



Arlington

INDEPENDENT SCHOOL DISTRICT  
*More Than a Remarkable Education*

# BOARD OF TRUSTEES HANDBOOK

WE ARE THE RESULT OF OUR HARD WORK.

OUR PASSION FOR WHAT WE DO MAKES US

PIONEERS IN OUR SECTOR.



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**Kecia Mays, President**

Mays is a supervisor for the State Comptroller's Office. She serves as a director for Dental Health Arlington and Arlington Life Shelter and is on the advisory board for the Salvation Army.  
*Place 7, Term ends 2020*



**Bowie Hogg, Vice President**

Hogg is a health care executive for Alight Solutions having served on several nonprofits and business organizations within Arlington. Hogg is also a proud product of Arlington ISD schools.  
*Place 6, Term ends 2020*



**Polly Walton, Secretary**

Walton is a retired elementary teacher/librarian who has been involved with the AISD as a teacher and parent for more than 40 years. She has served as a leader in her professional organizations, PTA and civic organizations.  
*Place 1, Term ends 2021*



**Melody Fowler, Member**

Fowler, a 30-plus year K12/higher ed teacher, currently teaches Business Communication at the University of Texas at Arlington. She has been involved with the AISD PTA/PTSA and Site Based Decision Making teams, Arlington Rotary Club, and Greater Arlington Chamber of Commerce Women's Alliance.  
*Place 2, Term ends 2021*



**Dr. Aaron Reich, Member**

Reich is a Principal of TRINU Healthcare and an Education Commissioner in his industry. He is also a founder and president of Positive Influence, dedicated to parental and father involvement amongst other community boards and activities.  
*Place 3, Term ends 2021*



**David Wilbanks, Member**

Wilbanks is a business consultant and former software marketing executive. He is a graduate of the University of Texas at Austin. He has served on a number of committees and boards including the AISD Education Foundation.  
*Place 4, Term ends 2022*



**Justin Chapa, Member**

Chapa is as an appellate and government enforcement attorney at Morgan, Lewis and Bockius, LLP. He currently sits on the board of directors for United Way of Tarrant County. He is a former teacher and an AISD graduate.  
*Place 5, Term ends 2022*

## AUGUST

- Campus improvement plans
- Extracurricular participation report
- Technology and telecommunications report
- Adopt tax rate
- Quarterly investment report
- Year-end investment report
- Applications for Citizens Bond Oversight Committee posted online
- Applications for School Health Advisory Council posted online
- School Health Advisory Council report
- Evaluate district goals
- Citizens Bond Oversight Committee annual report

## SEPTEMBER

- Safety and security report
- Facilities and utilities report
- Appointments to Citizens Bond Oversight Committee
- Appointments to School Health Advisory Council

## OCTOBER

- Update DFF (Local), if needed
- Evaluate Superintendent

## NOVEMBER

- Team of Eight training
- Review of vision, mission, etc., statements
- Management overview
- Board goal-setting
- Report of external auditors
- Comprehensive Annual Financial Report
- Federal programs and grant compliance report - ESSA report

## DECEMBER

- Announce trustees' continuing education credits at last board meeting
- Applications for Financial Futures Committee posted online
- National Merit student recognition
- District Calendar Committee report

*\*Dates within the Arlington ISD Board of Trustees Work Calendar are subject to change.*



## JANUARY

- Appointment of Financial Futures Committee
- Superintendent goal calibration
- Paperwork reduction report

## FEBRUARY

- Board calendar update
- Report on progress toward district goals
- Review and approve schools closed to transfers
- Call trustee election
- Quarterly investment report

## MARCH

- Review benchmarks

## APRIL

- Approve term contracts
- Semi-annual superintendent review
- Adopt resolutions for TASB Delegate Assembly
- Personnel reports
- Financial Futures Committee report

## MAY

- Adopt Student Code of Conduct
- Non-renewals by the 10th day before the last day of instruction
- Certify new trustee election results
- New trustee orientation
- Personnel retirements
- Elect Board of Trustees officers
- Quarterly investment report

## JUNE

- Budget hearings/discussion/adoption

## BOARD OF TRUSTEES MEETING DATES

Visit [aisd.net/district/board/meetings/](http://aisd.net/district/board/meetings/) for a complete list of meeting dates or click on the link above.



## GOAL

100% of AISD students will graduate exceptionally prepared for college, career and citizenship.

## BELIEFS

We believe that:

- 1) Our success depends upon
  - A commitment by all to a clear and focused vision
  - Effective teaching and leadership
  - A positive culture that promotes continuous improvement by all
  - An engaged community
- 2) Our students can excel

## VISION

The AISD will be a premier school district and a leader in education.

## MISSION

The mission of the Arlington Independent School District is to empower and engage all students to be contributing, responsible citizens striving for their maximum potential through relevant, innovative and rigorous learning experiences.

## PERFORMANCE OBJECTIVE CATEGORIES

Academic Achievement  
College Readiness  
Workforce Readiness  
Leadership, Citizenship and Responsibility





Trustees shall strive to put the needs of children above the wants of adults and to make decisions that promote the educational welfare of all children in the district. The conduct of the individual and collective Board of Trustees should reflect that they are role models.

It is the intent of this code to address issues of governance and to make sure that trustees understand and maintain proper relationships among the Board, administration, district employees, students and the public. Trustees represent the community, not the superintendent or district. Trustees as individuals shall not exercise authority over the district, its property or its employees. Except for appropriate duties and functions of the board president, a trustee may act on behalf of the Board only with the express authorization of the Board. Without such authorization, no trustee may commit the Board on any issue.



## TRUSTEES SHOULD:

- Follow board policy.
- Recognize that they are only authorized to take action in an official capacity as trustees of the Board as a whole.
- Respect the role of the administration and refrain from encroaching on managerial duties.
- Give the superintendent's office courtesy notice when visiting schools, independently attending school functions or contacting a staff member.
- Come to board meetings prepared.
- Attend all scheduled board meetings insofar as is possible.
- Recognize that email, text messages and social media are forms of communication that are subject to guidelines in this document and as outlined in the Texas Public Information Act.
- Reserve the right to disagree but will not be disagreeable.
- Pledge to keep comments relevant and germane to the published agenda.
- Discuss any Board Handbook violations in executive session unless otherwise advised by legal counsel.
- Accept and offer criticism without anger.
- Ask questions to obtain information that is reasonably related to district business.
- Model the professionalism expected of district employees.

## TRUSTEES SHOULD NOT:

- Berate another trustee or school employee.
- Represent that they, as individuals, have authority to act on behalf of the Board, the district or the administration.
- Deliberate in violation of the Texas Open Meetings Act outside the board meeting through personal conversations, electronic communications or other means of conversations.
- Try to solve complaints or grievances individually or outside established procedures for complaints or grievances.
- Directly negotiate with vendors or bidders regarding any district business.
- Individually evaluate, reprimand or direct staff.
- Pressure staff members into making particular recommendations or decisions.
- Put items on the agenda that are not reasonably related to district business.



**Arlington ISD Board of Trustees will conduct all business in compliance with the Texas Open Meetings Act, the Family Educational Rights and Privacy Act and the Texas Public Information Act.**

**1) CANDIDATE AND NEW TRUSTEE ORIENTATION**

- A.** The superintendent or designee will conduct a pre-election information meeting with all school board candidates to inform them of training regulations, form filings, board activities calendar and meeting dates.
- B.** The superintendent or designee will inform candidates of Region XI candidate training sessions.
- C.** The superintendent or designee will conduct the District Orientation for the new trustee(s) no later than two weeks after the new trustee(s) assumes the duties of the office.
- D.** The president will coordinate orientation for the new trustee(s) with the vice president to provide board orientation no later than two weeks after the new trustee(s) assume the duties of the office. At this orientation, new trustee(s) will receive a copy of the superintendent's evaluation instrument, current contracts and goals, and review the Board Handbook.
- E.** The superintendent will coordinate a meeting for the new trustee(s) with members of the superintendent's staff no later than four weeks after the new trustee(s) assume the duties of the office.

**2) TRUSTEE TRAINING**

- A.** All trustees are required to complete training each year.
- B.** New trustees are encouraged to attend the Summer Leadership Institute where sessions are specifically designed for them to complete required training.



### 3) DEVELOPING BOARD MEETING AGENDA

#### A. Who can place items on the agenda

1. Agendas are developed by the board president in conjunction with the superintendent and presented to the Board one week before the regularly scheduled meeting.
2. If at least two trustees request, in writing, that an item be placed on the agenda, the board president shall place it on the agenda for the next regular board meeting. The request should be made at least eight days prior to the scheduled meeting.
3. In accordance with the Texas Open Meetings Act, an item cannot be placed on an agenda less than 72 hours in advance of the posted meeting, except in an emergency, as per state law.

#### B. Use of consent agenda

1. At the discretion of the Board, the following items may be acted upon as a consent agenda (whole group) or may be acted upon individually.
  - a. Annual renewals of Region XI and TEA items
  - b. Budget amendments
  - c. Tax refunds over \$500
  - d. Gifts, donations and bequests
  - e. Financial information
  - f. Minutes of regular and called board meetings
  - g. Policy updates
  - h. Purchases greater than \$50K exempt from bid.
  - i. Routine personnel items
  - j. Routine bid considerations
  - k. Other routine items
2. Trustees may request that individual items be discussed and voted on separately.



#### C. Removing items from the agenda

1. Items will be removed from the agenda for cause of purpose by motion in public session.

#### D. Items that cannot be discussed in public

1. All personnel issues shall be conducted in a closed session unless specifically required by the Texas Open Meetings Act.
2. Anything that violates right to privacy (i.e., Family Educational Rights and Privacy Act and Texas Public Information Act) cannot be placed on the agenda.



#### **4) TRUSTEE AND CITIZEN CONDUCT DURING BOARD MEETINGS**

- A.** Any time a quorum of board members are gathered to discuss district business, it is considered a meeting, which must comply with the Texas Open Meetings Act.
- B.** Trustees attending by videoconference
  - 1. Must be on the posted agenda.
  - 2. Must have a quorum present in the board room.
  - 3. Video trustee must attend the entire meeting, unless there are technical issues.
  - 4. Video conferencing equipment will be provided by the District.
  - 5. Must have two-way audio and video to actively participate and vote.
  - 6. Trustee will vote using voting buttons. Video trustee will vote using “Yes”/”No”/”Abstain” cards. President will ask video trustee to vote after trustees present have voted, but before those votes are revealed.
  - 7. Technical issues
    - a. Technology Department will establish video link with trustee prior to the dinner meeting/closed session, and monitor the connection throughout the open session.
    - b. Video trustee will display a “Request to speak” card, and President will acknowledge when appropriate.
    - c. Video trustee will have access to all presentations prior to the meeting.
- C.** Citizens addressing the Board
  - 1. Citizens may address the Board on agenda items during the open forum for agenda items. They may also address the Board on non-agenda items during the open forum for non-agenda items. Speakers must register prior to the meeting and complete an open forum card available inside the board room. A staff member will be responsible for ensuring that the request card is completed.
  - 2. Guidelines for addressing the Board will be adhered to and the president will emphasize the guidelines to the public.
    - a. Comments are usually limited to 5 minutes or as may be set at the discretion of the board president.
    - b. The Board will accept written as well as oral information.
    - c. Groups of more than three people wishing to address the same item might be asked to appoint one person to represent the group’s view to the Board.
    - d. The Board will not allow derogatory comments against individuals in a public session.
    - e. Citizens are encouraged to use appropriate campus and administrative channels before bringing concerns to the attention of the Board.

**D. Board response to citizens addressing the Board**

1. Staff may present specific facts or existing policy.
2. The Board will not deliberate, discuss or make a decision on any subject that is not on the meeting agenda.
3. A trustee may request that an item be put on a future agenda in response to a speaker's comments.
4. Board president, with consent of the Board, may direct the superintendent to investigate items and report findings to the Board.
5. Trustees cannot respond directly to non-agenda items.

**E. The Board shall observe the parliamentary procedures in Robert's Rules of Order, Newly Revised, as a guideline.**

**F. Discussion of motions**

1. All discussion shall be directed solely to the business currently under deliberation.
2. The board president has the responsibility to keep the discussion to the motion at hand and shall halt discussion that does not apply to business before the Board.

**G. Trustees requesting to speak will be recognized in order of request or at the discretion of the board president.**

**5) VOTING**

**A. The board president will vote on all action items. Trustees, including the board president, must abstain in the event of a conflict of interest defined in BBFA (Legal).**

**6) INDIVIDUAL TRUSTEE REQUESTS FOR INFORMATION OR REPORT**

- A. Trustees shall request information and/or reports through the superintendent's office or his designee.**
- B. Written information/reports will be disseminated through the superintendent's office and shared with all trustees.**
- C. Requests for information during a board meeting will be compiled by the board secretary and administration secretary.**
- D. If an information request cannot be fulfilled, the superintendent will notify the Board.**

## **7) CITIZEN/EMPLOYEE REQUEST/COMPLAINT TO INDIVIDUAL TRUSTEE**

- A.** The trustee may hear the problem to obtain full understanding. If the complaint could jeopardize the safety of a student, faculty, administrator or staff, a trustee will immediately notify the proper authority. Reports to CPS must be made within 48 hours of notification.
- B.** The trustee will remind the individual of the proper chain of command and should not receive information that could affect their ability to remain impartial if a grievance has been or may be filed.
- C.** Written requests/complaints will be referred to the superintendent for appropriate follow-up.

## **8) TRUSTEE VISIT TO SCHOOL CAMPUS**

- A.** All trustees are encouraged to visit schools and school events. As a courtesy, trustees will notify the superintendent's office. Trustees may visit any campus after notifying the superintendent's office and principal's office about the best time to visit. Advise the principal's office upon your arrival or prior to your arrival.
- B.** Trustees may go into classrooms or individual buildings but not for the purpose of evaluation.
- C.** Trustees may interact with any staff member or student during lunch or recess but should not disrupt the learning process.

## **9) COMMUNICATIONS**

- A.** The superintendent will communicate information in a timely fashion to all trustees via weekly packets, telephone, fax, text or email messages.
- B.** Individual trustees will keep the superintendent informed through telephone, email, fax or text messages.
- C.** The Board will communicate with the community through public hearings; the communications department; presentations to PTAs, civic clubs and other community groups; regular board meetings; and regular publications.
- D.** Individual trustees cannot speak in an official capacity for the Board outside the board room. Trustees must also be cognizant of the fact that certain information they receive in their capacity as trustees is confidential by law and may not be disclosed to third parties. In this regard, trustees must not disclose information that is subject to the attorney-client privilege (i.e., information that is received through communications with or from the board attorney or other attorneys representing the school district), information regarding the evaluation of school personnel, and student identifiable information.
- E.** If multiple trustees are copied on an email, do not hit reply all and respond to the email if it involves school business.

## 10) TRUSTEES' STANDARDS OF BEHAVIOR

- A. Trustees will be knowledgeable of the Board of Trustees' Code of Ethics and the code's implications for their day-to-day actions.
- B. The board president will review the Code of Ethics with the Board annually.
- C. Each trustee will sign an annual Statement of Disclosure according to board policy or state law.



## 11) EVALUATION OF THE SUPERINTENDENT

- A. Superintendent's contract
  - 1. The superintendent's contract will be reviewed in detail prior to the Board's approval.
  - 2. The Board will annually review the superintendent's compensation and benefits during the superintendent's evaluation.
- B. Enhancement of contract
  - 1. Board president will notify trustees of the items of enhancement for deliberation prior to consideration.
  - 2. Terms and conditions of the superintendent's contract enhancement will be reviewed with the trustees by the Board's attorney to ensure the clarity and understanding of same.
- C. Superintendent's evaluation
  - 1. The Board will determine the superintendent's goals in conjunction with the superintendent.
  - 2. The Board will maintain and use a superintendent evaluation instrument.
  - 3. The board president will obtain input from all trustees on board-approved performance indicators.
  - 4. Evaluation is conducted in executive session.
  - 5. The mid-year goal calibration will be conducted in March and the annual evaluation will be completed in October prior to the review of the superintendent's contract.



**12) EVALUATION OF THE BOARD**

- A. Board evaluation is conducted in the month following the superintendent's annual evaluation.

**13) CRITERIA AND PROCESS FOR SELECTING BOARD OFFICERS**

- A. Board officers serve at the will of the Board.
- B. Any trustee serving on the Board may be considered for the office of president, vice president or secretary unless the trustee has asked not to be considered for the office.
- C. The Board may discuss selection of board officers in executive session.
- D. Nominations and voting will occur in public session at a regular scheduled meeting of the Board.
- E. Election of officers is held at the regularly scheduled board meeting when the swearing in of newly elected trustees takes place.

**14) ROLE AND AUTHORITY OF TRUSTEES AND/OR BOARD OFFICERS**

- A. President
  - 1. Shall create all board meeting agendas in coordination with superintendent.
  - 2. Shall preside at all board meetings.
  - 3. Shall appoint the Standing Board Audit Committee and all other committees.
    - a. Committees shall contain no more than three trustees.
    - b. Individual trustees may serve on various school and community committees, as they are requested, but not on district committees.
  - 4. Shall call special meetings.
  - 5. Shall sign all legal documents required by law.

- B. Vice President
  - 1. Shall act in capacity of president in absence of the president.
- C. Secretary
  - 1. Shall keep accurate record of board meetings and board information requests.
  - 2. Shall act in the capacity of president in the absence of president and vice president.
  - 3. Shall sign all legal documents required by law.

**15) ROLE OF BOARD IN CLOSED MEETING**

- A. The Board shall only discuss items on the closed meeting agenda in accordance with the Texas Open Meetings Act.
- B. The Board must vote in public session.
- C. Information and opinions shared during closed meeting must remain confidential. Others may be invited to participate by consent of the Board.
- D. If it is in the interest of the district for a statement to be made regarding any closed meeting discussion, the board president will compose an official public statement in coordination with the Board.

**16) MEDIA INQUIRIES TO THE BOARD**

- A. The board president shall be the official spokesperson for the Board to the media and can only make statements on behalf of the Board for items upon which the Board has taken official action.
- B. Individual statements and responses by trustees are only individual statements, and the trustee will emphasize such to the media.

## 17) PUBLIC AND EMPLOYEE COMMUNICATION

- A. The Board of Trustees welcomes and encourages input; however, anonymous communications may not receive Board action.
- B. Employees shall not be prohibited from communicating with trustees regarding district operations except when communication between an employee and a trustee would be inappropriate, such as when there is a pending hearing, appeal or litigation.
- C. A letter/email requesting Board or district action may be forwarded to the superintendent and/or board president for appropriate follow-up.

## 18) VIOLATION OF BOARD OPERATING PROCEDURES

- A. Individual trustees are encouraged to express their concerns privately about another trustee's performance directly to that trustee.
- B. If addressing the issue directly with the trustee does not resolve the concern, then discussion with the board president is appropriate.
  - 1. The board president shall discuss the concern with the individual in question on behalf of the reporting trustee or shall moderate a discussion between trustees.
  - 2. The president shall remind the trustee whose behavior is in question about the adopted Code of Ethics and discuss how the questionable behavior does not comply with the Code. The discussion also will identify more appropriate alternatives to the questionable behavior or refer the trustee to policies or procedures that outline approved ways to deal with the issue that prompted the questionable behavior.
  - 3. If the trustee in question does not believe his/her behavior is in conflict with the Code of Ethics, an agenda item specifying "evaluation of trustee's performance" may be listed on the agenda for an upcoming board meeting.
  - 4. The matter will be discussed by the full Board in closed session, unless the trustee being discussed requests that the discussion be held in open session.
- C. If the concern involves the board president, a trustee may discuss his/her concerns with the board vice president.



**ALL BOARD-SPECIFIC AND DISTRICT POLICIES CAN BE FOUND AT THE ARLINGTON ISD WEBSITE, [AISD.NET](http://AISD.NET). CLICK ON DISTRICT, BOARD OF TRUSTEES, AND THEN BOARD POLICY.**

**BA BOARD LEGAL STATUS**

[BA \(LEGAL\)](#)

**BAA POWERS AND DUTIES**

[BAA \(LEGAL\)](#)

**BB BOARD MEMBERS**

BBA Eligibility/Qualifications

[BBA \(LEGAL\)](#)

BBB Elections

[BBB \(LEGAL\)](#)

[BBB \(LOCAL\)](#)

[BBB \(EXHIBIT\)](#)

BBBA Reporting Campaign Funds

[BBBA \(LEGAL\)](#)

BBBB Ethics

[BBBB \(LEGAL\)](#)

BBC Vacancies and Removal From Office

[BBC \(LEGAL\)](#)

BBD Training and Orientation

[BBD \(LEGAL\)](#)

[BBD \(LOCAL\)](#)

[BBD \(EXHIBIT\)](#)

BBE Authority

[BBE \(LEGAL\)](#)

[BBE \(LOCAL\)](#)

BBF Ethics

[BBF \(LOCAL\)](#)

BBFA Conflict of Interest Disclosures

[BBFA \(LEGAL\)](#)

[BBFA \(LOCAL\)](#)

[BBFA \(EXHIBIT\)](#)

BBFB Prohibited Practices

[BBFB \(LEGAL\)](#)

BBG Compensation and Expenses

[BBG \(LEGAL\)](#)

[BBG \(LOCAL\)](#)

BBI Technology Resources and Electronic Communications

[BBI \(LEGAL\)](#)

[BBI \(LOCAL\)](#)

**BD BOARD INTERNAL ORGANIZATION**

BDAA Duties and Requirements of Board Officers

[BDAA \(LEGAL\)](#)

[BDAA \(LOCAL\)](#)

BDAE Duties and Requirements of Depository

[BDAE \(LEGAL\)](#)

[BDAE \(LOCAL\)](#)

BDAF Selection and Duties of Chief Tax Officials

[BDAF \(LEGAL\)](#)

BDB Internal Committees

[BDB \(LEGAL\)](#)

[BDB \(LOCAL\)](#)

BDD Attorney

[BDD \(LEGAL\)](#)

[BDD \(LOCAL\)](#)

BDF Citizen Advisory Committees

[BDF \(LEGAL\)](#)

**BE BOARD MEETINGS**

[BE \(LEGAL\)](#)

[BE \(LOCAL\)](#)

BEC Closed Meetings

[BEC \(LEGAL\)](#)

BED Public Participation

[BED \(LEGAL\)](#)

[BED \(LOCAL\)](#)

**BF BOARD POLICIES**

[BF \(LEGAL\)](#)

[BF \(LOCAL\)](#)

**BJ SUPERINTENDENT**

BJA Qualifications and Duties

[BJA \(LEGAL\)](#)

[BJA \(LOCAL\)](#)

BJB Recruitment and Appointment

[BJB \(LEGAL\)](#)

BJC Contract

[BJC \(LEGAL\)](#)

BJCB Professional Development

[BJCB \(LEGAL\)](#)

BJCD Evaluation

[BJCD \(LEGAL\)](#)

[BJCD \(LOCAL\)](#)

[BJCD \(EXHIBIT\)](#)

BJCE Dismissal

[BJCE \(LEGAL\)](#)

BJCF Nonrenewal

[BJCF \(LEGAL\)](#)

[BJCF \(LOCAL\)](#)

[BJCF \(EXHIBIT\)](#)

BJCG Retirement or Resignation

[BJCG \(LEGAL\)](#)

**BP ADMINISTRATIVE REGULATIONS**

[BP \(LEGAL\)](#)

[BP \(LOCAL\)](#)

**BQ PLANNING AND DECISION-MAKING PROCESS**

[BQ \(LEGAL\)](#)

[BQ \(LOCAL\)](#)

BQA District-Level

[BQA \(LEGAL\)](#)

[BQA \(LOCAL\)](#)

BQB Campus-Level

[BQB \(LEGAL\)](#)

[BQB \(LOCAL\)](#)

**BR REPORTS**

[BR \(LEGAL\)](#)





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