

SAISD Board Operating Procedures

BOARD MEETINGS

Board Agenda Creation

1. The Board Chair, Vice Chair, Superintendent, and/or designee(s) shall review the agenda before it is printed and the Board Chair shall have final authority over whether any item on the agenda is placed in accordance with Board policy. At his/her discretion the Chair may delay placing a resolution for first reading on the agenda for not more than one (1) meeting if there are more agenda items than are manageable. In making this determination, the Board Chair will sort all potential agenda items into one of three categories: **Yes** it automatically is eligible to go on the Board meeting agenda, **No** it is not allowed on the Board meeting agenda, and **Maybe** it is eligible if it meets additional scrutiny.

Yes

- Goals: If the item is directly related to the setting or monitoring of the Board's adopted goals for student outcomes, then it may be placed on a Board meeting agenda.
- Guardrails: If the item is directly related to the setting or monitoring of the Board's adopted Guardrails, then it may be placed on a Board meeting agenda.
- Requirements: If the item is explicitly legally required of the Board (this is distinct from merely being an item related to legal matters or an item legally required of the district), then it may be placed on a Board meeting agenda.

No

- Personnel: If the item is personnel implementation related (as distinct from personnel policy related) but not about the Superintendent specifically and has not gone through the proper administrative procedures that would elevate it to being on a Board agenda, then it may not be placed on the Board's agenda.
- Vendors: If the item is vendor implementation related (as distinct from vendor policy related) and has not gone through the proper administrative procedures that would elevate it to being on a Board agenda, then it may not be placed on the Board's agenda.
- Board Member Resolutions: This is not a wise method of governance.
- Privacy: If the item violates an individual's legally protected right to privacy as defined by state or federal law, then it may not be placed on a Board meeting agenda.

Maybe

- Generally, if an item does not meet the "Yes" criteria above, the Board Chair should decline to place it on the agenda.
 - If the item is a managerial matter that has been delegated to the Superintendent but the Superintendent agrees that it should be considered by the full Board, then the item may be considered for placement on the agenda.
 - If the item is a governance matter and it has been discussed with the Board Chair who agrees that it should be considered by the full Board, then the item may be considered for placement on the agenda.
 - All other matters should be declined for placement on the Board agenda.

Board Agenda Timeline

- 12 Days Before Board Meeting: For each Board meeting the Superintendent will provide all items to be considered -- including legal documents, support materials, staff presentations, etc -- to Board Members at least 12 days prior to the Board meeting during which the items will be considered. The Superintendent will always provide recommendations for items that require Board approval. All consent-eligible items will be placed, by default, on the consent agenda. Once Board Members receive the materials, they may immediately begin submitting questions to the Superintendent. Any items not provided to the Board at least 12 days in advance will not be eligible for consideration and will be moved to the subsequent meeting agenda.
 - *For example, if the Board meeting is at 5pm on the 12th day of the month, the completed agenda and all documents associated with items on the agenda must be provided to Board Members no later than 5pm on the 1st day of the month.*
- 8 Days Before Board Meeting: Board Members will have 4 days to submit questions about the agenda items to the Superintendent.
 - *For example, if the Board meeting is at 5pm on the 12th day of the month, Board Members must submit their questions about agenda items no later than 5pm on the 4th day of the month.*
- 5 Days Before Board Meeting: The Superintendent will have 3 days to create a Q&A document of responses to Board Member questions.
 - *For example, if the Board meeting is at 5pm on the 12th day of the month, the Superintendent must provide responses to Board Member questions about agenda items no later than 5pm on the 7th day of the month.*
- 4 Days Before Board Meeting: Board members will have the following 1 day to request items be removed from the “consent” agenda and placed on the “regular” agenda for discussion and consideration. If at least three board members request an item to be moved from the consent agenda to the separate vote agenda by 75 hours prior to the board meeting, the Superintendent will immediately make the change. This is the only time before or during Board meetings that items will be able to be moved from the consent agenda to the separate vote agenda.
 - If Board members need to recuse themselves from participation in an item on the agenda because of a conflict of interests, they must declare that in writing to the Superintendent and copy the Board Chair. If the Superintendent receives a declaration, they will create a second consent agenda item -- a “recusal consent” agenda -- to place items on that are subject to a conflict of interests so that Board members can vote on the standard consent agenda without voting on an item on the conflicted consent agenda.
 - *For example, if the Board meeting is at 5pm on the 12th day of the month, Board Members must request items be moved from the consent agenda no later than 5pm on the 8th day of the month.*
- 3 Days Before Board Meeting: The Superintendent will post the final agenda 72 hours in advance of the meeting. The Board meeting agenda must include a copy of the Q&A document. No additional changes will be made to the Board agenda during the 72 hour period prior to the Board meeting.
 - *For example, if the Board meeting is at 5pm on the 12th day of the month, The Superintendent must post the agenda no later than 5pm on the 9th day of the month.*
- Day of Board Meeting: No additional additions to the agenda or removal of items from the consent agenda may be made to the Board agenda during the Board meeting. Motions to that effect will be ruled out of order by the Board Chair. Items may still be tabled to a future meeting.

Board Discussion Procedure

- For each agenda item where the Board Chair opens the floor for discussion, the Board Chair may offer any Board Member who wishes to speak the opportunity to do so for two minutes.
- If this procedure is used, once all Board Members have had an opportunity to speak for two minutes, the Board Chair may either:
 - Proceed with a vote, if a motion is on the floor
 - Proceed with another round of discussion where each Board Member is offered another two minutes to speak, if a majority of Board Members want another round
- Otherwise, the Board Chair will proceed to the next agenda item.

COMMUNICATION

Communication Between Board Members & Board Members

1. In their communication with each other, Board Members will:
 - a. Follow all applicable laws, including the open meetings laws.
 - b. Will be professional and assume best intentions.

Communication Between Board Members & Community Members

1. For general comments or feedback, the Board Member will:
 - a. Listen politely and respectfully.
 - b. Relay information about the District in a positive and truthful manner.
 - c. Refer the community member to take questions about specific District activities/issues to the appropriate staff person or spokesperson when they do not know the answers. Board members will not contact District staff on behalf of community members.
 - d. Board Members will listen respectfully and remain impartial.
2. For specific comments or complaints, the Board Member will:
 - a. Ask if the commentator/complainant has followed the District's procedures and/or chain of command.
 - b. If the commentator/complainant does not know the procedures or chain of command, the Board Member will assist the commentator/complainant in identifying the appropriate staff member or, if they are uncertain about the appropriate staff member, refer the commentator/complainant to the Board's administrative office to direct them further. Board members will not contact District staff on behalf of the commentator/complainant.
 - c. Where appropriate, Board Members will provide the commentator/complainant with information about the District's complaint procedures and the online system for filing complaints.
 - d. The Superintendent will maintain a system to ensure that Board Members are informed of the resolution of any referred comment/complaint.
3. The Board will create, maintain, and implement an annual community engagement calendar.
4. In their communication with community members, Board Members recognize that they may not commit board or staff to any particular action and that, unless authorized to do so, they may not speak on behalf of the Board.

Communication Between Board Members & Staff Who Do Not Report To The Board

1. Board Members will refrain from initiating communication of District business with any District staff except for the Superintendent or their designee.
 - a. All communications or reports to the board or individual board members from principals, supervisors, teachers, or other staff members shall be submitted through the superintendent.
 - b. All official communications, policies, and directives of staff interest and concern will be communicated to staff members through the superintendent.
2. If Board Members are contacted by District staff about District business without the direction of the Superintendent, Board Members will follow the procedure, "Communication Between Board Members & Community Members" and then notify the Superintendent of the contact.
3. Board Members are encouraged to visit schools, however, such visits shall be regarded as expressions of interest in school affairs and not as "inspections" or visits for supervisory or administrative purposes. Official visits by board members will be carried on only under board authorization and with the full knowledge of staff, including the superintendent, principals, and other supervisors.
 - a. As a courtesy to the Administration, Board Members will make every effort to notify the Board Office at least one school day in advance of visiting a campus if the school is not already aware of your visit. The Board Office will communicate with the campus administration and the Board Member to facilitate the visit being mutually convenient and productive.
 - b. Board Members must check in at the principal's office and follow campus guidelines. All Board Members visits are to be escorted or directed by a staff member designated by the principal.
 - c. Board Members may communicate with any staff member without interrupting scheduled learning periods or interfering with the learning process. Board Members will not assume a supervisory role with staff or students.
 - d. Board Members will not participate in staff activities unless specifically requested to do so by a campus administrator.
 - e. This does not pertain to visits as a parent, as a spectator to school events, or other events open to the general public.

Communication Between Board Members & Staff Who Report Directly To The Board

1. It is normal and appropriate for Board Members to be afforded the privilege of meeting with the Board's Direct Reports on a regular basis. It is also common for the Board Chair and the Superintendent to meet more than once per month for the purpose of organizing the Board meeting agenda and other Board functions.
2. In their communication with staff who report to the Board, Board Members will honor that the staff report to the Board and not to any individual Board Member including the Board Chair.
 - a. All requests made by Board Members should be made to the Direct Report or their designee.
 - b. If a Board Member makes a written request for a document that already exists, the Direct Report will provide it no later than seven (7) business days after the request.
 - c. If a Board Member makes a written request for a document that does not already exist that the Direct Report believes can be handled in less than fifteen (15) minutes of staff time to complete or create, the Direct Report shall provide the document no later than seven (7) business days after the request.
 - d. If a Board Member makes a written request for a document that does not already exist that the Direct Report believes will take more than fifteen (15) minutes of staff time to complete or create, the Direct Report is required to:
 - i. Notify the Board Chair; and

- ii. With the Board Chair's approval, add the request to the next Board Meeting agenda for the full Board to decide on.
3. Any response to a question or request that is submitted by a Board Member to a Direct Report of the Board must be shared with all Board Members.

CONCERNS

Board Member Concerns About The Performance Of Staff Who Do Not Report Directly To The Board

1. When a Board Member becomes concerned about the performance of District employees they must bring their concerns directly to the Superintendent. Board Members must remain cognizant that District personnel are the responsibility of the Superintendent, not the Board. Such concerns must be limited to:
 - a. Actions by staff which are/could be illegal
 - b. Actions by staff which are/could be violations of Board policy
2. Anonymous calls or letters may be disregarded and will not result in directives to the Superintendent.

Board Member Concerns About The Performance Of Staff Who Report Directly To The Board

1. In general, concerns that Board Members have about the performance of the Board's Direct Reports should model the District's belief in restorative practices by attempting to address the matter in a non-public, healing manner. That is the intention of the following steps that follow a graduated approach to performance concerns.
2. If, at any time, a Board Member becomes concerned that a Direct Report may have (1) breached any term of the Direct Report's contract; (2) violated a state or federal statute; (3) violated a Board Policy or Operating Procedure; or (4) failed within a reasonable amount of time to address a specific issue identified by the Board, the following process will be used:
 - a. One-on-One Communication: The concerned Board Member will meet privately with the Direct Report to discuss their concerns in order to resolve the issue(s).
 - b. One-on-One, Two-on-One, or Full Board Communication: If the concerned Board Member does not feel that the resolution is satisfactory the Board Member may take their concern to the Board Chair. The Board Chair may choose to meet privately with the Direct Report, meet jointly with the Direct Report, or bring the matter before the full Board at a subsequent Board meeting.
3. No Board Member may speak publicly about concerns with Direct Report performance without first completing the steps above.

Board Member Concerns About Board Member Performance

- In general, concerns that Board Members have about the performance of other Board Members should model the District's belief in restorative practices by attempting to address the matter in a non-public, healing manner. That is the intention of the following steps that follow a graduated approach to performance concerns.
 1. One-on-One Communication: If a Board Member believes that another Board Member has violated the Board Norms, Board Code of Ethics, Board Operating Procedures, Board Policy, State or Federal law, 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 Chair or legal authorities. Notably, the Board Member should not first go to other Board Members, social media, or anywhere else other than the Board Member who they believe has committed a violation. The

Board Member is, however, strongly encouraged to provide a written follow-up after the one-on-one communication or to document that the other Board Member declined to meet one-on-one (which then allows for immediate escalation to Step 2).

2. **Two-on-One Communication:** 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 Chair (arbiter). If the Board Chair is involved in the allegation, the concerned Board Member may instead submit the allegation, in writing, to the Board Vice-Chair or the next most senior Board Member not involved in the allegation who is then obligated to serve as arbiter instead.
 - The Board Members involved will conference to discuss the alleged violation. All parties are strongly encouraged not to allow any further escalation of these procedures and the arbiter's duty is to work to avoid such escalation.
3. **Full Board Communication:** If, after the conference, the concerned Board Member remains unsatisfied that the alleged violation has been addressed, the Board Chair may call a special meeting of the Board to discuss the alleged violation. The Board Chair may call upon the District's General Counsel or an external legal advisor to investigate the nature of the allegations. The findings of this investigation will be presented at the special meeting of the Board.
 - If, after the special meeting of the Board to discuss the alleged violation, the Board determines that the allegations are substantiated, the Board should inform the Board Member in question that the allegations have been substantiated and that the Board Member is to refrain from any further such behavior.
4. **Full Board Action:** If, after the Board Member has been informed that their behavior has been substantiated as being a violation, the Board Chair will call a special meeting of the Board to consider the allegation. During the special meeting, in order for the alleged violation to be considered, one of the following three motions must be made and seconded: a motion to dismiss allegations, a motion to admonish, or a motion to censure.
 - **Dismissal:** A motion to dismiss allegations concludes these procedures and exonerates the accused Board Member. Once a motion to dismiss allegations has passed concerning a given alleged violation, no other motions concerning that alleged violation are in order. A motion to dismiss allegations requires a majority vote to pass.
 - **Admonition:** An admonition is a one-time punitive action which serves as a penalty imposed for wrongdoing but carries no fine or suspension of the rights of the Board Member as an elected official. A motion to admonish must be presented in writing and must contain the exact language of the alleged violation and the proposed admonition. A copy of the motion to admonish must be provided to the accused Board Member at least seventy-two (72) hours prior to discussion of the motion. A motion to admonish requires a majority vote to pass.
 - **Censure:** A censure is an action that is a permanent change in status until lifted by the Board via a majority vote of the Board. A censure serves as a penalty imposed for wrongdoing but carries no fine or suspension of the rights of the Board Member as an elected official. A motion to censure must be presented in writing and must contain the

exact language of the alleged violation and the proposed censure. A copy of the motion to censure must be provided to the accused Board Member at least seventy-two (72) hours prior to discussion of the motion. A motion to censure requires a 2/3 majority vote to pass. A motion to censure can only be lifted by a motion to dismiss allegations that occur at least one (1) meeting after the motion to censure was passed. If the censure is imposed by the Board, it carries two key enforcement elements:

- Status: The status of the Board Member shall change to Censured Board Member and, in all official oral or written records and communication, this status must be used when referring to them.
- Privileges: All privileges that have been extended to the Censured Board Member are immediately revoked and must remain revoked until the censure is lifted. This in no way harms or alters the statutory rights of an elected official. Anything that is not a statutorily protected right of elected officials, however, is revoked. This includes, but is not limited to, access to district staff, access to district facilities, access to district events, access to travel reimbursements, and access to any requests not covered by law.

HIRING & EVALUATION

Hiring Of Staff Who Do Not Report Directly To The Board

1. The Superintendent and the Chief Internal Auditor are the only employees who report directly to the Board.
2. Board Members may not advise the Superintendent on hiring decisions unless such input is sought. The Superintendent or designee is responsible for making all hiring recommendations to the Board.
3. Board Members are discouraged from writing letters of recommendation for any person seeking employment in the District as it could become a conflict of interest. If a Board Member has written a recommendation letter for a candidate, they must abstain from voting on the candidate's hiring. Board Members will recuse themselves for hiring recommendations brought forward by the Superintendent that present or may be a perceived conflict of interest.
4. It is the expectation of the Board that staff will have an opportunity to provide input on the selection of principals, but that the Superintendent will have sole responsibility for recommending principal appointments.
5. The Board is not involved in the interviewing process of District employees with the exception of employees who report directly to the Board.
6. The Board may, by state law, only approve or reject candidates brought forward by the Superintendent. Board Members may not lobby for specific hiring decisions.

Evaluation Of Staff Who Do Not Report Directly To The Board

1. The Board is not involved in the evaluation process of District employees with the exception of the Superintendent.
2. Board Members may not advise the Superintendent on evaluation decisions unless such input is sought. The Superintendent or designee is responsible for conducting/ensuring all staff evaluations.

Evaluation Of Staff Who Report Directly To The Board

1. The Board will only evaluate the Superintendent based on previously agreed upon data related to the accomplishment of the Board's adopted goals and honoring of the Board's adopted guardrails.

COMMITTEES

Committee Creation

1. The role of the Board's committees is to advise and support Board work, not to advise or direct district staff. Board work consists of:
 - Goals: If the item is directly related to the setting or monitoring of the Board's adopted goals for student outcomes, then it may be placed on a Board meeting agenda.
 - Guardrails: If the item is directly related to the setting or monitoring of the Board's adopted Guardrails, then it may be placed on a Board meeting agenda.
 - Requirements: If the item is explicitly legally required of the Board (this is distinct from merely being an item related to legal matters or an item legally required of the district), then it may be placed on a Board meeting agenda.
2. No committee may meet until the Board Chair has first defined:
 - the committee's chair
 - which Board Members will serve on the committee
 - the committee's written deliverable(s), and
 - the committee's due date for the deliverable.

If all of these items are not provided in writing from the Board Chair to the committee chair, the committee is considered to have not been formed and may not meet.

3. When a committee's duties have been completed, the committee shall be dissolved. Committees that fail to provide their deliverable back to the full Board by the due date shall be disbanded and the Board Chair may create a new committee to accomplish the deliverable -- but the former chair from the failed committee is not eligible to serve on a new committee formed for a similar purpose.
4. Board Members may not serve on committees created by the Superintendent unless required to do so by law.

ATTENDANCE

Board Member Expectations

1. All Board members should make every effort to attend the standing board meetings and their assigned committee meetings in person.
2. If Board members will be attending a meeting virtually, they should notify the Board Chair and Superintendent at least three days prior to the meeting.

Board Leadership Expectations

1. Board members are only eligible to serve on committees or in officer roles if they have missed no more than 3 standing board meetings or assigned committee meetings during any calendar year of their current term.