Data – Tier I & Interventions)
February 27, 2024	Regular Meeting
March 5, 2024	Workshop (Topic: Technology/Professional Development)
March 26, 2024	Regular Meeting
April 9, 2024	Workshop (Topic: Special Populations)
April 23, 2024	Regular Meeting
May 14, 2024	Workshop (Topic: Budget/Compensation)
May 28, 2024	Regular Meeting
June 11, 2024	Workshop (Topic: Finance)
June 25, 2024	Regular Meeting
July 23, 2024	Regular Meeting

Board Meetings and Board Member Conduct

How are board meetings conducted and what is expected of Board members as they conduct business? [Policy [BE\(LOCAL\)](#)]

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.

Board members are expected to conduct themselves professionally and ethically during all meetings and public forums. While differences of opinion, if respectfully presented, are encouraged and will not be construed as unprofessional or unethical behavior, unprofessional and uncivil behavior will not be considered germane to any motion and will not be tolerated.

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.

Deliberating Motions: The board president will ensure that deliberation is germane to the motion under consideration. The board president will not recognize a member who wishes to be heard for a second time on a motion until all other board members have had an opportunity to speak to the motion. Deliberation should continue until such time that all board members have had adequate opportunity to deliberate and ask clarifying questions.

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

Executive Session: The board may only deliberate matters in closed session as permitted by the Open Meetings Act. A vote on a matter deliberated in closed session must be made in open session. Information and opinions shared during closed session must remain confidential. All personnel matters must be conducted in closed session unless specifically required by the Open Meetings Act, and any information that is subject to the attorney-client privilege must be kept confidential.

Board Officers and Members Authority

What authority do Board officers and members have? [Policies [BDAA\(LOCAL\)](#) and [BBE\(LOCAL\)](#)]

The President shall:

- Preside at all Board meetings unless unable to attend.
- Appoint or provide for the election of all committees and appoint chairpersons unless otherwise directed by the Board.
- Call special meetings of the Board.
- Have the right to discuss, make motions and resolutions, and vote on all matters coming before the Board.

- Sign all legal documents, warrants, vouchers, and reports, as required by statute, state or federal regulations, or Board policy.
- Decide all questions of order in accordance with Robert's Rules of Order, Newly Revised, as modified by Board policy.
- Perform all customary duties of the office and other duties as may be required by law or the Board.
- In the event of the absence or incapacity of the Board Secretary, the Board President shall appoint a Secretary Pro Tempore.

The First Vice President shall:

- Act in the capacity and perform the duties of the Board President in the event of the absence or incapacity of the President.
- Become President only upon being elected to the position.
- Perform other duties as prescribed by the Board.

The Second Vice President shall:

- Act in the capacity and perform the duties of the Board President in the event of the absence or incapacity of the President and the First Vice President.
- Perform other duties as prescribed by the Board.

The Secretary shall:

- Act in the capacity and perform the duties of the presiding officer in the absence of the President and the First and Second Vice Presidents of the Board.
- Countersign all warrants for school money drawn upon the depository by order of the Board.
- Attest to the signature of the President on all contracts and legal documents.
- Perform other functions as may be required by applicable statutes and Board policies.

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. [See [BBE\(LOCAL\)](#)] A Board member may not exert pressure of any kind on the Superintendent or staff members to bring about the election, promotion, or dismissal of any District employee. If a Board member does attempt to exert pressure, the Superintendent is instructed and obligated to bring the matter to the attention of the Board.

Board Officer Elections

How do board officer elections work? [Policy [BDAA\(LOCAL\)](#)]

At the first regular meeting following each May election, including the time it takes for a runoff election, if necessary, the Board shall elect a President, a First Vice President, a Second Vice President, and a Secretary from within Board membership. Officers shall be elected by majority vote of the members present and voting.

The Superintendent shall serve as chair and shall preside over the meeting during the election of officers until such time as the President is elected.

Board officers may serve for a term of one year or until a successor is elected. Officers may succeed themselves in office. For continuity, officers are encouraged to seek an additional term after their first term, but limit election as Board President to two consecutive years. Each officer shall perform any legal duties of the office and other duties as required by action of the Board.

Standards of Behavior

What are the expectations of board members' standards of behavior? [Policy [BBFA\(LOCAL\)](#)]

- Board members will commit to upholding the Board of Trustees' Code of Ethics. [Policy [BBF\(LOCAL\)](#)]
- Each Board member shall provide to the District in a timely manner information necessary for the District's annual financial management report.
- A Board member shall not use coercive means or promise special treatment in order to influence Board or District decisions, nor use his or her position to seek personal advantage.
- At each regularly scheduled Board meeting, the Board President shall make a statement to remind Board members of the legal conflict of interest requirements, shall request disclosure for any matter under consideration on the agenda for that meeting, and, if required by law, Board members shall then recuse themselves from all discussion and shall abstain from voting on any matter pertaining to such a disclosure.

Communications

What is the protocol for how the Board should communicate? [Policy [BBE\(LOCAL\)](#)]

- The superintendent will update the board members on board-related matters.
- When a proposal is presented to the Board, the Board shall hold a discussion and reach a decision. Although there may be dissenting votes, which are a matter of public record, each Board decision shall be an action by the whole Board binding upon each member.
- 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.
- Certain information disclosed to board members is confidential by law and may not be disclosed to third parties. Board members must not disclose information that is subject to the attorney-client privilege. Board members also should not disclose any information to which they have access by virtue of their position as board members that has not been made public, if, to do so, would compromise the board or the administration in the conduct of their affairs.
- In the event a board member communicates with the public either electronically or in writing regarding a matter of district business, the member is encouraged to remember that the Public Information Act may require disclosure of such communication.
- Board members are encouraged not to respond to anonymous communications.

- Board members who host Internet sites that include, sponsor or permit postings regarding matters relevant to the district or district business, will include a disclaimer in a form approved by the board's attorney, providing that such postings are not made on behalf of the district.

Conflict Resolution

How are conflicts resolved?

Board members are encouraged to express concerns about another member's performance directly with that member.

If a member is unsuccessful in resolving a concern with a fellow board member, he/she should address the matter with the board president. The board president shall discuss the concern with the board members in question and may moderate a discussion between them.

If, in the board president's judgment, resolution of the concern requires discussion amongst a quorum or more of board members, a meeting must be posted and conducted in accordance with the Open Meetings Act.

The president shall remind the board member whose behavior is in question about the adopted Code of Ethics and Board Operating Procedures and discuss how the board member's behavior does not comply. The discussion also will identify more appropriate alternatives to the behavior, or refer the board member to policies or procedures that outline approved ways to deal with any issue that prompted the behavior.

If the concern involves the board president, a board member may discuss his or her concerns with the board vice president. Board members will not take concerns about fellow board members to the superintendent. Board members will not speak about performance concerns regarding individual board members with anyone other than the board and the board's attorney.

Board Member Requests for Information and Communications with Staff

What is the protocol for Board members to request information? [Policy [BBE\(LOCAL\)](#)]

An individual Board member shall seek access to records or request copies of records from the Superintendent or other designated custodian of records, who shall respond within the time frames required by law. No individual Board member shall direct or require District employees to prepare reports derived from an analysis of information in existing District records or to create a new record compiled from information in existing District records. Directives to the Superintendent or other custodian of records regarding the preparation of reports shall be by Board action.

Concerns and Complaints

How should Board members handle concerns or complaints? [Policy [BBE\(LOCAL\)](#)]

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.

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.

Media Inquiries

How should the Board handle the media? [Policy [GBBA\(LOCAL\)](#)]

The Board President shall be designated as the spokesperson for the Board. News media requests for District information, interviews, comments, or statements shall be directed to the Communications Department. News releases concerning the overall operations of the District, schools, events, initiatives, or activities shall be prepared by the Communications Department. In any situation affecting the District or an individual campus, the Superintendent or designee shall be the official District spokesperson and shall be responsible for all communication with the news media.

Campus Visits

Can Board members visit campuses? [Policy [BBE\(LOCAL\)](#)]

A Board member shall adhere to any posted requirements for visitors to first report to the main office of a District facility, including a school campus. Visits during the school or business day shall not be permitted if their duration or frequency interferes with the delivery of instruction or District operations.

Travel

Are Board members required to travel and who pays when they do? [Policy [BBG\(LOCAL\)](#)]

A travel budget for the Board shall be established as part of the annual budget planning process and shall be budgeted in the general fund. Trustees shall be allocated a budget for travel, professional development training, and reasonable expenses associated with attending functions of District-related organizations. Total expenses incurred shall not exceed the budgeted amount for such expenses as adopted by the Board for the fiscal year. Education-related meetings, functions, and activities of, or sponsored by, the following entities are approved for travel at the expense of the District.

Other travel may be approved by the Board President. The Vice President shall be responsible for approving other travel requested by the President. The Board shall have final responsibility in determining compliance.

Committees

What are the current Board committees and how do they function? [Policy [BDB\(LOCAL\)](#)]

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

Board Committees can be located on the [FWISD Board webpage](#).

Board Development

What training will Board members receive? [Policies [BBD\(LEGAL\)](#) and [BBD\(LOCAL\)](#), and [BBD\(EXHIBIT\)](#)]

Board members will fulfill the training requirements specified in Board Policies BBD(LEGAL) and BBD (LOCAL). The Board President shall announce the status of each Board member’s continuing education credit. The announcement shall be made annually at the last regular Board meeting before the District’s uniform election date, whether or not an election is held. The announcement shall be reflected in the meeting minutes and, when necessary, posted on the District’s website in accordance with law.

TRAINING REQUIREMENTS FOR SCHOOL BOARD MEMBERS

Length of Service	Local District Orientation	Intro to TEC	Open Government ³	Cybersecurity	Post-Legislative Update to TEC	Child Abuse Prevention	Evaluating and Improving Student Outcomes (formerly SB 1566)	Team Building	Additional Continuing Education (based on assessed needs)
New Trustees (First Year) ~25 hrs	Local Orientation ² (within 120 days) 3 hrs	(within 120 days) 3 hrs	OMA ³ (within 90 days) 1-2 hrs PIA 1-2 hrs	~1 hr each year	N/A because update is incorporated into Intro to TEC	1 hr every two years	(within 120 days) 3 hrs ² every two years	3 hrs ² each year with all trustees and superintendent	10 hrs first year
Experienced Trustees (After First Year) 9-16 hrs ¹	Can attend, but not required				Sufficient length ~1-2 hrs after each legislative session				
Providers	School District	ESC	TASB or other registered provider	See Department of Information Resources website	TASB or other registered provider	TASB or other registered provider	TASB or other authorized provider	TASB or other registered provider	TASB or other registered provider

Training Requirements Notes:

¹ Required hours after the first year will vary depending on how the Post-Legislative Update, Child Abuse, and Student Achievement and Accountability hours fall for an individual trustee.

² Trustees may receive any training online **except** Local Orientation for new board members, Team Building, and Evaluating and Improving Student Outcomes.

³ OMA and PIA training is required (outside of SBOE rule) of all elected officials within 90 days of election or appointment. PIA training may be delegated by district policy.

OMA: Open Meetings Act
TEC: Texas Education Code
PIA: Public Information Act
SBOE: State Board of Education

Board members should be familiar with district policies, especially their duties as defined in policy [BAA\(LEGAL\)](#) and will annually review its Board Operating Procedures and Board Ethics Policy [BBF\(LOCAL\)](#).

Annually, the Board will conduct a self-evaluation using the Lone Star Governance Implementation Integrity Instrument [Policy [BG\(LEGAL\)](#)].

What is Lone Star Governance? Lone Star Governance (LSG) is an optional, first-of-its-kind training initiative.

Founded on research, LSG is a continuous-improvement model for governing teams—boards in collaboration with their superintendents—who choose to focus intensely on only one primary objective: improving student outcomes.

The purpose of Lone Star Governance is to provide coaching and support, through a continuous-improvement framework, for school governing teams that choose and commit to intensively focus on the objective to improve student outcomes. Lone Star Governance accomplishes this intense focus through tailored coaching aligned to the five pillars of the Texas Framework for School Board Development: Vision, Accountability, Structure, Advocacy, and Unity. In addition to the primary focus on improving student outcomes, Lone Star Governance provides systems for governing legal and fiscal responsibilities.

Advocacy

Is advocacy part of our job? [\[BBD\(EXHIBIT\)\]](#)

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

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
- 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.

Board Evaluation of the Board

Who evaluates the Board?

The Board utilizes the Lone Star Governance self-evaluation tool to provide a continuous improvement model, in collaboration with the Superintendent, to focus intensely on one primary objective: Improving Student Outcomes. Lone Star Governance accomplishes this intense focus through the execution of five points of the Texas Framework for School Board Development: Vision, Accountability, Structure, Unity, and Advocacy.

Superintendent's Evaluation and Contract

How does the Board evaluate the Superintendent? [Policies [BJCD\(LOCAL\)](#)] and [BJC\(LEGAL\)](#)]

Superintendent's Evaluation

- The Board shall prepare a written evaluation of the Superintendent at annual or more frequent intervals. The Board shall furnish the Superintendent with a copy of the completed evaluation and shall discuss its conclusions with the Superintendent in a closed meeting, unless the Superintendent requests that the discussion be open. The Board may at any time conduct and communicate oral evaluations to augment its written evaluations.

Superintendent's Contract

- A board may employ by contract a superintendent for a term not to exceed five years.

Single-Member District Maps

Access single-member District maps [here](#).

Disclaimer: The purpose of the Board Operating Procedures Manual is to provide Board Members with information about their roles and responsibilities and to highlight Board policies that relate to the functioning of the Board. This manual will be reviewed and updated annually. If any conflict exists between the Board Operating Procedures and current Board Policy as provided by Board action or the [Online Board Policy Manual](#), Board Policy prevails.

