



Board of Trustees
OF THE

Carrollton-Farmers Branch
Independent School District

BOARD OPERATING PROCEDURES

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Section 1 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 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 Texas Open Meetings Act.

Board members as individuals shall not exercise authority over the District, its property, or its employees. 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 educational leader and “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 the Board President and allow the Superintendent to appropriately investigate/address the concern.

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

Section 1.1 Review of District Vision, Mission and Motto

The Board will review and reaffirm or revise the District’s Vision, Mission, and Motto in November of odd number years. The Board President may appoint a subcommittee of the Board to conduct an initial review of the Vision, Mission, and Motto and report recommendations to the Board. (Refer to Appendix A current Vision, Mission, and District Motto).

Section 1.2 Review of Board Self-Evaluation

Annually, the Board will evaluate their performance using the TASB Board Self Evaluation Tool or other mutually agreed evaluation tool. A review of the results of the evaluation will occur at a properly called meeting of the Board.

More information can be found at BQ (LOCAL), BG (LEGAL), BDB (LOCAL)

Section 2 Board Training

Section 2.1 New Board Member Orientation and Training

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 support him/her throughout the first year.

New Board members are encouraged to complete New Board Member training through TASB or a TEA registered provider 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 in addition to other legally required training. 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 as defined by TEA, incorporates interactive activities that assess learning and provide feedback to the learner, and offers an opportunity for interaction with the instructor.

Section 2.2 Board Training

Training is within these three topics:

- Special Required training (Topic 1)
- Team Building (Topic 2)
 - Leadership Subcommittee will collaborate with Superintendent to determine Team Building Training or events.
- Additional Continuing Education (Topic 3)
- Board member shall prioritize Special Required Training

Section 2.3 Board President Training

- The Board President shall receive continuing education related to leadership duties of the Board President as some portion of the annual requirement

Section 2.4 Allocations and Approval of Training

- The allocation for travel, training, and events for each board member will be \$4,500 per fiscal year.
- All training will be funded through this allocation, excluding Team Building activities and those events held on district property.
- Expenses will be reimbursed to each Board member per policy and these procedures.
- A report on actual vs allocation for each Board member will be provided by Administration in the Board memo every other month. The cost should be in allocation report when the cost is incurred, not when the training or event occurs.
- Board members shall attend trainings hosted or led by registered TEA provider and should attend trainings related to the work of the Board. Reimbursements for training from a non-registered TEA provider will be denied.
- Board members shall seek approval of the full board in a properly called meeting prior to registering and incurred expenses for any out of state conference or trainings. Out-of-state expenses will be included in each board members annual cost allocation.
- Board members shall notify the Board President of conferences, events, or training they will be attending and Board President will determine an opportunity to share what was learned in support of the District at the conference, event, or training.
- If individual Board members have exhausted their allocated amount for the fiscal year and wish to attend additional training and be reimbursed for those costs, expenses must be approved by Board action. A Board member must obtain prior approval from the Board before attending any additional training and reimbursement.
- Allocation amount will be reviewed annually amongst the Board as part of the Budget priorities discussion during budget development. Governance Sub-committee will make any adjustments to documents and submit for Board Action no later than June.
- 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 from attending the same session unless the Board determines a training/session should be attended by multiple members.

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

Section 2.5 Board Member Expense Reimbursement

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.

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.

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 the current GSA rates will not be reimbursed.
- 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)

Section 3 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, nonprofits, 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)

Section 3.1 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 shall not wear clothing or any item that identifies the individual as a CFBISD Board member at any election or campaign events.

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.

Section 4 Communications

Section 4.1 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;

- o Other matters that 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.
- The Superintendent will, in the *weekly memo* or other communication, 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 concerning District business and/or operations, whether created or maintained using the District’s technology resources or using personal technology resources, in accordance with the District’s record management program and law.
Policy Reference: BE (LOCAL), BBE (LOCAL), BBE (LEGAL), BJA (LOCAL)

Section 4.2 Board Member Accountability

If a Board member believes that another Board member has violated any of the Board’s Operating Procedures or district policies, 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 President, Vice President, or next most senior Board member will review the allegation and determine timing to bring to entire board for resolution.

Section 4.3 Board Member Requests for Information Other than Agenda Items

- When making a request for information in their capacity as a school board member, 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.
- 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 20 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.
- The requestor will follow procedure for adding items to an agenda to determine following procedure for agenda development, 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)

Section 4.4 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 or facility, excluding public events or activities the Board member is attending as a parent.
- Board members may visit any campus or facility. To avoid disruption of the learning process, Board members are to confer with the campus principal or facility supervisor 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 or business operations environment.
- Board members will give the campus principal or facility supervisor twenty-four (24) hours notice regarding an intent to visit.
- Board members shall check in with the principal's office or main facility entrance upon arrival and follow all campus guidelines for visitors. Board members shall display their district name 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)

Section 4.5 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, following Board Operating Procedures.

Section 4.6 Board Member Communication with the Media

- The Board President or designee will serve as the Board's spokesperson to the media on all 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.
- 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 media.
- 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.

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

Section 4.7 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 motto.
- 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."
- Members should not speak negatively about another member, Superintendent, or staff in the community.
- Direct complaints or concerns regarding District operations to the Superintendent.
- Avoid making statements indicating bias or prejudice on contested matters pending hearing before the Board.
- When a Board member is invited to speak as a Board member, the invited Board member will notify the Board President at least 5 business days before the event. Board member shall include in their presentation/comments that they are not speaking on behalf of the Board.

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

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

Section 4.8 Board Member Response to Electronic Communication

- Board members are encouraged to respond to phone calls, and 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 of any position/action the Board has officially taken on the subject.
- If all Board members receive the original communication, then the Board President will respond in conformity with the open meetings law.
- When the Board President is not included in the original communication, the member who received the communication will forward to the Board president and not copy other members.
- 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. In compliance with open meetings laws, the Superintendent will apprise all Board members, if deemed necessary.
- Non-threatening anonymous communications should be shared with the Superintendent.
- **Policy Ref: BBE (LOCAL), BBF (LEGAL), GBA(LEGAL)**

Section 4.9 Board Member Use of Social Media

- Board members should refer to the CFBISD Employee handbook for guidelines and expectations concerning the use of Social Media. The social media protocols are outlined in the [CFBISD Employee Handbook](#).
- Board members who participate in social media platforms with other Board members, should avoid online conversations (e.g., posts) concerning matters related to the District as such communications could constitute “deliberations” for purposes of open meeting laws.
- Board members who participate in social media platforms, should avoid posting communications that could be construed as speaking for the Board as a whole. **Policy Ref: BBE (LOCAL), BBF (LEGAL)**

Section 5 Meetings

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 are 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 Building Board Room on the first Thursday of every month (exceptions do apply). These meetings are preceded by a pre-meeting. The purpose of the premeeting 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 within three business days 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 permitted by law. Action by the Board cannot be taken in Executive/Closed session. Any action on items discussed or deliberated in Executive/Closed Session must be taken in open meeting. 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 as permitted by law. No formal action is taken in a work study.
- 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.

Related Policies: BE(LEGAL), BE(LOCAL), BEC(LEGAL), BED(LEGAL), BED(LOCAL) DGBA(LEGAL), DGBA(LOCAL), FNG(LEGAL), FNG(LOCAL), GF(LEGAL), GF(LOCAL)

Section 5.1 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 Executive/Closed Session to address agenda items as allowed by the Texas Open Meetings Act. Prior to entering a Executive/Closed Session, the Board President shall announce in Open Session that an Executive/Closed Session will occur and cite the applicable provisions of the Texas Open Meetings Act that authorizes the session.
- No action will be taken in Executive/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 Executive/Closed Sessions except when the Board is in Executive/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 an Executive/Closed Session to maintain the information discussed in Executive/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 are permitted to attend or participate in Executive/Closed Sessions.

Policy Ref: BEC (LEGAL)

Section 5.2 Board Meeting Agenda Development

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 no later than 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 policy and/or operational procedures.
- Board members may request items be added to an agenda by following the expectations outlined in Board policy BE (LOCAL).
- 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)

Section 5.3 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 the 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 through a shared document about agenda items or requests for additional information about them to the Superintendent or his/her designee no later than the end of the day the Monday prior to the board meeting to allow for sufficient time for a response.
- Board members should carbon copy (cc) the Board President on communications with the Superintendent about board meeting agenda items.

- Responses to agenda questions will be provided by the Superintendent to all Board members. 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.

Policy Ref: BE (LOCAL)

Section 5.4 Board Participation in Discussion, Debate, and Voting During Board Meetings

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 (e.g., e-mail, text message) with anyone else during a Board meeting.
- All Board members are expected to conduct themselves with professionalism, respect, and 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: BBF (LEGAL) BE (LOCAL), FL (LEGAL), FL (LOCAL)

Section 5.5 Board Meeting Audience for Guests

- Each person who desires to speak at Audience for Guest must complete and submit the required written form in advance of the meeting.

- Each speaker is limited to three minutes. Time for each speaker will be kept. A speaker may not use the 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.
- 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)

Section 5.6 Board Meeting Videoconference Participation

In recognition of the need to provide Board Members with limited flexibility to participate in regular meetings, special meetings, and work study when in-person attendance is not feasible, and with an understanding of the additional planning and administrative burden that videoconferencing places on staff, the following procedures shall apply:

- Each Board Member may attend one regular meeting, special meeting or work study via videoconference per school year (August – July).
- To preserve the confidentiality of Executive/Closed Sessions, any Board Member attending via video conference may participate only in the open portion of the meeting.
- A Board Member intending to participate via videoconference shall notify the Board President in advance by email and copy the Superintendent to allow sufficient time for staff to implement videoconferencing procedures in accordance with Board Policy.
- Board Members participating via videoconference are expected to review and comply with all applicable legal and local policy requirements. The participating member shall ensure that their audio and video connection is active, clearly audible and visible, and continuously broadcast during the meeting. Loss of audio or video connectivity may result in the member being considered absent for that portion of the meeting, in accordance with law.

Policy Ref: BE (LEGAL) BEC (LEGAL)

Section 6 Committees

Section 6.1 District Liaison Committees

The Board President will work with the Board Vice President to appoint Board Liaisons to district committees. The role of the liaisons shall be to facilitate regular and smooth communication to and from the Board, to provide Board support and information, and to support committee operations. Liaisons serve only in an advisory (non-voting) capacity and are not included when determining quorum

(unless required by law). Other special committees may be formed on an as-needed basis and liaisons will be appointed by the Board President.

- 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 the 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 whom 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.

Policy Reference: BDB (LOCAL), BDF (LEGAL)

Section 6.2 Board Sub-Committees

The Board President will work with the Board Vice President to appoint Board sub-committee members to work collaboratively to support a particular area and to prepare, draft documents or other work products for the Board’s review and adoption through serving on standing board subcommittees. Meeting minutes shall be taken for each meeting. Each subcommittee must include at least one board member who serves a two-year term, while the remaining members rotate. Exceptions may be made if this requirement cannot be met due to board elections.

Section 6.2.1 Governance Subcommittee

Purpose: Make policy and procedural recommendations to the Board for efficient governance.

Meeting Frequency: Upon receipt of requested review or update of policy or Board Operating Procedures (BOP), sub-committee shall meet within 2 weeks. The sub-committee shall determine and set any other meeting schedule depending on the work to be completed.

Roles and Responsibilities:

- Receive and review requested updates to Local policy from all stakeholders
- Make Local policy update recommendations to Board for approval
- Receive and review requested updates to Board Operating Procedures (BOP) from Board Members

- Make BOP update recommendations to Board for approval

Section 6.2.2 Leadership Subcommittee

Purpose: Facilitate Superintendent evaluation and legislative work in consultation with the Board.

Meeting Frequency: Monthly, but will decide two weeks prior if the meeting is needed.

Roles and Responsibilities:

- Facilitate Superintendent evaluation calendar and activities
- Facilitate legislative priorities and engagements

Section 6.2.3 Operations Subcommittee

Purpose: Facilitate consistent facility and financial reporting and budget development.

Meeting Frequency: Monthly, but will decide two weeks prior if the meeting is needed.

Roles and Responsibilities:

- Attend meetings with the external auditor
- Meet with staff to facilitate consistent financial reporting and budget planning processes
- Meet with staff to facilitate consistent facility updates.

Section 7 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 a 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 call of the meeting will include a provision for an Executive/Closed session for the purpose of reconstituting the officers of the Board.

- a. During the Executive/Closed session, the Board will discuss the duties and qualifications of a public officer.
- b. When reconvened in open session the presiding officer will preside over the election. The current presiding officer will entertain nominations. If additional nominations are made, then each office will be voted on separately by the Board according to Robert’s Rules of Order. The Board will vote for each office in turn, beginning with the Board President. If there is more than one nominee for a position, the candidate will be voted on in the order of their nomination.
- c. Newly elected officers will assume responsibility for their office immediately upon election to the Board Office

The immediate past president and the newly elected president shall meet with the Superintendent within one week of the election of officers to review matters pending, to ensure the newly elected president has all the information required of the office, and to be sure all operating procedures are completed in a timely manner.

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)

Section 8 PERSONNEL

Section 8.1 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.

Section 8.2 Evaluating the Superintendent

- The Board will evaluate the performance of the Superintendent at least annually. The evaluation shall be discussed during an Executive/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), BJCD (LOCAL); DC (LOCAL)

Section 8.3 Other 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: BJA (LEGAL), BJA (LOCAL), DC (LOCAL)

Section 9 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

Section 10 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 the creation of a shared vision that promotes enhanced student achievement.
 - The Board keeps the District focused 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.

Section 11 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.

November 2, 2023	Motion by Randy Schackmann, second by Carolyn Benavides, passed with 7 in favor, 0 opposed to approve the Board Operating Procedures as amended.
April 3, 2025	Motion by Kim Brady, second by Ileana Garza-Rojas, passed with 7 in favor, 0 opposed to approve the Board Operating Procedures as amended.
April 2, 2026	Motion by Kim Brady, second by Ileana Garza-Rojas, passed with 7 in favor, 0 opposed to approve the Board Operating Procedures as amended. Those in favor: Cassandra Hatfield, Kim Brady, Ileana Garza-Rojas, Randy Schackmann, Marjorie Barnes, Paul Gilmore, and Carolyn Benavides.

Section 12 Appendix D: New Board Member Checklist

Task	Contact	Timeline	Date Completed
What to Expect at the First Board Meeting <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 	Board President	Prior to first meeting	
Overview of Training Requirements and Opportunities <ul style="list-style-type: none"> • My CEC for logging credit hours • TASB Summer Leadership Institute (SLI) • TASA/TASB Convention • North Texas Area Association of School Boards (NTAASB) • Required Trainings • Training Allocation Budget 	Board President	After First Meeting	
Overview of Board <ul style="list-style-type: none"> • Review Online Policy Database Structure • TASB Website Use • Electronic Communication Management 	Board President	After First Meeting	
Overview of the District <ul style="list-style-type: none"> • Roles and Responsibilities <ul style="list-style-type: none"> ○ Board Member Ethics ○ Board Officers ○ Superintendent ○ Board Administrative Secretary (Staff) ○ Superintendent Secretary • District Information and Data <ul style="list-style-type: none"> ○ Collaborative Vision 2030 ○ District Improvement Plan ○ Campus Improvement Plan ○ CFB Quick Facts • 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 	Superintendent and Board President	Prior To or After First Meeting	

Task	Contact	Timeline	Date Completed
Using BoardBook	Board Administrative Secretary	Prior to First Meeting	
Technology <ul style="list-style-type: none"> • Computer • Email User ID and Password 	Board Administrative Secretary and Technology	Prior to First Meeting	
Getting Started <ul style="list-style-type: none"> • Conflict of Interest Form • Photo • Personal Profile for District Website 	Board Administrative Secretary	Prior to First Meeting	
New Board Member Readings <ul style="list-style-type: none"> • Getting Started as a New Board Member (TASB) • The Governance Core (Book) 	Board Administrative Secretary	Within first week of being sworn in	
Materials <ul style="list-style-type: none"> • Nametags • Logo Apparel • Parking Pass • Events Passes 	Board Administrative Secretary	Within first month of being sworn in	
Overview of Board Member Travel <ul style="list-style-type: none"> • Hotel • Transportation • Expense allocation • Expenses allowed and reporting 	Board Administrative Secretary	Prior to first travel / training event	
Overview of Departments/Meet with Department Leads <ul style="list-style-type: none"> • Leadership and Learning/Special Services • Human Resources • Operations • Student Services • Finance • Communications • Safety and Security • Technology 	Board Administrative Secretary	Within the first 90 days	
Refresh and Review <ul style="list-style-type: none"> • As needed, refresh on any of the above as the Board member would like. • New Board member should provide feedback on other items that should be included 	Determined by Topic	Through-out first year	