

Clear Creek Independent School District



Board of Trustees and Superintendent Core Values Team Operating Procedures 2020-2021

Mission Statement

The mission of the Clear Creek Independent School District, the visionary leader igniting learning for all, is to ensure each student achieves, contributes and leads with integrity in a safe and nurturing environment distinguished by authentic relationships, service before self and the spirit of exploration.

Board of Trustees **2019-2020**

Dr. Laura DuPont, President
Jay Cunningham, Vice President
Arturo Sanchez, Secretary
Scott Bowen, Member
Jennifer Broddle, Member
Page Rander, Member
Win Weber, Member

Superintendent of Schools Greg Smith, Ph.D.

**Clear Creek Independent School District
Board of Trustees' and Superintendent's
Core Values**

The Clear Creek Independent School District leadership team's core purpose is to educate our students well in order to enrich our society fully. Each member of the team upholds our core values through integrity, honesty, trust, fairness, and respect toward all. Our core values guide our decision-making and inform the community of the qualities we hold most dear in our roles as school district leaders.

1. **THE LEARNING COMMUNITY: We are committed to enabling quality public education.**

Quality public education matters to every citizen. We firmly believe that what we are doing in educating our students is of vital importance - to individual students, to their families, to our community, and to society as a whole. Everyone's quality of life is enhanced when our students and schools thrive. *The Learning Community is our Societal Value.*

2. **STUDENT SUCCESS: We are committed to sustaining an environment in which each student can and will succeed.**

Doing what is best for each student is our highest priority. We believe each student has the potential to enrich society by becoming a valuable, productive citizen. Our responsibility and our passion are to support each student's quest to reach his/her potential. *Student Success is our Ultimate Value.*

3. **CORE VALUES: We are committed to trustworthiness, respect, responsibility, fairness, caring and citizenship for others in everything we do and say.**

We will conduct ourselves with dignity, respecting one other, our students and staff, and our community. We will behave civilly and respectfully. We will make decisions openly, honestly, and in ways that will merit trust. We will be considerate of the opinions of others and treat them with dignity and respect. We will not allow personal agendas get in the way of doing the right things in the right way for the right reasons for the greater good. *Core Values are our Individual Value.*

4. **LEADERSHIP: We will model the highest standards of leadership in words and deeds, and we expect everyone in CCISD to do the same.**

We understand that our community entrusts to us to educate and equip students to excel. We further recognize that we serve our community, students and staff best when we work to excel at everything we undertake. We accept the responsibility to provide leadership to achieve CCISD's goals. We strive to communicate effectively within the school district and across the community. We understand that we are accountable to be good stewards of our taxpayer's money. *Leadership is our Responsibility Value.*

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Clear Creek Independent School District Board of Trustees and Superintendent Team Operation Procedures

Purpose of the Team Operating Procedures: Board/Superintendent Team Operating Procedures are intended to create more efficient meetings, to enhance teamwork and to make trustees more effective board members.

I. Ethics and Conduct

- A. **Trustee Code of Ethics:** Trustees should adhere to the Board Code of Ethics. (BBF LOCAL)
- B. **Trustee Conduct:** In all cases, trustees should behave in a professional, courteous manner that reflects positively on themselves and the school district. In this regard, trustees should refrain from making statements designed to elicit a show of support from the audience during meetings. Trustees should refrain from grandstanding on highly charged or emotional issues and should refrain from points of personal privilege, compliments, or other actions that may have unintended consequences for the Board. (BBF LOCAL).
- C. **Open Meetings:** Trustees shall adhere to the State of Texas' Open Meeting Act in all of their dealings with one another.
- D. **Media and Community Relations:**
The Board President or designee will be the spokesperson for the Board to the media on issues that relate to (a) Board operations, (b) Board actions, or (c) Board positions which have been approved by the Board. Individual Trustees do not have the authority to give media statements on behalf of the Board without Board approval in a duly called Board Meeting in accordance with the Texas Open Meetings Act. Statements will not be made to the media regarding confidential student, personnel, or other matters protected by law. Trustees should refrain from making statements to individuals or to the media that would be interpreted as critical of other trustees or of the outcome of a vote.
- E. **Legal Issues:** In matters concerning legal issues or principles, trustees should refrain from commenting on active cases or hypothetical situations.
- F. **Confidential Information:** Trustees should not disclose information that is privileged or confidential (BBE and BBF LOCAL).

II. Officers and Committees

- A. Board Officer Selection:** The Board elects officers at the May regular Board meeting.
- B. Board Officer Transition:** Trustees should work with one another to assure a smooth transition across officer assignments by transferring all written materials to their successors, by meeting with them to discuss current issues, and by assisting in other ways as needed.
- C. Board Officers:**

1. Board President

- a. Presides at all meetings of the Board of Trustees (BDAA LOCAL);
- b. Collaborates with the superintendent in the preparation of all agendas (BE LOCAL);
- c. Coordinates the appointment of Trustees to standing committees, external committees, ad hoc committees, and task forces (BDAA LOCAL);
- d. Serves as formal communication link between the Board (taken care of by “Board” vs “Trustee”) and the superintendent;
- e. May act as official spokesperson for the Board on critical issues and represent the Board at district, community and social functions, as appropriate;
- f. Will vote in open session on all issues, including those that are considered from closed session (BDAA LOCAL);
- g. Builds consensus among Team members;
- h. Serves as ex-officio member on all Board committees;
- i. Serves on the Executive Committee;
- j. Holds Team to these agreed upon Operating Procedures; and
- k. Accepts other duties as assigned in BDAA LOCAL.

2. Board Vice President

- a. Acts for the president in cases of his/her absence;
- b. Assists the president as requested;
- c. Serves on the Executive Committee; and
- d. Accepts other duties as assigned in BDAA LOCAL.

3. Board Secretary

- a. Signs documents on behalf of the Board;
- b. Serves on the Executive Committee; and
- c. Accepts other duties as assigned in BDAA LOCAL.

D. Board Committees:

- a. **Committee Selection:** The Board of Trustees selects committee members for all standing committees and external committees at the June workshop or the regular June meeting. The president coordinates the selection process. No trustee will be able to serve on more than one Standing Committee unless each trustee has 1 Standing Committee assignment (not including Executive

Committee). There should be no limits placed on trustee assignments to External or Ad Hoc Committees other than as may be appropriate to ensure each trustee remains visible in the community.

- b. **Committee Transition:** Trustees should work with one another to assure a smooth transition across committee assignment by transferring all written materials to their successors, by meeting with them to discuss current issues, and by assisting in other ways as needed.
- c. **Operations:** In accordance with policy BDB (Local), board committees shall be fact-finding, deliberative, and advisory, but not administrative. The role of the standing and special board committees shall be limited to the finding of fact and formulation of recommendations for action by the Board. Committee recommendations do not become policy unless and until they are adopted by the Board. Committees should post meetings with the administration, provide an agenda and minutes for all meetings to be sent to all Board members and the superintendent. Goals for each standing board committee will be established by August of each year.
- d. **Standing Board Committees:**
 - i. **Executive Committee**

Membership: President, Vice-President, and Secretary

Responsibilities

 - Meets on issues as referred to the Committee by trustees, the Board, or the Board president;
 - Oversees the team Operating Procedures Review Process;
 - Coordinates the annual Board self-assessment;
 - Sets meeting agendas in collaboration with the Superintendent
 - ii. **Policy Committee**

Membership: 2 members and one alternate in active legislative years;
3 members in non-active legislative years.

Responsibilities:

 - Meets with administration to discuss policy and procedures that affect CCISD, its students and staff;
 - Assists the administration to prepare recommendations for policy and procedures; and
 - Suggests methods for policy and process improvement, as appropriate and necessary.
 - iii. **Finance Committee**

Membership: 2 members and one alternate

Responsibilities:

 - Meets with administration to discuss fiscal and audit issues that affect CCISD, its students and staff;
 - Assists the administration to prepare recommendations for budget and financial issues; and

- Suggests methods for improvement in fiscal and auditing affairs, as appropriate and necessary.
- iv. Legislative and External Affairs Committee
- Membership: 3 members in active legislative years; 2 members and one alternate in non-active legislative years.
- Responsibilities:
- Meets with administration to discuss legislative and external affairs issues that affect CCISD, its students and staff;
 - Assists the administration to prepare recommendations for legislative issue; and
 - Suggests methods for improvement of legislative affairs, as appropriate and necessary.
- e. External Committees and Ad Hoc Committees:
- i. External Committees: The President coordinates the appointment of trustees to serve on external committees as ex officio members. These appointments will be documented at the regular June board meeting and will take effect starting in July.
- ii. Ad Hoc Committees and Task Forces: The Board may appoint trustees to district and task force committees at any time, although unless mandated by a government agency or determined by unanimous vote of the Board, trustees should refrain from serving on District task forces. The purpose of committees is to receive representative and Board input and assistance from across the District on issues impacting its communities of schools and citizens. Typically, committees provide draft recommendations to the Board in a workshop setting and exchange input and understanding. Final proposals should then be provided to the Board within a time frame that will allow adequate review prior to Board action. When serving in the capacity of committee/task force member, trustees may provide insight to the other members of the task force, but the trustee should refrain from dominating the discussion or meeting, should not publicly criticize the committee's work, and should refrain from voting on the committee's recommendations that may eventually reach the Board.

E. Parliamentarian:

The Board of Trustees appoints a parliamentarian at the regular June meeting. The parliamentarian advises the presiding officer, when asked, on matters of parliamentary procedure. The presiding officer has the prerogative of accepting or rejecting the parliamentarian's opinion. The parliamentarian is not an officer (unless he/she also serves as vice president or secretary of the board). Robert's Rules of Order, Newly Revised edition, shall govern the protocol for all board meetings, except as superseded by local policy or the team operating procedures.

III. Board Meetings

A. Board Meetings and Agendas (BE LOCAL and Robert's Rules of Order, Newly Revised Edition)

1. Regular Board Meeting and Agenda: The board meets monthly on the fourth Monday, unless specified otherwise by the president. Complete board agendas will be posted the Friday before the regular monthly meeting. Trustees should submit requests for additional information no later than noon on the day of the regular monthly board meeting so that administration has ample time to compile responses.
2. Workshop and Workshop Agenda: Workshops are scheduled for items requiring lengthy presentation and discussion. Workshops abide by Texas Open Meeting Act requirements and have a posted agenda and minutes. Agendas for workshops should be transmitted to the Board at least four days prior to the meeting.
3. Special Meetings and Agenda: Special meetings are called in accordance with BE LOCAL. Agendas for special meetings should be transmitted to the Board at least four days prior to the meeting.
4. Consent Agenda: A consent agenda should be used whenever possible - BE Local.
5. Administrative Presentations at Board Meetings: The president should coordinate administrative presentation topics, time allocations, and presentation format with the superintendent.
6. Reasonable and appropriate time for consideration of an issue: The Board should consider and vote, as appropriate, on agenda items and items about which the information has been provided prior to the meeting, thus allowing the Board to consider each issue and agenda item in a manner consistent with good decision making. In cases in which information is brought to trustees without adequate time for consideration, trustees should not be coerced into taking action on any issue until adequate time has been allotted to review all information provided. In all cases, the Board should avoid pressure votes.
7. Timed Agenda: The board may use a timed agenda for all monthly meetings. The president and superintendent should set, and have authority to modify, time limits as needed.
8. Review of Board of Trustees and Superintendent Core Values and Team Operating Procedures, Annual Goals. The Board should review and reaffirm its core values, team operating procedures and goals annually in an appropriate forum within 60 days following an election of trustees.

B. Board Deliberations

1. **Deliberation:** After a motion is on the floor, it is appropriate to state concisely (typically less than two minutes) why a trustee should or should not support the motion. The Board should act swiftly and move forward. Policy BE Local provides for rules to be suspended at any meeting by majority vote of the members present; therefore, four trustees can vote to extend time on any item under discussion. Trustees should refrain from debating with one another during deliberation. Statements should be made based on facts presented, rather than in response to comments made by other trustees. The operating principle during deliberation shall be “Individual choice-mutual respect.”
2. **Abstentions:** Trustees should be encouraged to vote on all issues (BBFA LEGAL), except in cases in which there is a potential for conflict of interest.

C. Board Decision Making

1. **Votes:** A majority of the Board present at a duly called meeting decide an issue once a motion has been made and seconded. After the Board has voted, each decision is an action by the whole and binding upon each member.
2. **Trustee Not in Support of Policy or Decision:**
 - a. **General Guideline:** A trustee not in agreement with a policy has the right, duty and obligation to bring the issue before the Board. The policy can then be reviewed and discussed in open meeting and, if a majority of the Board wishes, revised (BBE and BBF LOCAL).
 - b. **Disagreement with a Recommendation:** If a trustee is not in agreement with a recommendation, his or her position should be stated prior to voting. Disagreement with a decision should be expressed when or if the decision comes before the Board again. Disagreement should be openly discussed with other trustees. (BBE and BBF LOCAL).
 - c. **Reconsideration of a Board Decision:** A trustee who was on the losing side of a vote, or who abstained during a vote, may have the item placed back on the agenda for reconsideration after a year has elapsed. Any two trustees who were on the prevailing side of a vote, or an individual trustee who was absent during a vote, or an individual trustee who was not a member of the Board at the time of a vote, may have the item placed back on the agenda for reconsideration at any time. The actual motion for the action is from a prevailing trustee, however any trustee can make a second on that action item.
3. **Renewal of Agenda Items That Have Been Tabled, Postponed, or Upon Which the Board Declines to Take Action:**

- a. Deliberation of an agenda item may be “tabled” (i.e., set aside temporarily when something else of immediate urgency has arisen) by adoption of a motion to “Lay on the Table.” At any time after the interrupting business has been disposed of, deliberation of the agenda item may be resumed by adoption of a motion to “Take from the Table.” If the board does not take up the tabled item by the end of the meeting, the item should automatically be placed on the agenda for the next meeting.

Note: Since the motion to “Lay on the Table” is undebatable, it is out of order if the evident intent is to kill or avoid dealing with a measure, in which case the motion to “Postpone Indefinitely” should be used instead (see paragraph “c.” below).

- b. Deliberation of an agenda item may be postponed to a specific time in the future by using the motion to “Postpone to a Certain Time.” If adopted, deliberation of the agenda item ceases, and the item should automatically reappear on the agenda at the designated time.
 - c. If the Board chooses to take no action on an agenda item, or adopts the motion to “Postpone Indefinitely” (i.e., to cease deliberation of an agenda item for the remainder of the meeting), any trustee may place the item on a future agenda a second time. If, the second time, the Board again chooses to take no action on the item, or again adopts the motion to “Postpone Indefinitely,” the item should be considered “disposed of” and may not be placed back on the agenda until six months have elapsed.
4. When considering action on the Superintendent's recommendations the Board should focus on the integrity of the underlying decision making process, including, but not limited to conformity with established district policies and operating procedures. For example, in case of personnel recommendations, the Board should consider each recommendation with focus on criteria used to arrive at that recommendation rather than on specific attributes of a candidate.

D. Conduct During Meetings

1. Trustees’ Conduct in Open Sessions and Community Input Periods: The trustees should act in a civil, respectful manner in all cases. (BED LEGAL and LOCAL
2. President’s Role During Community Input: The president directs community input. The president should inform those presenting to the Board to act in a civil, respectful manner in all cases. In instances of abusive or inappropriate behavior, the president may call for recess, suspend the presentation, or otherwise restore order to the session. The president should request that the superintendent or his/her designee should respond to presenters after Community Input, as appropriate, within 10 days.

3. Trustees' Conduct During Community Input: Trustees should not respond to presenters during community input. If a trustee seeks clarification, he or she should direct the question to the president or the superintendent. A staff member should set a timer for appropriate time limitations prior to presentation and give notice when presenter is approaching end of allotted time.
4. Inappropriate Topics for Open Session: Trustees should refrain from discussing any employee's or other individual's performance issues in open session. Specific issues of this type should be referred to appropriate administrator for consideration. If necessary, Board may adjourn to Executive Session to discuss this type of issue, in accordance with the Texas Open Meeting Act.

IV. Communications Between Meetings

Note: In the following paragraphs, the word "communications" refers any message, oral or written, regardless of the medium, including, but not limited to, telephone calls, e-mail messages, faxes, or face-to-face meetings.

- A. Communications Between Trustees and the Superintendent:** Trustees should respect the superintendent's and administration's schedules and exercise courtesy by calling ahead for an appointment rather than dropping in or calling too often. Whenever possible, trustees should submit comments and questions to the superintendent in writing. In all respects, the interactions and the relationships between the trustees and the superintendent should be civil, respectful, and professional.
- B. Communications Among Trustees:** Communications related to Board business must not be sent from one trustee to more than two other trustees, even if no reply is requested, expected, or received. Board business is defined as any matter that is pending or any matter that may be brought before the board whether related to finance, policy, students or personnel. Trustees who have received messages should not forward them or reply all if the result is that a quorum of trustees receives the message. The message should be forwarded to the superintendent who will then determine the appropriate method for communicating to others. Trustees should not use "blind carbon copy (bcc:)" when sending e-mail to other trustees. If a trustee wishes to provide information to the entire board, the information should first be submitted to the superintendent, who should then provide the information to the entire board. Electronic communication among trustees, whether via text, email or even on social media, carries with it the risk of inadvertently establishing a "walking quorum" in violation of the Texas Open Meetings Act.

Exception: Communications that are completely unrelated to public business or public policy over which the board has supervision or control are allowed. Examples of this type of communications are organizing a group trip to a conference, discussing the collection of money for a flower arrangement, organizing seating of the board at a social function, or scheduling a date and time for a workshop.

- C. Communications Between Trustees and District Employees:** Trustees should not communicate with district employees without the express knowledge and consent of the superintendent.

Exceptions:

- Trustees have the same rights as other parents to communicate with district employees regarding issues involving their own children.
- Trustees have the right to communicate with district employees in personal conversation and social settings, as long as such communication does not circumvent the role and authority of the superintendent. Circumvention occurs when the trustee's intent is to persuade employees, direct employees, elicit a position from employees, or obtain information from employees without the superintendent's knowledge and consent.

D. Social Media: Trustees shall refrain from the use of both social media and/or contacting the media to discuss district business. While a trustee may intend for his or her posted information on social media to be personal or informal, the public may perceive the communication as official district business. Social media postings by a trustee expressing an opinion on pending matters may be considered evidence of bias or prejudice on the issue. This evidence of bias may be used to exclude the trustee or call into question the validity of board action if the biased trustee casts a deciding vote. When using social media, trustees should use the guidelines suggested in the TASB document, “Social Media Guidelines for School Board Members” which is located in the Board Portal.

V. Requests for Information and Action

- A. Trustees’ Requests for Information:** Trustees should direct all requests for information or reports through the superintendent’s office. No trustee 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.
- B. Trustees’ Requests for Action:** Directives to the superintendent or other staff regarding the generation of new reports should be made by Board action. (BBE LOCAL).
- C. Trustee’s Agenda Specific Requests for Information:** Trustees should submit requests for information pertaining to agenda items as early as possible to allow administration time to prepare a response. The superintendent should inform the requesting trustee if administration is unable to comply with the request prior to the meeting and the information should be prepared as soon after the meeting as practical. If the superintendent determines that the request requires an unusually high amount of resources, the superintendent should resolve the issue with the board president.
- D. Responses to Trustees:** Any information or reports prepared for one trustee should be delivered to the remaining trustees simultaneously.
- E. Trustee Responses to Citizen Requests or Complaints:**
1. Trustees retain 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 Trustee should do the following:

- Clarify that they are speaking as an individual and not for the Board.
- Remind the individual that official statements of the Board are made only by the Board President (or their designee).
- Remind the individual of the position or action of the Board related to the issue in question.
- Communicate citizen requests or complaints directly to the superintendent in writing.

- Urge the citizen to follow the appropriate school hierarchy (e.g., the chain of command beginning with the teacher-principal-assistant superintendent-associate superintendent of instruction-superintendent) to resolve the issue or complaint (BED LOCAL).
2. Communication addressed to all Trustees will be answered by the Board President on behalf of the Board. The Board President will respond to such communication as soon as practical and, for critical issues, will send the response to the Superintendent to be included in the Friday report.
 3. If a trustee believes the entire Board was a recipient under separate cover, the trustee should forward the correspondence to the Board President and ask if they will be responding or confirm the receipt of such correspondence by the Board President.
 4. Trustees will not respond to any anonymous communications. Any such communication, pertaining to criminal, health or safety issues, will be forwarded to the Superintendent for action. Other Trustees will be informed, if appropriate.
 5. Superintendent's Response: The superintendent should respond in a timely manner and all trustees should receive the same information. If the request or complaint is appropriately to be referred to the Board agenda or to closed session, the superintendent should do so through the normal process.

F. Trustee Response to Employee Requests or Complaints (BBF & BED LOCAL)

Trustees should not discuss district business directly with employees as the effectiveness of the superintendent or others may be undermined. If an employee wants to discuss district business with the trustee, the trustee should:

1. Advise and encourage the employee to follow appropriate channels within the district's organizational structure.
2. Submit a written summary of the situation to the superintendent, if the request or complaint involves activity that is serious enough to warrant the superintendent's review. For example, such matters might include, but not be limited to, harassment, discrimination, illegal activities, or fear of retaliation for discussion of situation.

G. Trustee Contact with Vendors

Individual board members shall not directly or indirectly communicate with vendors or bidders to the district regarding any pending bid or contract proposal without express prior authorization of the board.

H. Trustee Contact with Outside General Counsel

Communication with outside general counsel shall be through the board president. Individual board members who have questions or requests for information, shall send them to the board president for referral to outside counsel. This is to ensure that all trustees receive the same information and to avoid sending duplicate questions to the attorney.

VI. Trustee Visits to Campuses

- A. **Procedures for campus visit:** Trustees should:
1. Visit campus in her/his role of parent. However, if there is any doubt of the trustee's role, the trustee should notify the school principal prior to the visit.
 2. Notify the superintendent's office, in advance, of the time and purpose of an uninvited visit or any visit to a campus that one may make in the role of trustee.
 3. Use good judgment with regard to actions, discussions and frequency of visits.
 4. Trustees interested in volunteering on a campus must complete a CCISD volunteer criminal history check through the online process.
- B. **Actions to avoid regarding campus visits:** Trustees should not:
1. Make presentations or act on behalf of the Board during campus visits, unless duly authorized by the Board as a whole, and
 2. Inspect campuses, observe personnel, or engage in other administrative activities, unless duly authorized by the Board as a whole.

VII. Team Operating Procedures Agreement

- A. **Purpose:** These procedures are a voluntary agreement among the Board of Trustees and the superintendent on how one should conduct oneself as a trustee and as a member of the board.
- B. **Issues of Precedence:** In the event statements in this document conflict with federal law, state law, or local board policy, then those laws and policies take precedence.
- C. **Review Process:** The team operating procedures should be reviewed annually.
1. During the annual review process, any Board member may add, change, or modify anything in these procedures, subject to Board approval.
 2. Should trustees propose changes at other times of the year, unanimous agreement for the change is necessary.

VIII. Reimbursable Board Travel and Training Opportunities

- A.** All Board Member training travel, paid for by CCISD, must have a direct benefit on the Board Members ability to perform as an effective Board Member and within the District's Mission. Travel reimbursement shall be approved by the Executive Committee. Generally, the district will not pay for membership in special group organizations, with the exception of TASB, and approved expenses related to identified advocacy priorities.
- B.** The Board should budget for travel for all Board Members to attend the annual TASB Conference.
- C.** If funds permit, reimbursement for other governance or training opportunities, conventions, education-related conferences, or other purpose relevant to the work of the Board by Board Members may be allowed, if preapproved by the Executive Committee.
- D.** Other than the annual TASB Conference, for a conference training opportunity to be eligible for reimbursement, it must meet the following criteria:

 - Meet the criteria for Board continuing education hours, as defined by statute.
 - Be located within the 48 contiguous United States.
 - Be limited to the day(s) of travel that serve the Board purpose (i.e. expense related to additional days added for personal use will not be reimbursed by the district).
- E.** Payment for authorized and documented travel expenses will be made in accordance with legal and local requirements.
- F.** Following the completion of travel, a Board Member must submit receipts for allowable expenses to the Superintendent's office for reimbursement and provide a summary of the sessions attended.
- G.** Frugality will be honored when making travel arrangements. At times a Board Member may need to change travel arrangements that may incur additional charges, if funds are available in the budget, reimbursement will occur.