

PLANO INDEPENDENT SCHOOL DISTRICT  
2700 W. 15<sup>th</sup> Street  
Plano, Texas 75075

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COMMITTED TO EXCELLENCE  
DEDICATED TO CARING  
POWERED BY LEARNING  
**PLANO ISD PROUD.**

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PLANO ISD VISION



# Board of Trustees Operating Protocol

OUR  
— PLANO ISD —  
LEARNING COMMUNITY WILL  
EDUCATE, INSPIRE & EMPOWER  
**EVERY STUDENT**  
TO ACTIVATE THEIR UNIQUE POTENTIAL  
IN A DYNAMIC WORLD.

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PLANO ISD MISSION

# Table of Contents

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Preface.....	4
Elections .....	4
Organization of the Board .....	4
New Member Orientation .....	4
Training.....	5
Board Self-Evaluation.....	5
Concerns about a Board Member .....	5
Annual Board Planning Calendar .....	6
Meetings .....	6
Preparation of the Agenda.....	7
Meeting Preparation.....	7
Agenda Questions.....	7
Meeting Participation .....	8
Closed Session.....	8
Response to Complaints.....	8
Grievances .....	9
Requests for Non-Agenda Information .....	10
Media Relations.....	11
Communication to Board Members.....	11
Community Relations.....	12
Advocacy .....	13
Speaking Engagements .....	13
Contact with Campuses .....	14
Board Member Liaisons .....	14
Board Subcommittees .....	15
Audit Committee Charter and Responsibilities .....	16
Citizen Advisory Committees .....	17
District Vision and Strategic Plan.....	18
District Performance Objectives.....	18
Development and Adoption of Budget .....	18
District Policies .....	19
Hiring of Superintendent .....	19
Hiring of Personnel other than the Superintendent.....	<b>Error! Bookmark not defined.</b>

Evaluation of Superintendent .....20

Superintendent Performance Concerns .....22

Concerns about Employees Other than the Superintendent.....23

Travel Reimbursement .....23

Traditions of the Board .....23

## Preface

Approved February 2, 2021

Further information: BAA(LEGAL)      BBF(LOCAL)

The Plano Independent School District Board Operating Protocols have been approved by the Board of Trustees to be used in the context of their duties and responsibilities as a Trustee. These protocols have been established to expand upon local policies adopted by the Board of Trustees. Adopting and adhering to these protocols ensures that the Board operates as a cohesive team to accomplish the District's vision, mission, and goals. Board policy and applicable law always supersedes Board Operating Protocol. Board activities and meetings will comply with the Texas Open Meetings Act and Board Members will adhere to ethical standards established in policy and Board Operating Protocol.

## Elections

Approved August 17, 2021

Further information: BBA(LEGAL)      BBB(LEGAL)      BBB(LOCAL)      BBBA(LEGAL)      BBBB(LEGAL)      BBBC(LEGAL)  
BBBD(LEGAL)      BBC(LEGAL)

1. There are no term limits for Board Members or Board officers.
2. Board Member seeking re-election will not solicit District employees for endorsement during an employee's work hours or at any time while on District property.
3. The Board, as a body corporate, will not endorse any candidate running for any public office nor will the Board use District funds or other resources to electioneer for or against any candidate, measure, or political party.
4. Individual Board Members should exercise heightened caution and comply with District policies and Board procedures when providing a personal endorsement to any candidate or measure, including a bond election or an election pertaining to an entity other than Plano ISD. If a Board Member chooses to provide a personal endorsement with or without reference to their role as a Plano ISD Board Member, they do so without the Board's approval and/or endorsement.

## Organization of the Board

Approved January 12, 2021

Further information: BBBB(LEGAL)      BDAA(LEGAL)      BDAA(LOCAL)      BDAA(REGULATION)

1. To qualify for an officer position, a Board Member must serve on the Board for a period of one year from either: the date of qualification of trustees and officer elections in election years; or May 1 in non-election years. A Board Member may express interest in more than one position.
2. The meeting for the election of Board officers will include a Closed Session for the purpose of deliberating the duties and qualifications of an officer.
3. A nomination for a Board officer requires a second. The Board will vote for each office in turn, beginning with the President. If there is more than one nominee for a position, candidates will be voted on in the order of their nomination.
4. A Board Member transitioning out of an officer position will review the position responsibilities, issues or projects with the incoming officer no later than 30 days after the election of officers.

## New Member Orientation

Approved November 4, 2020

Further information: BBD(LEGAL)      BBD(LOCAL)      BBD(EXHIBIT)

1. Board Member orientation will be scheduled as soon as possible after election or appointment, no later than 120 days after the Oath of Office. The Superintendent or designee will coordinate the orientation.

2. Orientation should include but is not limited to the following:
  - New School Board Member Orientation Checklist, a summary and timeframe of orientation activities
  - Board Operating Protocol and Board policies
  - District administrative organization
  - Overview of Board Advisory Committees and Board Liaisons
  - Electronic communications
  - Budget overview and debt schedule
  - District goals and strategic plan
  - Sample Board annual calendar
  - Media relations
  - Annual continuing education training
3. New Board Members are encouraged to select an experienced Board Member mentor to guide them through their first year on the Board. New Board Members are encouraged to meet individually with other Board Members for the purpose of relationship building.
4. A new Board Member is required to attend the Center for Reform of School Systems (CRSS) Texas Institute for School Boards within 36 months of being elected or appointed. The Superintendent will attend unless participation in the training has previously occurred.

## Training

*Approved November 4, 2020*

*Further information: BBD(LEGAL) BBD(LOCAL) BBD(EXHIBIT) BJCB(LEGAL)*

The annual three-hour Team of Eight team building session should occur as soon as possible after an election and no later than October if new Board Members have been elected. The Board President or designee will work with the Superintendent to find potential dates for the training, including years when no election is held.

## Board Self-Evaluation

*Approved December 8, 2020*

*Further information: BAA(LEGAL) BBD(LEGAL) BBD(LOCAL) BBD(EXHIBIT) BBF(LOCAL) BG(LEGAL)*

1. Each year the Board will evaluate its previous year's performance and identify opportunities for improvement.
2. The process will be facilitated by the Board President or designee, or an independent facilitator.

## Concerns about a Board Member

*Approved August 17, 2021*

*Further information: BBC(LEGAL) BBF(LOCAL)*

1. If a Board Member has a concern about the performance of another Board Member, the recommended process for addressing such concerns shall be the following, in this order:

- The concerned Board Member shall have a private conversation with the Board Member to resolve the issue.
  - If unresolved, the concerned Board Member will meet privately with the Board President and outline the specific issue. The Board President and the concerned Board Member will meet with the Board Member to resolve the issue. If the concern is with the performance of the Board President, the Vice President will meet with the concerned Board Member.
  - If the issue is still not resolved, the concerned Board Member will hold a conference with the Board President (or Vice President with concerns regarding the President) and the Superintendent or designee to develop a plan of action to resolve the concerns.
2. If the issue remains unresolved, the concerned Board Member will, through the Board President, request that an item be placed on a regularly scheduled agenda as a Closed Session item.
  3. Should the Board determine that reprimand or censorship is warranted, such action may only be taken in a duly posted public meeting. If a Board Member warrants censure as determined by the Board, the Board can pass a censure resolution.

## Annual Board Planning Calendar

*Approved November 4, 2020*

*Further information: BE(LEGAL) BE(LOCAL)*

The Board's annual planning calendar provides a general planning guideline and at a minimum, can include the following items:

- required Board actions, including items legally required;
- items required by Board policy; and
- desired Board reports.

## Meetings

*Approved November 4, 2020*

*Further information: BE(LEGAL) BE(LOCAL) BEC(LEGAL) BED(LEGAL) BED(LOCAL) BED(LOCAL)*

1. All meetings wherein the Board votes on any matter or allows public comment shall be videotaped and available on the Plano ISD website.
2. Board Meetings are open to the public and held at the Plano ISD Administration Building Board Room to conduct the formal business of the District.
3. Work Sessions are open to the public and held at the Plano ISD Administration Building Board Room to discuss items and to receive information. Work Sessions will primarily include review and dialogue about instructional programming.
4. A Special Meeting is a business meeting held on a date other than a regularly scheduled meeting on the published calendar.
5. Emergency Meetings are called to address a reasonably unforeseeable situation or an imminent threat to public health and safety which requires immediate action by the Board and may be scheduled with a one-hour notice. Unless hindered by the emergency, Emergency Meetings are videotaped and available on the Plano ISD website.
6. A retreat is a planning meeting between Board Members and staff which could include a training session for Board Members. A retreat must be held within the boundaries of the District.
7. Board Members are encouraged to make every effort to attend all meetings. If a Board Member is unable to attend, they will notify the Board President and the Superintendent as soon as possible.

## Preparation of the Agenda

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Approved December 8, 2020

Further information: BE(LEGAL) BE(LOCAL)

1. In consultation with the Board President, the Superintendent shall prepare the agenda; however, final approval for the agenda is the sole authority of the President.
2. A Board Member may request that a subject be included on a future agenda for a Board Meeting or Work Session by email or during the discussion of upcoming agenda items. The Board President shall ensure topics that at least two Board members, jointly or individually, have requested be addressed are scheduled for deliberation at an appropriate time in the near future.
3. No item can be placed on the Board Meeting agenda by a Board Member if submitted less than the eleventh calendar day in advance of the meeting unless delaying the item could seriously affect the operation of the District.

## Meeting Preparation

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Approved December 8, 2020

Further information: BE(LEGAL) BE(LOCAL)

1. The agenda packet is posted and notice emailed to Board Members four to five days before meetings. The Superintendent will ensure that documents and data for an agenda item, including presentations, are provided to all Board Members at least 24 hours prior to the meeting.
2. The Superintendent will ensure that adequate backup materials and necessary information for each agenda item are provided to Board Members. Backup materials and information not available when the agenda is posted will be provided immediately upon completion.
3. Once the Board agenda packet is posted, the Superintendent or designee will inform the Board of any agenda item supporting documentation revisions or updates.
4. For contracts placed on the agenda for approval, the Superintendent will ensure that the contract is available to Board Members upon request.

## Agenda Questions

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Approved December 8, 2020

Further information: BBE(LEGAL) BBE(LOCAL) BE(LEGAL) BE(LOCAL)

1. Board Members will direct agenda-related questions to the Superintendent, the Board President, and the appropriate staff member (if known) as soon as possible before a meeting. This does not limit a Board Member's ability to ask questions during the Board Meeting. If requested information is not available, the Superintendent will inform the Board Member before the beginning of the Board Meeting or as soon as possible.
2. If an answer is not readily available, requires a special report, or requires a significant investment of time that will divert staff from established priorities, the Superintendent will notify the Board Member and the Board President prior to the start of the meeting. The Board Member has the option of pulling the item from the agenda or making a motion to postpone the agenda item for further consideration.
3. Any Board Member may remove an item from the Consent Agenda for separate consideration, making every effort to inform the Superintendent, Board President, and appropriate staff member prior to the meeting of their intent to remove the item to allow staff to prepare as needed. This does not limit a Board Member's right to remove an item from the Consent Agenda during a meeting.

- The Superintendent or designee will ensure that answers provided to one Board Member are provided to all Board Members.

## Meeting Participation

Approved December 8, 2020

Further information: *BBF(LOCAL)*     *BE(LEGAL)*     *BE(LOCAL)*     *BEC(LEGAL)*     *BED(LEGAL)*     *BED(LOCAL)*

- All Board Members are expected to conduct themselves professionally and ethically during meetings and public forums and in accordance with Roberts Rules of Order, Newly Revised.
- Differences of opinion, if respectfully submitted, are not to be construed as unacceptable behavior but rather as alternate views on a subject.
- Debate and discussion must continue until such time as each Board Member feels that they have had adequate time to ask clarifying questions or make comments, unless the question has been moved and adopted.
- No Board Member will coerce another Board Member to vote in a particular manner and no member may solicit votes in any manner.
- No Board Member will criticize any Board Member's questions, discussion or vote.
- Although it is the duty of every Board Member who has an opinion on a question to express it by their vote, they cannot be compelled to vote and can abstain. Board Members abstaining from voting may briefly state their reason for the abstention.

## Closed Session

Approved December 8, 2020

Further information: *BBF(LOCAL)*     *BE(LEGAL)*     *BE(LOCAL)*     *BEC(LEGAL)*

- All matters discussed in Closed Session are strictly confidential by law. If Board Members are asked for information regarding Closed Sessions, Board Members will state that they can give no information other than what is posted on the agenda.
- Only members of the Board have a right to attend Closed Session, except that the District's attorney must be present when it meets under Section 551.071. A governmental body has discretion to include any of its officers and employees whose participation is necessary to the matter under consideration; therefore, the Board could require the Superintendent to attend all Closed Sessions.
- When it is apparent to and agreed upon by a consensus of the Board that it would be in the best interest of the students, staff, community or Board to make a statement regarding a Closed Session agenda item, the Board President will compose an official statement in compliance with the Texas Open Meetings Act.
- The Executive Assistant to the Board will create a certified agenda of Closed Sessions in cooperation with the Board Secretary.

## Response to Complaints

Approved February 23, 2021

Further information: *BBE(LEGAL)*     *BBE(LOCAL)*     *BBF(LOCAL)*     *DGBA(LEGAL)*     *DGBA(LOCAL)*     *DGBA(EXHIBIT)*  
*FNG(LEGAL)*     *FNG(LOCAL)*     *FNG(EXHIBIT)*     *GF(LEGAL)*     *GF(LOCAL)*

- When a Board Member receives a complaint from a community member or an employee, the Board Member should:
  - listen respectfully;
  - remain impartial; and



- ask if the District's procedures and chain of command have been followed.
2. Concerns regarding students, teachers, principals or other campus administrators, should follow the grievance procedures established by policy FNG(LOCAL) for student/parent issues and DGBA(LOCAL) for employee issues.
  3. Concerns regarding community issues should be directed to Board Policy GF(LOCAL).
  4. Complaints addressed to all Board Members will be answered by the Board President on behalf of the Board. The Board President will respond as soon as practical, no later than two business days. If the Superintendent or designee has been asked by the Board President to respond to such communication, they will inform the Board when the issue has been addressed.
  5. Complaints addressed to an individual Board Member will be forwarded to the Board President and Superintendent or designee. If a response from the Board Member is warranted, the response will only clarify responsibilities of a Board Member; relay official actions of the Board; and advise that the matter has been given to the Board President.
  6. Complaints received by an individual Board Member using their personal email address or via text should be answered with the following or a substantially similar statement: *Due to requirements of the Texas Open Records Act, I only respond to emails and text messages pertaining to District business using the email address provided by the District.*
  7. If it is believed the entire Board was a recipient of a complaint, Board Members should confirm receipt of such correspondence by the Board President.
  8. Board Members will not respond to anonymous communications.
  9. If a Board Member receives communication which they perceive to be of a threatening nature, the Board Member will immediately forward the communication to the Superintendent and Board President.
  10. Communication or complaints pertaining to criminal, health or safety issues will be forwarded to the Superintendent and Board President to be handled as required by law.

## Grievances

Approved February 23, 2021

Further information:    BAA(LEGAL)    BBE(LEGAL)    BBE(LOCAL)    DGBA(LEGAL)    DGBA(LOCAL)    DGBA(EXHIBIT)  
    FNG(LEGAL)    FNG(LOCAL)    FNG(EXHIBIT)    GF(LEGAL)    GF(LOCAL)

1. The Board operates in a judicial capacity during a grievance hearing.
2. The grievant may elect to hold the hearing in Closed Session or Open Session and the District shall comply to the extent required or provided by the Texas Open Meetings Act and other applicable laws.
3. Board Members may only consider information that is presented during the grievance process; Board Members will not privately seek out information regarding a grievance. No party may present new documentation during the Level Four hearing absent extenuating circumstances and approval from the Board. At such time, the Board will carefully consider new evidence in light that it has not been properly vetted.
4. If a Board Member knows or learns anything about a grievance case except what is admitted through the documents that might render or appear to render them unable to hear the grievance or appeal impartially, then they must inform the Superintendent and Board President immediately. In addition, if the Board Member has been involved in communication with the grievant previous to the grievance hearing, then the Board Member should recuse themselves from the hearing.

5. The grievant, the District, and the School Board may each elect to have its own legal counsel.
6. The Board President presides over the hearing and provides direction to all parties throughout the hearing.
7. As a standard, the grievant and the District will generally each have a total of 15 minutes to present each respective case. The time limit may be adjusted at the discretion of the Board when deemed appropriate. Each party is given an opportunity to make an opening statement and an opportunity to rebut the other party's opening statement. Each party is responsible for allocating the usage of this time as they wish.
8. Once each party has presented its case, the Board may ask questions of each party, based upon the information presented. The time allocated to this activity is not limited.
9. In Closed Session, the Board, its legal counsel if present, and the Superintendent (if not involved in prior levels of the grievance) may participate in the Closed Session to consult with one another and legal counsel regarding a possible grievance decision recommendation.
10. Grievance decisions become precedent-making events. Board Members should understand the potential implications of any decision.
11. The Board's decision regarding a grievance hearing either occurs in the Open Session of the same agenda as the day of the hearing, in the Open Session of the agenda of the next meeting, or is reflected by inaction of the Board.
12. Any Board Member who was not present for the entire grievance hearing must excuse themselves from the actual vote in Open Session.
13. All grievance-related materials must be held in the strictest confidence. A Board Member will share neither information from documentation nor what is heard during the actual grievance proceedings.
14. Board Members will return all grievance materials to the Superintendent or designee upon the conclusion of deliberations.
15. Any Board Member who violates the Board policy on grievances may be subject to censure.

## Requests for Non-Agenda Information

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*Approved December 8, 2020*

*Further information: BBE(LEGAL) BBE(LOCAL)*

1. Board Members will communicate their individual requests for non-agenda information to the Superintendent or designee and the Board President.
2. If requested information can be provided from readily available data with no diversion of staff's time, it will be provided within a reasonable amount of time.
3. If a request requires diversion of staff time from established priorities, the Superintendent will notify the requestor and the Board President. The Board President may elect to place the request for information on a future meeting agenda to determine if a majority of the Board agrees it is important for future decision-making or may direct the Board Member to procedures regarding placing an item on the agenda.
4. If a Board Member has an information request about a non-agenda item for a Cabinet Member, they will email the Cabinet Member and copy the Superintendent and Board President. Information requested will be provided to the Board Member with copy to the Board President and Superintendent or designee.

5. If a Board Member has an information request for a department member not at Cabinet level, they will email the supervising Cabinet Member and copy the Superintendent and Board President. Information requested by one Board Member will be provided to the Board Member with copy to the Board President, supervising Cabinet Member and the Superintendent or designee.
6. If a Board Member has an information request requiring the Board attorney's response, they should refer the information request to the Superintendent and the Board President, who will relay the responsive information to the Board or advise the Board Member to contact the attorney directly.
7. In accordance with the law, the District shall track and report any requests. The District must report to the Texas Education Agency each year the number of requests submitted by a Board Member and the total cost to the district. Tracking is not required when the information is provided to the entire Board; therefore, the Board President, Superintendent or designee may provide the information to all Board Members at their discretion.

## Media Relations

*Approved February 23, 2021*

*Further information: BBE(LEGAL) BBE(LOCAL)*

1. The Board President or designee will be the spokesperson for the Board to the media on issues that relate to Board operations, Board actions, or Board positions which have been approved by the Board.
2. Board Members will be apprised of media issues by the Superintendent or designee. If the matter is urgent, the Superintendent will notify each Board Member as quickly as possible.
3. The Superintendent or designee will be the spokesperson for the District on issues of media attention that relate to District operations.
4. A Board Member who receives a call from the regarding District business should direct the caller to the Board President and Superintendent who will determine what response is warranted.
5. A Board Member retains the right to speak to the media as an individual, but must understand that any comment will likely be interpreted as an official statement of the Board. In speaking as an individual, the Board Member should do the following:
  - clarify that they are speaking as an individual and not for the Board;
  - remind the media representatives that official statements of the Board are made only by the Board President (or their designee);
  - remind the media representatives of the position or action of the Board related to the issue in question;
  - notify Superintendent or designee and the Board President about the media request; and
  - refrain from using District resources for the purpose of their individual statements.

## Communication to Board Members

*Approved February 2, 2021*

*Further information: BBE(LEGAL) BBE(LOCAL)*

1. Board Members will receive important District information from the Superintendent or designee.
2. Board Members will receive correspondence delivered to the District office at the earliest opportunity.

3. Board Members may communicate with other individual Board Members, the Superintendent, or staff for the purposes of asking clarifying questions, providing the communication does not conflict with or circumvent the Texas Open Meetings Act.

## Community Relations

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Approved February 2, 2021

Further information: BBE(LEGAL)      BBE(LOCAL)      BBF(LOCAL)

1. Board Members are encouraged to participate in community activities to build relationships between the public and the District.
2. When interacting with the community, Board Members are expected to:
  - listen politely and respectfully;
  - accurately relay information about the District;
  - refer questions about specific District issues to the appropriate staff person;
  - clarify limitations, obligations, and responsibilities as a Board Member; and
  - relay official decisions and actions of the Board.
3. Citizens wishing to express concerns should be directed by Board Members to use these alternatives:
  - contact appropriate staff members;
  - email, telephone or write Board Members; or
  - speak at Board Meetings per Board Policy.
4. A Board Member retains the right to communicate in any manner to anyone as an individual, but must understand that comments will likely be interpreted as an official statement of the Board. In communicating as an individual, the Board Member 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; and
  - refrain from using District resources for the purpose of their individual response.
5. Communication addressed to all Board Members will be answered by the Board President on behalf of the Board. The Board President will respond to such communication as soon as practical, no later than two business days. The Board President may appoint the Vice President or Board Secretary to respond to correspondence received during any absences provided that such correspondence shall clearly identify that the response is on behalf of the entire Board at the request of the Board President.
6. If it is believed the entire Board was a recipient under separate cover, a Board Member 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.
7. Board Members should bear in mind that individual phone calls, correspondence, email, text messages, or social media communications may be subject to the Public Information Act and the Texas Open Meetings Act. Communications received by an individual Board Member using their personal email address or via text should be answered using the following or a substantially similar statement: *Due to requirements of the Texas Open Meetings Act, I only respond to emails and text messages pertaining to District business using the email address provided by the District.*
8. To the extent possible, copying the Board President and Superintendent is considered the best practice for communications with the community regarding District business. When applicable, copying the Chief Operating Officer is also recommended.

# Advocacy

Approved August 17, 2021

Further information: BAA(LEGAL) BBBB(LEGAL) BBE(LEGAL) BBE(LOCAL) BBF(LOCAL)

In adherence to the State Board of Education's Framework for School Board Development, the Board places a high priority on advocacy at the local, state and national levels for the specific interests of the District and for public education.

1. The Board will create District legislative priorities prior to the opening of each Texas Legislative Session and communicate those priorities to area legislators.
2. The Board will coordinate advocacy efforts with the Superintendent or designee and will utilize resources from Texas Association of School Boards (TASB) and National School Board Association (NSBA).
3. Texas law allows Board Members, acting independently and without the use of public funds, to engage in political advocacy.
4. A Board Member invited to speak at a community meeting in favor of a candidate or measure, such as a bond proposal, may do so only if the speaking engagement complies with District policies and Board procedures, does not involve the use of public funds, and is in the Board Member's personal capacity.
5. With regard to testimony at a public hearing or governmental proceeding on behalf of the District, the Board President or designee will be the spokesperson for the Board. Such testimony will be limited to positions officially adopted by the Board or general practices of the District.
6. If a Board Member chooses to speak or testify in front of another governmental or legislative agency on an issue that is not intended to be a reflection of any Board position, the Board Member must clarify that such testimony reflects their opinions and actions and not that of the Board.
7. If a Board Member chooses to initiate independent political advocacy on an issue that is not a District legislative priority, including but not limited to initiating communication with a member of the legislature (or a member of such legislator's staff) or testifying before a governmental or legislative committee or agency, the Board Member should clarify that such advocacy reflects their opinions and actions and does not reflect the opinions or actions of the District or of the Board.
8. Following the adoption of the District's legislative priorities and continuing during the Texas Legislative Session, the Board President, when necessary, may include an item on Board Meeting or Work Session agendas to update Board Members of the District's advocacy efforts.

# Speaking Engagements

Approved February 2, 2021

Further information: BBE(LEGAL) BBE(LOCAL)

1. The Board President is the primary spokesperson for the Board, specifically regarding media relations and legislative testimony.
2. Board members will inform the Board President of speaking engagement invitations prior to the event. The Board President, in collaboration with the invited Board speaker, shall discuss and decide the appropriate spokesperson for the selected engagement.
3. Board Member Liaisons may provide updates to their assigned group on an as-needed or ongoing basis.

4. A Board Member who is not the Board Member Liaison to a group or organization at which they have been invited to speak must notify the Board President and the Board Member Liaison prior to accepting the speaking engagement.
5. Board Members will keep the Board informed of upcoming speaking engagements by notifying the Board President and the Executive Assistant to the Board.
6. During Board of Trustee elections, speaking engagements must not violate electioneering rules nor create conflicts of interest with Board service (see also *Elections*). During the period of time between filing and Board Election Day, Board members seeking re-election will notify the Board President of speaking engagements and whether that engagement is in Board service or in an individual capacity as a candidate for Board.

## Contact with Campuses

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Approved April 6, 2021

Further information: BBE(LLEGAL) BBE(LOCAL)

1. Board Members are encouraged to visit any campus or facility to learn more about the District as a whole. Board Members are also encouraged to attend campus events when invited.
2. As a courtesy, Board Members will inform the campus principal and Superintendent or designee of any campus visit.
3. Board Members must check in at the principal's office and must have their identification badge visible.
4. All visits are to be escorted by a staff member designated by the principal.
5. Board Members may communicate with any staff member as long as scheduled learning periods or the learning process is not interrupted.
6. Board Members will not assume a supervisory role with staff or students.
7. Board Members will not assume a participatory role with staff or students, unless specifically requested by campus staff.
8. Board Members will not utilize campus visits or District resources for personal benefit, advantage, or gain (including as a parent at their student's campus) in violation of District policy or state and federal laws and regulations.
9. To avoid a potential conflict of interest, Board Members will not utilize campus visits to conduct investigations or inquiries regarding matters pending in the District. Board Members will refer a matter requiring review to the Superintendent and Board President immediately for appropriate action.
10. This operating procedure does not pertain to visits as a parent, volunteers, spectators at school events, or other events open to the general public.

## Board Member Liaisons

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Approved January 12, 2021

Further information: BAA(LLEGAL) BDB(LLEGAL) BDB(LOCAL)

1. Through consultation and appointment by the Board President, Board Members serve as liaisons to community groups for one-year terms.
2. The following are Board Member Liaison roles in the community. The Board President will make the final determination as to which organizations will be assigned a Board Member Liaison.
  - City of Dallas

- City of Plano
  - City of Richardson
  - Head Start Parent Policy Council
  - Junior League of Collin County
  - NSBA Advocacy Institute
  - Plano Chamber of Commerce
  - Plano ISD Council of PTAs
  - Plano ISD Education Foundation
  - Collin County Association of Realtors
  - Richardson Chamber of Commerce
3. By May 15 for nonelection years and June 15 for election years, the Board President will solicit input from Board Members and assign liaison positions. Recommended liaison assignments will be approved by the Board at the next duly called meeting.
  4. Board Member Liaisons will be:
    - the contact person for Board Members with questions in that particular area;
    - willing to commit the time necessary to be effective;
    - responsible for communicating executive level summaries to the Board. An agenda item for liaison updates will be included on the Work Session Agenda to allow opportunity for sharing relevant information;
    - responsible for helping staff know how, when, what to communicate to the Board about the area; and
    - the Board's representative to the respective organization.
  5. Board Member Liaisons will not:
    - give orders, make decisions for the Board or District or otherwise imply that they are part of the District line of management; or
    - impede other Board Members from learning more about a subject from other staff.

## Board Subcommittees

*Approved February 2, 2021*

*Further information: BDB(LEGAL) BDB(LOCAL)*

1. Through consultation and appointment by the Board President, Board Members serve on District subcommittees. The Board President will make the final determination as to which Board Members serve on the subcommittees and may add subcommittees as needed. The following are Board Subcommittees.
  - Board Advisory
  - Board Audit
  - Legislative
  - Board Operating Protocol
2. When possible, subcommittee member terms will be:
  - staggered to minimize the impact of member turnover;
  - no less than two years for a Board Member's first term on a subcommittee; and
  - will be two-year terms for the Audit Subcommittee.

3. By May 15 for nonelection years and June 15 for election years, the Board President will solicit input from Board Members and assign subcommittee positions. The Board President will ensure that each Board Member serves on at least one subcommittee each year and will make a good faith effort to ensure each member has the opportunity to serve on all subcommittees.

## Audit Committee Charter and Responsibilities

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Approved April 6, 2021

Further information: BAA(LEGAL)      BDB(LEGAL)      BDB(LOCAL)      CFC(LEGAL)      CFC(LOCAL)

1. The Board Audit Committee's purpose is to assist the Board in fulfilling its oversight responsibilities regarding internal and external audits, the system of internal controls, and the District's process for monitoring compliance with law and regulations.
2. The Audit Committee shall be composed of at least three Board Members, upon nomination and vote of the Board. A chairperson shall be chosen by the Audit Committee members.
3. Each Board Members' term shall be for a period of two years. A Chairperson shall be elected for the entire calendar year. Members' terms shall be staggered to minimize the impact of the member turnover. A Chairperson cannot serve more than four consecutive years as chair.
4. The Audit Committee shall meet at least three times annually with authority to convene additional meetings as circumstances required. The Chairperson shall determine the date, time, and place of the meetings.
5. Responsibilities of the audit committee are as follows:
  - Internal Audits
    - a. Direct and order internal audits, as deemed appropriate by the committee or the Board of Trustees.
    - b. Review and discuss periodic risk assessments and approve the annual audit plan and all major changes to the plan.
    - c. Review and monitor significant internal audit reports, the implementation of audit recommendations, corrective action plans by management, and follow-up audits to confirm implementation.
    - d. Evaluate the performance of the internal auditor annually and recommend to the Board the annual compensation and salary adjustment.
    - e. Meet separately with the internal auditor to discuss any matters that the committee or internal audit believes should be discussed in accordance with the Closed Session provisions of the Texas Open Meetings Act.
  - External Audits
    - a. Participate in the selection of the independent auditing firm.
    - b. Review the performance of external auditors and recommend approval regarding the appointment or discharge of the auditors.
    - c. Review the external auditor's proposed scope and approach, including coordination of the audit effort with the internal audit.
    - d. Meet with external auditors to discuss the audit results.
    - e. Monitor implementation of external audit recommendations.
  - Compliance



- a. Review the effectiveness of the system for monitoring compliance with Board policies and Federal/State laws and regulations and the results of management’s investigation and follow-up (including disciplinary action) of any instances of noncompliance.
  - b. Review the findings of all examinations by regulatory agencies (if any) and any auditor observations.
  - c. Review the process for communicating the Plano ISD Board policies, specifically, the Educators’ Code of Ethics and for monitoring compliance therewith.
  - d. Obtain regular updates from management, legal counsel, or any other department.
- Reporting Responsibilities
    - a. Regularly report to the Board of Trustees about committee activities, issues, and related recommendations.
    - b. Provide an open avenue of communication between internal audit, the external auditors, and the Board of Trustees.
    - c. Report at least annually to the Board of Trustees, describing the committee’s composition, responsibilities and how they were discharged, and any other information required by the Board of Trustees.
    - d. Review any other reports that relate to the Committee’s responsibilities.
- Other Duties
    - a. Review all planned reviews, audits, and examinations conducted by regulatory agencies, management consultants, and auditors in order to help preclude duplication of work by the internal audit department.
    - b. Perform other activities as designated by the Board of Trustees.
    - c. Institute and oversee special investigations as needed.

## Citizen Advisory Committees

*Approved January 12, 2021*

*Further information: BDB(LEGAL)      BDB(LOCAL)      BDF(LEGAL)      BDF(LOCAL)      EHAA(LEGAL)      EHAA(LOCAL)*

1. The Board appoints community members to serve on ad-hoc District committees and task forces as necessary. These appointments include but are not limited to bond program committees, boundary realignment committees and various advisory committees.
2. The Board currently has five District Advisory Committees made up of parents, staff and community members:
  - Career Education
  - Diversity Advocacy
  - Health
  - Special Education
  - Gifted and Talented
3. A Board Member may appoint one community member to each District Advisory Committee for a three-year term. At the start of the school year, the Executive Assistant to the Board will send a list of committee members to the Board, indicating which terms are expiring. A Board Member may appoint someone to any committee where an opening exists if a Board Member does not already have an appointee serving on that committee. These appointments will be approved by the Board.

4. A District Advisory Committee chairperson will be a staff member.
5. Annually, the Board Advisory Subcommittee will establish goals for the upcoming school year for District Advisory Committees to be approved by the Board. Once approved, the Board will be notified if any changes to the goals are necessary.
6. The Board will recognize members who have served on District Advisory Committees and on any ad-hoc committees or task forces at the end of the school year.

## District Vision and Strategic Plan

Approved January 12, 2021

Further information: BAA(LLEGAL) BQ(LLEGAL) BQ(LOCAL) BQA(LLEGAL) BQA(LOCAL) BQB(LLEGAL)  
BQB(LOCAL)

1. The District's strategic plan will form the basis of the District's annual goals and initiatives. The Board will review and update the strategic plan at least every five years.
2. The Superintendent or designee will be responsible for the creation of annual District initiatives designed to fulfill the District's strategic plan.
3. The District's strategic plan will serve as a guide for the administration in preparing the District's budget as well as any other District, department or campus improvement plans.
4. The Board may review the goals at any time. At the end of the five-year strategic plan, the Board will direct the Superintendent to develop a process to update the strategic plan for the next five years.
5. In June, during the annual Board and Cabinet retreat, the previous year's goals will be reviewed and goals for the next school year will be developed in alignment with the strategic plan.
6. In October, the Board will approve the District Improvement Plan, Campus Improvement Plans, and Plan of Work identifying progress in the goals and objectives of the District's strategic plan.

## District Performance Objectives

Approved April 6, 2021

Further information: BAA(LLEGAL) BQ(LLEGAL) BQ(LOCAL) BQA(LLEGAL) BQA(LOCAL) BQB(LLEGAL)  
BQB(LOCAL)

By October 31 of each year, the Board will approve the District Improvement Plan, Campus Improvement Plans, and Plan of Work identifying progress in the goals and objectives of the District's strategic plan.

## Development and Adoption of Budget

Approved April 6, 2021

Further information: BAA(LLEGAL) CE(LLEGAL) CE(LOCAL)

1. The Superintendent or designee will draft a detailed budget process calendar to be submitted to the Board in November of each year.
2. At a minimum, the following must be included in the draft budget process calendar:
  - any Items for Discussion and Action the Superintendent would like included prior to the budget adoption;
  - approximate dates by which the Board will receive information such as staffing (for all areas) and enrollment projections, revenue and expenditure projections and other data as required by the Board;
  - timelines by which campuses, departments and other budget project teams will work;

- timing and methodology for community input on the proposed budget;
  - timing for final Board review of the proposed budget prior to adoption; and
  - timing for completion of legal requirements such as official notices and public hearings.
3. All materials or data, including draft budgets, will be provided to the Board at least four days prior to consideration of the materials.
  4. The Superintendent or designee will present a final draft budget, prepared in accordance with the approved budget calendar process, for adoption by the Board at the Board Meeting in June of each year.

## District Policies

*Approved March 2, 2021*

*Further information: BAA(LEGAL) BF(LEGAL) BF(LOCAL)*

1. The Superintendent or designee will be responsible for ongoing review of policies to ensure that existing policies are relevant to current local circumstances.
2. After adoption, the Superintendent or designee will be responsible for incorporating policy revisions and will ensure that all District staff has adequate knowledge of the Board policies.

## Hiring of Superintendent

*Approved August 17, 2021*

*Further information: BAA(LEGAL) BJA(LEGAL) BJA(LOCAL) BJB(LEGAL) BJC(LEGAL)*

1. The Board may but is not required to use a professional executive search firm to conduct the Superintendent search process. If the Board chooses to select an executive search firm it will use a Request for Proposal (RFP) to select the executive search firm.
2. The Board may cause the Board President to appoint a subcommittee and a chair to facilitate the search firm selection process. The search firm selection process may include the following steps.
  - a. Finalize process and timelines
  - b. Identify search firms
  - c. Conduct research
  - d. Create draft of search firm criteria/cover letter to the purchasing department
  - e. Request for Proposal prepared by the purchasing department
  - f. Distribute Invited Solicitation to search firms
  - g. Provide update to the Board
  - h. Search committee continues research
  - i. Develop questions for search firm interview
  - j. Respond to inquiries
  - k. Establish date to receive proposals
  - l. Conduct search committee meeting to open/review proposals
  - m. Search committee analyzes proposals
  - n. Conduct finalist interviews with Search Committee of the Board
  - o. Finalists make presentation to the Board and the Board selects firm
3. A set of criteria to identify the Superintendent candidates and select a lone candidate will be created by the Board. The Superintendent selection process used will become fully defined once the search firm selection is made. Parents, teachers, community members, administrators, students, business

leaders, and Board Members will have an opportunity to provide input into the criteria development process. Board approval of the Superintendent search criteria will occur before the search begins.

4. The Superintendent Selection Subcommittee will prepare an evaluation instrument that Board Members can use to evaluate each candidate.
5. The subcommittee will consolidate all of the evaluation instrument results for all candidates and share the results to the Board.
6. The Board will select a finalist and provide public notice of the name of the finalist being considered for Superintendent at least 21 days before the date of the meeting at which a final action or vote concerning the employment of the finalist will be taken.
7. All information received or reviewed by Board Members in connection with the hiring of a new Superintendent shall be confidential and shall not be disclosed to any non-Board Member, other than employees of the executive search firm or Plano ISD designated staff.
8. After the Superintendent search process, the Board President will maintain foundation of the process such as calendars and focus groups used, while maintaining privacy of candidates.

## Hiring of Personnel other than the Superintendent

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*Approved September 7, 2021*

*Further information: BAA(LEGAL) CFC(LOCAL) DC(LEGAL) DC(LOCAL)*

1. The Superintendent is the only employee of the Board. The District's Internal Auditor shall report functionally to the Board audit committee and administratively to the Chief Operating Officer.
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 Plano ISD 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 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 the Superintendent and the Internal Auditor.
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.
7. Board Members must abstain from any votes on personnel issues where a conflict of interest is clear, as defined in Board policy and/or statute.

## Evaluation of Superintendent

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*Approved December 8, 2020*

*Further information: AIB(LEGAL) BAA(LEGAL) BJC(LEGAL) BJA(LEGAL) BJA(LOCAL) BJCD(LEGAL)*

1. Based on the Superintendent Annual Evaluation Timeline below, the Board will conduct a comprehensive evaluation of the Superintendent's performance at least annually which will include a contract evaluation.

<b>SUPERINTENDENT ANNUAL EVALUATION TIMELINE</b>		
<b>Action</b>	<b>Participant(s)</b>	<b>Timeline</b>
Approval/Revision of Evaluation Tool	Board	March
Notice of evaluation to Superintendent; confer on format and deadlines	Board President Superintendent	April
Qualitative Evaluation Tool to Superintendent and Board	Board President	May
Completed Summative Plan of Work, Qualitative Evaluation, and Preliminary Commissioner's Worksheet due to Board President (Superintendent's Qualitative Evaluation comments will be provided without ratings)	Superintendent	May
Completed Board Qualitative Evaluation due To Board President	Board	May 31
Board review of all documents including Superintendent's Qualitative ratings	Board	August
Closed Session discussion of Evaluation	Board	August
Second Closed Session to review Board President's Superintendent evaluation draft	Board	August
Superintendent Preliminary Evaluation approval on Consent Agenda (review with Superintendent in Closed Session)	Board	August
TAPR Report presentation at Board Meeting	Administration	December
Final Commissioner's Worksheet to Board (Closed Session)	Superintendent	January
Final Superintendent Evaluation and contract consideration (approval on Consent Agenda)	Board	February

2. The Board will provide the Superintendent with adequate notice of any evaluation and the Superintendent and Board President will confer to develop the format.
3. During Closed Session at a regular meeting or a special called meeting, the Board President will facilitate the review of the Superintendent's annual performance report, evaluating results against goals. The Superintendent may be invited to present the performance report. The Board will discuss the performance results as a team. The Board will, by consensus, agree on the final evaluation and decide how to present the evaluation, next year's personal goals, and any contractual modifications to the Superintendent. Each Board Member will review the Superintendent's annual report and contract prior to this meeting.
4. After the evaluation process, the Board will determine if any contractual additions, changes or deletions should occur. The Board President will work with the Board's legal representation to make any changes to the Superintendent's compensation and/or benefits. The Board President will provide a

fully executed copy of the Superintendent's current contract to all Board Members and will submit a copy of the new contract to all Board Members for review prior to final approval.

5. The Board will define by consensus, during Closed Session, personal goals for the Superintendent for the next year. The Board may, at its discretion, revise the criteria at any time if a majority of the Board concurs.
6. The Board or a subcommittee designated by the Board President will regularly review the Superintendent's evaluation instrument to ensure that it continues to be appropriate.
7. In the event that the timeline is interrupted by some extenuating circumstance outside of the Board or Superintendent's control, the Board and Superintendent may amend the timeline and process if agreed upon mutually by both the Board and Superintendent.

## Superintendent Performance Concerns

Approved August 17, 2021

Further information: [BJA\(LEGAL\)](#)    [BJA\(LOCAL\)](#)    [BJCE\(LEGAL\)](#)    [BJCF\(LEGAL\)](#)    [BJCF\(LOCAL\)](#)    [BJCF\(EXHIBIT\)](#)

1. A Board Member who has a concern about the performance of the Superintendent will discuss such concern with the Board President who will determine the most appropriate manner to bring the concern to the Superintendent's and the Board's attention.
2. Concerns about the Superintendent's performance may include the following:
  - a. A breach of any term of the Superintendent's contract.
  - b. Violation of a state or federal statute.
  - c. Violation of a Board policy or operating procedure.
  - d. Failure within a reasonable amount of time to address a specific issue identified by a majority of the Board.
  - e. Loss of confidence of the Board in the Superintendent's performance.
  - f. Violation of Board policy, Employee Standards of Conduct and/or the Educators' Code of Ethics.
3. The following process may be used, depending on the circumstances surrounding the concern presented
  - a. The concerned Board Member will meet privately with the Superintendent to discuss their concerns in order to resolve the issue.
  - b. If the concerned Board Member in addition to one other Board Member does not feel that the resolution is satisfactory, then the two Board Members may request, through the Board President, that an item be placed on a regularly scheduled agenda as a Closed Session item. The concerned Board Member must inform the Board President of the specific nature of any concern. In addition, the Board President may, of their own accord, place an item on a regularly scheduled agenda as a Closed Session to discuss concerns about the performance of the Superintendent.
4. If a Closed Session is called, the Board must listen to the concern and make a determination if the issue raised is cause for concern. Failure to make such a determination will end the Closed Session.
5. If the majority of the Board determines that there is a violation and the conduct is remediable, the following process may be followed as appropriate under the circumstances presented. If the conduct is not remediable, the Board will proceed as outlined in the Superintendent's contract.
  - a. The exact nature of the deficiency will be documented and discussed with the Superintendent.
  - b. A plan for remediation will be written, to include actions to be taken and timelines.

- c. The Board President will monitor the plan for compliance and the results will be made part of the Superintendent's annual performance evaluation.
- d. It will be the responsibility of the Board President to ensure that all documentation relating to performance deficiencies will be appropriately placed in the Superintendent's personnel file.

## Concerns about Employees Other than the Superintendent

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Approved August 17, 2021  
 Further information: BAA(LEGAL)

1. When a Board Member becomes concerned about the performance of District employees they must bring their concerns directly to the Superintendent and inform the Board President. Such concerns must be limited to the following:
  - a. Actions which are illegal.
  - b. Egregious violations of Board policy.
  - c. Actions which are harmful to the District's or the Board's reputation.
2. Board Members must remain cognizant that District personnel are the responsibility of the Superintendent, not the Board.
3. The Superintendent is obligated to listen to such concerns, review the matter, and notify the Board Member of the resolution of the matter to the extent providing information does not create a conflict of interest, does not violate the Texas Public Information Act, and allowable by policy and law.

## Travel Reimbursement

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Approved March 2, 2021  
 Further information: BBD(LEGAL)    BBD(LOCAL)    BBD(EXHIBIT)    BBG(LEGAL)    BBG(LOCAL)

1. All travel paid by the District must have a direct benefit to the Board Member's ability to perform effectively. The District will not pay for membership in special group organizations with the exception of the National School Board Association (NSBA); the Texas Association of School Boards (TASB); Leadership Plano; Leadership Richardson; and expenses related to advocacy priorities preapproved by the Board President.
2. The Board's budget will include travel for all Board Members to attend the annual TASA/TASB conference and one other conference of their choice.
3. For a conference or training opportunity to be eligible for reimbursement, it must meet the criteria for Board continuing education hours and be located within the 48 contiguous United States.
4. A Board Member must submit a completed Report of Expenses form with receipts to the Superintendent or designee for reimbursement. Reimbursement will be approved by the Board President. If funds permit, reimbursement for other travel or training opportunities by Board Members may be allowed if preapproved by the Board President.
5. Frugality will be practiced when making travel arrangements. Each Board Member is responsible for notifying the Executive Assistant to the Superintendent and Board of Trustees of their preferences for time of travel, seating, lodging accommodations, and choice of rental car type.

## Traditions of the Board

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Approved March 2, 2021  
 Further information: FMH(LEGAL)    FMH(LOCAL)

1. Board Members who served during the current school year and are not returning are invited to participate in graduation ceremonies. It will be their responsibility to let the Superintendent and current Board President know that they would like to participate.
2. Former Board Members may sit on the stage at graduation ceremonies and hand a diploma to a family relative. It will be the responsibility of the former Board Member to let the Superintendent and current Board President know that they would like to participate.
3. Flowers or plants for the death of a Board Member are limited to \$100, as stated in the Plano ISD Fiscal Manual. Personal funds may be used for flowers or plants for the death of a Board Member's immediate family.