NBISD Board of Trustees

Good Governance Handbook & Board Operating Procedures

Approved October 19, 2026

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New Braunfels ISD Board of Trustees
Good Governance Handbook

Unity of Purpose

Our vision is of a governance system, School Board, and Superintendent working together as a cohesive, unified team with a common vision driven by a shared moral imperative. This is a dynamic, powerful role for School Boards. Governance is a basic function of the organization, an integral part of the system, setting the direction of the district, assuring the achievement of strategic goals and the moral imperative, holding the district accountable, and providing leadership to the community. Most importantly, it is a governance system that fulfills its responsibility to all the children and the community it serves.

Statement of Purpose

The New Braunfels Independent School District Board of Trustees is committed to the highest levels of good governance. We believe that good governance is not a destination but a journey. To this end, we are committed to governance best practices such as, but not limited to:

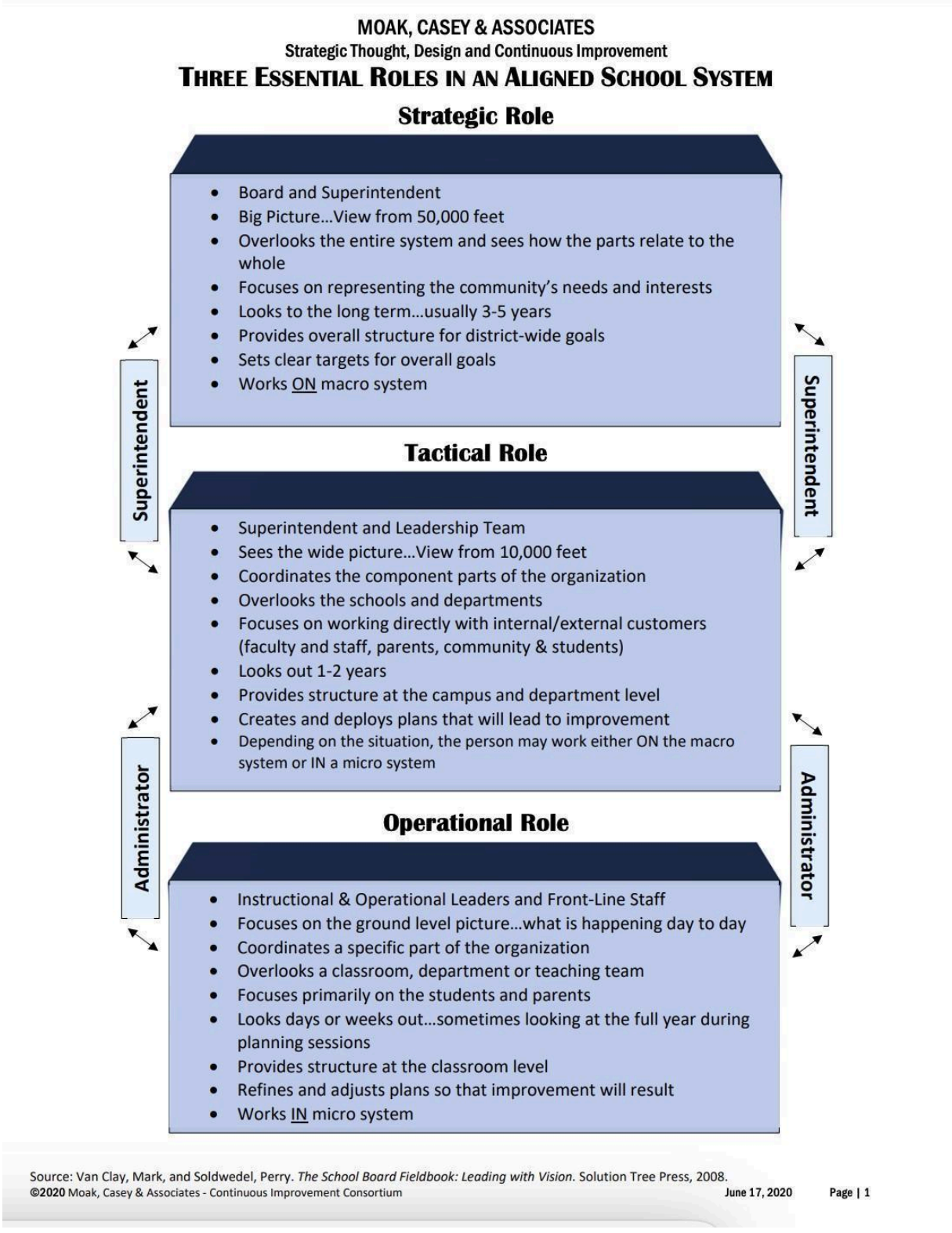
1. Alignment to the three essential roles (see model on the next page)
2. Monitoring progress through multiple aligned measures:
    a. Quarterly reporting on Board approved strategic objectives.
    b. Board progress monitoring of results from good governance inventory. This inventory may be utilized initially in 6-month time horizons, with an eventual minimum expectation of annual update.
3. Systematically monitoring team trust utilizing a neutral/third party when needed.
4. Clarity surrounding the difference(s) between the role of the Superintendent and the role of the Board. (see Board Policy BAA(LEGAL), BBE(LOCAL), BE(LEGAL), BJA(LEGAL), BJA(LOCAL))
5. Commitment to asking good questions that are aligned with the strategic role rather than the tactical role (see sample strategic questions on the next page).

The Board of Trustees will set expectations from a mindset of continuous improvement for our Superintendent and Leadership team. The Board will furthermore model this continuous improvement mindset as we strive to become the best Board in the State of Texas.

In effective school systems, the Superintendent and the Board function as a “Team of Eight.” A structured approach to developing a vision for the District and setting goals is enhanced by first developing a system of standard operating procedures. The School Board is the corporate policy-making body for the district, and the Superintendent and staff provide the leadership to implement Board policies.

Therefore, the New Braunfels ISD Board of Trustees and Superintendent function as a “TEAM OF EIGHT” to provide open communication to the district's staff and patrons within a structure of “Good Governance.”

Three Essential Roles in an Aligned School System



Board Member Strategic Questions

A. How does this program fit into our strategic plan?
B. What is the vision for this program/idea/concept?
C. How do we quantify progress in this area? How does it trend? How does it compare?
D. How do our stakeholders know this service exists? How would we self-rate our marketing efforts?
E. What percentage of the total budget is dedicated to this effort?
F. What is the best way for the Board to help?
G. What else (do we need to know), (do you need to be successful), (have we not thought of)?
H. What concerns us most about this?
I. What is worthy of a celebration?
J. Have we aligned the appropriate resources with this initiative?
K. Do our measures appropriately address both progress and cultural impact?
L. Are there budget items that are so removed from our strategic direction that they can be strategically abandoned?
M. How does this proposed budgetary expenditure align with our strategic direction, and how will it ultimately (positively) impact our community? How much does it cost to sustain? Can we afford it? Does it replace something else, or is it an additional expenditure?
N. Is our target set too high? Too low?
O. Is this the best measure of success?
P. Which perspective does this help? Is there a potential negative unintended impact on another perspective?
Q. What does this data tell us? Not tell us?
R. What improvement might arise from this data?
S. Did we miss something in our strategic objective when we first defined it?
T. Are we validating with our ears too much (anecdotal) and not with our eyes (data)? And vice versa?
U. Are we maintaining our strategic focus, or are we off track?
V. What research would we need to undertake to “know what we don’t know”?
W. How is this being perceived at the operational level (front line)?
X. How do we know this is aligned with our customers' needs?
Y. Are our strategic objectives well understood at the operational level? How do we know?
Z. Are we innovative enough? What is our tolerance process for innovation?

Board Member Norms

A. The Board is a governing body. It understands and respects the distinct roles of the Board and staff.
B. The Board and Superintendent presume the positive intent of Board members, staff, and community. Be cognizant of how questions are phrased.
C. The Board treats all persons courteously, dignifiedly, and fairly and maintains a respectful atmosphere at all times.
D. The Board agenda is developed to ensure the meeting is run efficiently.
E. The Board adheres to the agenda topics. Board discussion is for the business purpose of seeking clarity, furthering understanding, and preparing to take action.
F. After a motion on an important or controversial agenda item has been made and seconded, Board members are encouraged to share their perspective on how they intend to vote to provide transparency to the community.
G. There are no side conversations or interrupting of other Board members during open and closed session meetings.
H. Board members come prepared for each meeting.
I. Board members are given an adequate opportunity to participate in discussion and decision-making.
J. Board members will contact the Superintendent with agenda questions prior to the meeting (Monday/day of the meeting by 10:00 AM at the latest). This will allow the staff the necessary time to research the information. Additional questions may still be presented during the Board meeting if necessary.
K. Board members will state their position concisely and summarize.
L. The Board President's role is to facilitate the meeting by monitoring the discussion. Based on the norms, the Board President will check in with the Board members to invite any new comments or to move forward to the next item. The Board President will enforce the agreed-upon norms.
M. Electronic devices may be accessible during Board meetings, but should not be a distraction and should not be used during Board business.

Good Governance Guidelines

The New Braunfels ISD Board of Trustees welcomes community participation in the school district. The information in this handbook is designed to define some of the policies and procedures used during the Board's meetings, as well as review several practices of the New Braunfels ISD Board of Trustees.

1. **Developing the Board Agenda**

   The Board meeting agenda is finalized five business days before the meeting. Two Board members may request an agenda from the Superintendent and copy the Board President at least ten calendar days before the Meeting. In accordance with the Texas Open Meetings Act and Texas Government Code §551.043, the agenda must be posted no less than three business days before the meeting, except in an emergency. All agendas are posted at the front entrance of the NBISD Administration building and on the District's website.

   The Superintendent will provide Board members with Board packets three business days before a Board meeting, to include the agenda and attachments. Board members are encouraged to contact the Superintendent with questions and shall copy the Board President on such correspondence or otherwise inform the Board President of such inquiries.

   Written responses to questions about an agenda item will be provided to all Board members. The Board and Superintendent will maintain a continuous calendar for the year but may add agenda items as appropriate.

2. **Board Agenda Format**

   The Board may hold a general meeting or a special meeting.
   The primary distinction between the meetings is that a special meeting will have a narrower agenda, and the public comment period is limited to the topics on the meeting agenda. Dates for the general meeting are adopted annually, and special meetings are scheduled as needed.

   The Board meeting agenda may include a period for recognitions, citizens comments, discussion items, action items, information items, consent agenda, and other items as needed per the Board President and/or district administration. One or more closed/executive session notices are placed on the agenda to address legally appropriate items such as:

   - Private consultation with the Board's attorney.
   - Deliberating the purchase, exchange, lease, or value of real property.
   - Deliberating a negotiated contract for a prospective gift or donation.

- Deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear the complaint or charge against an officer or employee.
- Deliberating the deployment or specific occasions for implementation of security personnel or devices; or a security audit.
- Deliberating medical or psychiatric records of an applicant for a benefit from insurance, health, or retirement plan.
- Deliberating discipline of a public school child or a case in which a complaint or charge is brought against an employee of the school district by another employee.
- Deliberating a matter regarding a public school student if personally identifiable information about the student will necessarily be revealed by deliberation.
- Deliberating the standards, guidelines, terms, or conditions the Board will follow or instruct its representative of an employee group.
- Excluding a witness from a hearing.
- Deliberating economic development negotiations.
- Deliberating a test item or information related to a test item.
- Deliberating security assessments or deployments; network security information; or the deployment of occasions for implementation of security personnel, infrastructure, or security devices.
- Deliberating information confidential under the Local Government Code relating to Homeland Security.
- Deliberating a cyber threat indicator or defensive measure shared by or with a state, tribal, or local government.

No voting or polling of votes may be done in executive session.

3. **Public Addressing the Board**

The Board of Trustees welcomes comments from the public. A Public Comment period is held at the beginning of each Board of Trustees meeting. Members of the public desiring to participate in the public comment period must sign up in advance of the Board meeting by filling out the form on the NBISD website, by email to the Executive Assistant to the Superintendent, or in person at 1000 North Walnut Ave., New Braunfels, Texas 78130. Signup will open after the Agenda is posted and close at 12:00 PM (noon) on the day of the Board Meeting. When an individual signs up, the individual must indicate whether the comment pertains to an item on the Board agenda and, if so, which item or items. An individual who will be accompanied by a translator must notify the District at the time of signup.

There is generally a three-minute time limit on an individual's comments per meeting. The individual who signed up to speak must be the individual who actually speaks during the Public Comment period. There is no yielding or sharing of time and no extra time based on the number of topics. When necessary for effective meeting management or to accommodate large numbers of individuals wishing to address the Board, the presiding officer may adjust the time allotted to each speaker. However, no individual shall be given less than one minute to make comments.

During special board meetings, Board members will hear public comments from citizens on agenda items only. At regular meetings, the Board shall hear persons who desire to make comments, voice concerns, or make complaints to the Board. The Public Comment period is not intended for the presentation of allegations of employee misconduct; requests for employee discipline; lodging personal attacks; shaming; or demeaning specifically named NBISD employees, or unnecessarily disclosing private information about NBISD employees or students. Any issues pertaining to specific NBISD employees or students may necessitate a closed session of the NBISD Board to be held at the end of the general meeting.

Personal attacks are defined as comments impugning an individual's integrity, honesty, character, immutable characteristics, or like personal qualities of an identified person, accusations of criminal conduct, name-calling, threats, fighting words, ridicule, mocking or shaming,

Board members may respond to comments on an agenda item being considered. The Board will not deliberate or decide any subject that is not included on the agenda posted with notice of the meeting. The presiding officer or designee shall determine whether a person addressing the Board has attempted to solve a matter administratively through the grievance process established by Board policy. If not, the person shall be referred to the appropriate forum, at which time the person may be heard and seek a resolution in that forum or the Board may put that topic on a future agenda. The Board will only consider personnel or student complaints that remain unresolved after they have been addressed by the grievance process and when they have been placed on the Board agenda for hearing or action. See NBISD policies DGBA (employee), FNG (students/families), and GF (public).

Speakers during Public Comment are responsible for the words they speak during public comment and will be solely liable for any damages if it is later determined that the words spoken injure a person's reputation, expose the person to public hatred, contempt, ridicule, or cause financial injury. Under Texas law, NBISD is immune from any claims for defamation.

The Superintendent or designee may follow up with persons who have commented before the Board.

The Board may not prohibit public criticism of the Board, including any criticism of any act, omission, policy, procedure, program, or service. This does not apply to public criticism that is otherwise prohibited by law. (Texas Government Code §551.007)

The Texas Open Meetings Act permits the Board to deliberate and act only as a corporate body at a properly called meeting. The Board may not deliberate or act through any correspondence (e.g. calls, text messages, email, or any other written format).

Board members will limit their responses to public comments or inquiries on items that are not on the agenda to statements of specific factual information, recitations of existing policy, or if the comment or inquiry is a complaint, the Board member will direct the individual to the Superintendent or other appropriate administrator who will proceed according to the applicable complaint. If the concern or complaint directly pertains to the Board's own actions or policy for which there is no administrative remedy, Trustees may request that the issues be placed on the agenda for a future meeting. To avoid any perception of a violation of the Open Meetings Act, emails or correspondence from individual Board members in response to public comments or inquiries will not be sent or copied to the remaining Board members.

4. **Meeting Procedures and Information**

   The Board shall observe Robert's Rules of Order parliamentary procedures. The Board President will preside at all meetings and recognize each Board member prior to any questions or discussion on agenda topics. Board meetings shall be held during a time that is outside of typical work hours. (See BE[LOCAL] AND FA[LEGAL]).

   The motion fails in a tie vote. Once a vote is taken, all Board members are expected to support the majority decision.

   No Board member has authority outside of a Board meeting. The Board has authority as a "body corporate". (See BAA[LEGAL]).

5. **Communications**

   The Superintendent will communicate with all Board members weekly or more often as the need arises. Should the Superintendent or designee need to present information to the Board members, and a Board member is unable to attend such an information presentation after the Superintendent or designee attempts to schedule a mutually agreeable time to meet with the Board member, the Board member should contact the Board President to obtain the information presented.

Board members will be advised of any urgent or crisis situations as soon as possible after the situation arises.

Board members should keep the Board President aware of issues they have referred to the Superintendent.

The Board President or Board member designee is the official spokesperson on behalf of the Board.

Board members will abide by the Board's Code of Ethics in Board Policy BBF(LOCAL) and the expectations for civility and conduct, as stated herein.

When communicating on social media, Board members shall keep the following guidelines in mind:

- Exhibiting caution when publicly commenting on a pending matter that may come before the Board in a Level Three hearing so as to avoid the perception of bias or prejudgement on such issue, unless the Board member plans to recuse himself or herself in such hearing;
- Ensuring it is clear when posting or speaking about District business that the Board member is speaking as an individual Board member and not as a spokesperson of the Board (unless acting with the Board President's authorization as a spokesperson);
- Maintaining compliance with the standards in Texas Penal Code §39.06 and Texas Government Code §552.352 regarding the use of official and/or confidential information obtained by the nature of the Board member's role of Trustee;
- Displaying respect for the majority decision as the decision of the Board;
- Accurately representing District policies, programs, priorities, and progress.

Communication with Legal Counsel: The Board shall retain an attorney or attorneys to serve as the District's legal counsel and representative in matters requiring legal services. Individual Board members shall channel legal inquiries through the Superintendent, Board President, or Board's designee, as appropriate, when seeking advice or information from the District's legal counsel. (See BDD[LOCAL])

6. **Decorum**

The Board shall maintain appropriate meeting decorum following Robert's Rules of Order to condition the District's business and maintain a safe and welcoming environment. Decorum protocols shall be posted on the Board's web page and available for meeting attendees, along with the online sign-up form for requesting to speak during the public comment period.

7. **Procedures for Patron or Employee Request or Complaint to an Individual Board Member**

   The Board member shall hear the patron or employee's request or complaint for a full understanding of the person involved, date and place. Then the Board member shall:

   - Describe the chain of command to the patron or employee.
   - Refer the patron or employee to the appropriate person or the Superintendent.
   - Remind the patron or employee of the appropriate policy and that the Board must remain impartial in case the Board later considers the situation.
   - Inform the Superintendent of any serious complaints.

8. **Board Member Compliance with Policy and Procedure**

   Board members shall abide by these guidelines and relevant District policy. As Trustees of the District, Board members have an obligation not to act in a manner adverse to the District's interests. In the event that a Board member fails to abide by the guidelines and/or District policy or fails to properly act as a fiduciary of the District, the following actions may be taken:

   - A private conversation between the Board President and Board member;
   - Confidential conversation between the Board member and the Board's attorney;
   - Closed session discussion between the Board member and the remainder of the Board;
   - Written communication from the Board's attorney to the Board member;
   - Appropriate and lawful verbal censure of the Board member; and/or
   - Other appropriate legal actions

9. **Board Member Right of Access to Information**

   A member of the governing board may inspect and/or duplicate public information maintained by the school district if the member is acting in their official capacity. In the event of such a request, public information must be provided to the member promptly and without charge. Any confidential info under law shall be redacted without a charge.

   If a Board member is not acting in his or her official capacity, the Board member has no greater right to District records than a member of the public. An individual Board member shall not have access to confidential student records unless the member is acting in his or her official capacity and has a legitimate educational interest in the records in accordance with NBISD Policy FL.

   At the time a Board member is provided access to records or reports that are confidential or otherwise not subject to public disclosure (see GBA), the Superintendent or other District employee shall advise the Board member of the responsibility to comply with confidentiality requirements and the District's information security controls.

Individual Board members may request, through the Superintendent and-copying the Board President, any legally available information or reports concerning the District, students, or personnel. In general, the Superintendent shall disseminate the requested information to all Board members. Board members shall take care to avoid any action that may constitute a misuse of official and/or confidential information, as set forth in Texas Penal Code §39.06 and the Texas Government Code §552.352.

Board members may address appropriate administrative staff with general questions. However, Board members shall not issue directives to staff.

Board member requests for information will be consistent with Policy BBE(LOCAL). Staff will acknowledge requests in a timely manner.

Formal information provided in response to a Board member's question will be provided to all Board members.

If a Board member's request exceeds authority in Policy BBE(LOCAL), the staff members or Superintendent will notify the Board member(s) and the Superintendent.

10. **General Information**

The Board President will inform the Board of all speaking engagements when the Board is not present.

Trustees are encouraged to visit campuses but should plan them ahead of time and let the Superintendent or designee know for a non-public event or if not acting in the role of a parent/guardian.

Board members shall not make derogatory comments about personnel.

Board members shall have final approval on recommended actions brought forward by selected committees.

Board members evaluate the Superintendent during a closed session each January. The agenda will reflect this evaluation. An interim evaluation will be conducted in June. The Board will also conduct a monthly rolling or continuous evaluation.

Board member elections are usually held in May of each year. In special circumstances, Board member elections may be held outside of this time frame. Board members run for a specific place and serve for a three-year term. The terms are staggering.

11. **Board Member Support & Concerns**

Open communication and conflict resolution are hallmarks of an effective Board. Board members are expected to maintain effective working relationships with one another and to model mature and professional responses to conflicts and disagreements.

A Trustee with a complaint or concern about a fellow Trustee is encouraged to speak privately and directly with the other Trustees involved to resolve the issue informally.

If, having done so, the complaint or concern persists, they should next communicate their concerns to the Board President (or Board Vice President if the concern relates to the Board President).

The Board President/Vice President will work with the Trustee to attempt to resolve the concern in the manner they deem most appropriate. This could involve a facilitated meeting between Trustees and a review of the Board Handbook or Board policy, among other things.

Following these efforts, if the complaint or concern has not been resolved to the satisfaction of the complaining Trustee, the Board President/Vice President will ensure the matter is added as an executive session agenda item at the earliest practicable opportunity to be considered by the full Board. Directly impacted parties will be notified before the discussion takes place.

Should there be a consensus among the full Board that specific Board action is necessary, the Board officers will ensure that such is added to a meeting agenda at the earliest practicable opportunity.

At all times, Trustees pursuing resolution of complaints shall ensure that deliberation does not occur among a quorum of Trustees outside a posted meeting.

12. **Board Travel**

Travel other than TASA or TASB-sponsored events must be approved by the executive committee prior to attending. The executive committee is composed of the President, Vice President, and Secretary.
Reimbursement for mileage, parking, registrations, and non-event-sponsored meals is allowed.
Out-of-state travel must be approved by the executive committee prior to attending.

13. **Annual Review of Good Governance Guidelines**

The Board of Trustees will annually review and update its Good Governance Guidelines at an August Board meeting. The Board will also review and discuss compliance with these guidelines during an annual self-evaluation.

Board Responsibilities

The purpose of placing governance in the hands of the Board and management in the hands of the Superintendent is to ensure the community retains authority over the basic direction, priorities, and values embodied in the operation of the District while also making sure implementation is carried out by a trained professional with a wide range of experience. It also ensures that the Board has the advice of someone well-versed in the immense complexity of school district operations.

ROLE AND AUTHORITY OF INDIVIDUAL BOARD MEMBERS

Each Board Member is:	**Each Board Member is not:**
● *One of seven* ● *A Trustee for the entire NBISD* ● *A leader for the entire NBISD* ● *An elected official* ● *Responsible For Governance* ● *Equal to all the other Board Members* ● *Responsible for personal preparation for all meetings* ● *Encouraged to attend district-wide functions* ● *Expected to be familiar with current laws* ● *Expected to attend further training* ● *Expected to support Board decisions* ● *Expected to attend meetings* ● *Expected to remain informed*	● *Empowered to fix situations* ● *Empowered to speak for the Board or Team of Eight* ● *Effective as a divisive, negative influence* ● *Allowed to misuse or share confidential information* ● *Authorized to micro-manage with personal agenda* ● *More important than any other Board Member* ● *A vehicle for special interest groups*

Board Duties

GOVERN THE DISTRICT

In order to govern effectively; the Board should never take action on an item without first hearing the recommendation from the Superintendent (with exception of action affecting his/her own employment or one or more individual Trustees). The Board is never obligated to accept the Superintendent's recommendation, but frequent denial of recommendations signals the Board and Superintendent need to review priorities and procedures to make sure no misunderstandings or failures in communications have occurred. Individual Board members must refrain from confusing their role with the role of the Superintendent and becoming involved in the day-to-day operations of the schools.

DUTIES OUTLINED IN BOARD POLICY

As per Board Policy BAA(LEGAL), BBE(LEGAL), and BBE(LOCAL), essential duties of the Board as per the Education Code include but are not limited to:

1. Adopting goals and priorities for the District and monitoring success in achieving them.
2. Adopting policies that govern the District and reviewing these policies for effectiveness.
3. Hiring a Superintendent to manage the District and evaluating the Superintendent's effectiveness.
4. Adopting an annual budget for the District and setting a tax rate appropriate to fund it.
5. Monitoring student performance in achieving curriculum goals and assessing the recommendation of the Superintendent.
6. Appraise the Superintendent annually.

Trustees are committed to pre-reading Board meeting materials and requesting additional information from the Superintendent, prior to the Board meetings, on agenda items they have questions about. *(See Item J on Page 7 re: Board Member Norms)*. This process also applies to information provided in weekly Board Transmittals.

Board Officers

After the canvass of any Trustee election returns, the Board will reorganize and elect officers. In addition to that post-election selection of officers, the Board may also opt to reorganize at any other time. Elections are conducted in open session and by simple majority vote. Each officer shall perform any legal duties of the office and other duties as required by action of the Board per BDAA(LOCAL).

The NBISD Board of Trustees believes in shared leadership, and all trustees have a voice and equal vote.

The President should have two years of prior NBISD School Board experience, and the vice president and Secretary should have one year of NBISD School Board experience.

Officer positions are President, Vice President, and Secretary.

In addition to the duties required by law, the President of the Board shall:

- Preside at all meetings of the Board unless unable to attend.
- Have the right to discuss, make motions and resolutions, and vote on all matters coming before the Board.
- Call special meetings of the Board.
- Sign all legal documents, warrants, vouchers, and reports as required by statute, state or federal regulations, or Board policy.

- Decide all questions of order in accordance with Robert's Rules of Order, Newly Revised, as modified by Board policy.
- Receive official correspondence addressed to the Board.
- Assist in the development of the agenda for each meeting.
- Represent the Board and the District at certain ceremonial occasions and events.
- Perform all other duties that may be prescribed by law, authorized by the Board, or mandated by a court of competent jurisdiction for the chief officer of the Board.
- Work with the Board Vice President to create the New Trustee Development Plan and execute it with all new Board members.

In addition to the duties required by law, the Vice President of the Board shall:

- Act in the capacity and perform the duties of the President of the Board in the event of the absence or incapacity of the President.
- Work with the Board President to create and execute a New Trustee Development Plan.

In addition to the duties required by law, the Secretary of the Board shall:

- Ensure that an accurate record is kept of the proceedings of each Board meeting.
- Ensure that notices of Board meetings are posted and sent as required by law.
- In the absence of the President and Vice President, call the meeting to order and act as presiding officer.
- Sign or countersign documents as directed by the action of the Board.

Board Members Authority: Board member authority comes from BBA(LEGAL), BBE(LEGAL), BBE(LOCAL), BDAA(LEGAL), BDAA(LOCAL)

STUDENT VOICE

The NBISD Board of Trustees values student voice. The Superintendent's Student Advisory Council (SSAC) will serve as a liaison between the student body and the Board and a venue for students to provide valuable input on policies, programs, and decisions that affect students, ensuring their voices are heard in the decision-making process.

The Superintendent's Student Advisory Council serves as a platform for student voices to be heard and valued in our school district's decision-making processes. The council provides diverse perspectives on educational initiatives and issues, fostering a collaborative environment where students can actively contribute to the continuous improvement of their schools and community. Through open dialogue and innovative ideas, the council aims to enhance the educational experience and well-being of all students.

Advocacy Agenda and Priorities

This Governance and Board Operating Procedure document outlines the framework within which our organization operates, ensuring alignment with our advocacy agenda and priorities. It emphasizes our commitment to maintaining transparency, accountability, and effectiveness in governance practices.

Adherence to Advocacy Agenda and Priorities: As an organization, we are dedicated to advancing our advocacy agenda and priorities. The school Board and the governing body are committed to upholding these principles in all decision-making processes and operational activities. This includes but is not limited to:

- Aligning strategic objectives with our advocacy agenda and priorities.
- Ensuring that all organizational initiatives and programs reflect our core values and mission statement.
- Regularly evaluating and monitoring progress towards achieving advocacy goals.
- Engaging stakeholders and partners in collaborative efforts to advance our advocacy agenda.

Annual Review and Updates: To maintain relevance and effectiveness, our advocacy agenda and priorities will be reviewed annually by the Board and relevant stakeholders. This review process will involve:

- Assessing the current landscape and identifying emerging issues and trends.
- Soliciting feedback from key stakeholders, including members, partners, and community representatives.
- Analyzing the impact of existing initiatives and programs on advancing our advocacy goals.
- Identifying areas for improvement or adjustment in our advocacy agenda and priorities.
- Updating the advocacy agenda and priorities based on the outcomes of the review process.

Evaluation of the Superintendent

The Board of Trustees will conduct a Summative Evaluation of the Superintendent's performance annually in January. This evaluation will be based upon a Superintendent Appraisal Instrument which is aligned to Board Policy and developed by the Board with input from the Superintendent.

Data necessary to complete this review will be presented in December at the regularly scheduled Board meeting. The result of this review will be presented to the Superintendent the night of the evaluation.

Annually in June, the Board of Trustees will conduct a Formative Evaluation of the Superintendent's performance and progress toward attaining goals.

Monthly, the Board of Trustees will conduct a continuous Superintendent review to discuss and inform of any potential concerns and progress.

For additional information, see Board Policies BJCD(LEGAL) and BJCD(LOCAL)

Duties of the Superintendent: Manage the District

(Within the framework of Board policies and priorities)

The Superintendent functions as the educational leader and chief executive officer of the District and is accountable to the Board of Trustees throughout the exercise of responsibilities. The Superintendent's education and administrative leadership responsibilities are complementary and interdependent with the board's public leadership, governance, and policymaking responsibilities. To avoid confusion and provide harmonious and progressive direction for the District, both the Superintendent and Board must strive to keep the distinctions between their respective leadership roles clearly in mind (reference Good Governance Model).

The essential duties of the Superintendent include but are not limited to:

1. Provide leadership for the attainment of student performance as directed by the district's strategic plan and/or annual goals and objectives.
2. Accept administrative responsibility and leadership for the planning, operation, supervision, and evaluation of the education programs, services, and facilities of the district and for the annual performance appraisal of the district's staff.
3. Accepting authority and responsibility for the assignment and evaluation of personnel and making recommendations for employment and termination of employees.
4. Preparing and submitting to the Board a proposed budget.
5. Recommending policies to the Board for adoption and developing administrative regulations to implement those policies.
6. Providing leadership for the attainment of student performance.
7. Ensure that Trustees have received, in a timely manner, all appropriate and pertinent data and information to make a well-informed decision

Board Ethics

BBF(LOCAL)

As a member of the Board, I shall promote the best interests of the District as a whole and, to that end, shall adhere to the following ethical standards:

Equity In Attitude

- I will be fair, just, and impartial in all my decisions and actions.
- I will accord others the respect I wish for myself.
- I will encourage expressions of different opinions and listen with an open mind to others' ideas.

Trustworthiness In Stewardship

- I will be accountable to the public by representing District policies, programs, priorities, and progress accurately.
- I will be responsive to the community by seeking its involvement in District affairs and by communicating its priorities and concerns.
- I will work to ensure prudent and accountable use of District resources.
- I will make no personal promise or take private action that may compromise my performance or my responsibilities.

Honor In Conduct

- I will tell the truth.
- I will share my views while working for consensus.
- I will respect the majority decision as the decision of the Board.
- I will base my decisions on fact rather than supposition, opinion, or public favor.

Integrity Of Character

- I will refuse to surrender judgment to any individual or group at the expense of the District as a whole.
- I will consistently uphold all applicable laws, rules, policies, and governance procedures.
- I will not disclose information that is confidential by law or that will needlessly harm the District if disclosed.

Commitment To Service

- I will focus my attention on fulfilling the Board's responsibilities of goal setting, policymaking, and evaluation.
- I will diligently prepare for and attend Board meetings.
- I will avoid personal involvement in activities the Board has delegated to the Superintendent.
- I will seek continuing education that will enhance my ability to fulfill my duties effectively.

Student-Centered Focus

- I will be continuously guided by what is best for all students of the District.

NEW BRAUNFELS
ISD BBF(LOCAL)-A
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