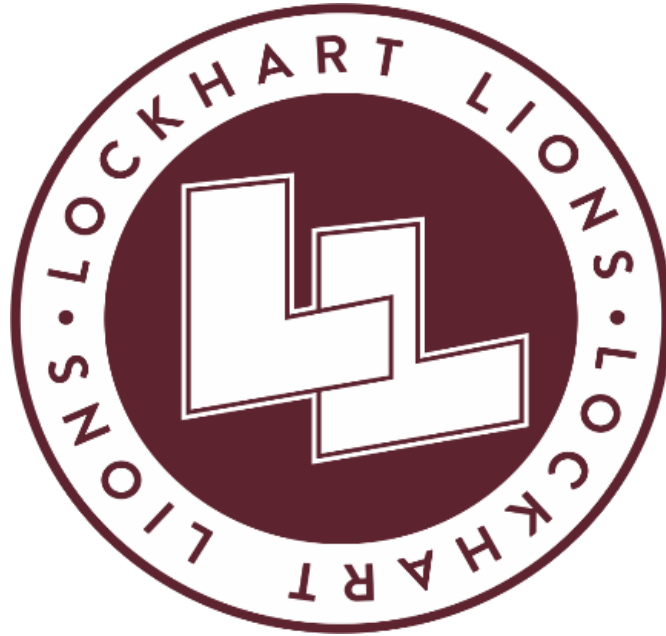


# LOCKHART INDEPENDENT SCHOOL DISTRICT

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## Board Operating Procedures Role and Responsibilities

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*November 2018*



# LOCKHART ISD BOARD OF TRUSTEES

Lockhart ISD • 419 Bois D'Arc Street • Lockhart, Texas 78644 • phone: 512-398-00024  
www.lockhart.isd.org

Dear LISD Board Members,

Your role on the Lockhart ISD Board of Trustees is one that carries great responsibility even as it serves as a tremendous honor. Our constituents entrust us with the charge of ensuring the best educational experience for the children of our community, preparing them for futures of possibilities we cannot begin to imagine but will certainly require innovation, critical thinking, risk-taking, use of technology, and creative problem-solving.

You will see within the following pages the *Board Operating Procedures*, which govern “how” we conduct business. What is important to emphasize first is the “why” we do what we do. The LISD Board was the first in the Texas to complete Texas Association of School Business’ eXceptional Governance (XG) Board Development Training. We understood that in order to have high-performing schools, it was important to invest in leadership development. We learned through the XG process the ways in which the Board directly impacts student achievement, and we commit ourselves to applying what we learned to ensure our business, our decisions, and our conduct directly relates to what is best for all students in LISD. As the district’s vision statement reflects, all that we do must align with “Building a Legacy of Excellence.”

LISD is a district of high expectations, for staff and students alike. As the Board of Trustees, we must exemplify this culture of high expectations in all that we do as we conduct school business. It is important to be thoughtful and intentional in our behaviors and communication. In an age of social media and streaming and recorded Board meetings, we are more highly visible than ever before. We should present ourselves professionally when serving in our public roles as Trustees, to include the manner in which we speak, the attitudes we project, and our attire at school business events. We must reflect the excellence we expect in others.

The Board has high expectations of the leadership team and staff of LISD. We know in high-performing schools, there must be a culture of high expectations and accountability. At the same time, the Board serves to ensure the leadership team and staff have the needed support to ensure they can achieve highly.

The Board has high expectations of our students. Lockhart may be considered a small town to many, but the opportunities here are only limited by how bold we dare to be. We are preparing students for jobs in the future that do not yet even exist. We cannot simply aim for what we expect they need. We must aim for what they each deserve, without anyone placing limitations on their dreams or opportunities. This is how we do business in Lockhart.

Thank you for your part in this important and exciting journey. Together, we can make a difference for every single one of our students, and the impact will be felt for generations to come.

Sincerely,

Brenda Spillmann  
President  
LISD Board of Trustees

## LISD Board of Trustees Contacts

District #2 <b>Brenda Spillmann</b> President <a href="mailto:brenda.spillmann@lockhart.txed.net">brenda.spillmann@lockhart.txed.net</a> Mobile: 512-565-0017  Term Expires: November 2020	District #1 <b>Carl M. Cisneros</b> Vice President <a href="mailto:carl.cisneros@lockhart.txed.net">carl.cisneros@lockhart.txed.net</a> Mobile: 512-227-4550  Term Expires: November 2020	At Large <b>Tom Guyton</b> Secretary <a href="mailto:tom.guyton@lockhart.txed.net">tom.guyton@lockhart.txed.net</a> Mobile: 512-791-9092  Term Expires: November 2018
District #3 <b>Becky Lockhart</b> Member <a href="mailto:Becky.Lockhart@lockhart.txed.net">Becky.Lockhart@lockhart.txed.net</a> Mobile: 512-376-8114  Term Expires: November 2020	District #4 <b>Warren Burnett</b> Member <a href="mailto:Warren.Burnett@lockhart.txed.net">Warren.Burnett@lockhart.txed.net</a> Mobile: 512-801-9648  Term Expires: November 2020	At Large <b>Michael Wright</b> Member <a href="mailto:michael.wright@lockhart.txed.net">michael.wright@lockhart.txed.net</a> Home: 512-376-5660  Term Expires: November 2018
At Large <b>Steve Johnson</b> Member <a href="mailto:steve.johnson@lockhart.txed.net">steve.johnson@lockhart.txed.net</a> Cell: 512-787-3777  Term Expires: November 2018	Lockhart ISD <b>Mark Estrada</b> Superintendent of Schools <a href="mailto:Mark.Estrada@lochart.txed.net">Mark.Estrada@lochart.txed.net</a> Office: 512-398-0040 Cell: 512-787-4964	Lockhart ISD <b>Corinne Yanez</b> Superintendent/Board Secretary <a href="mailto:Corinne.Yanez@lockhart.txed.net">Corinne.Yanez@lockhart.txed.net</a> Office: 512-398-0024 Cell: 512-995-9829

## LISD Board Officer Roles (BDAA Local)

Board officers shall serve for a term of two years or until a successor is elected. Officers may succeed themselves in office. Each officer shall perform any legal duties of the office and other duties as required by action of the Board.

<b>President</b>	<b>Vice-President</b>	<b>Secretary</b>
The President of the Board shall: <ol style="list-style-type: none"> <li>1. Preside at all Board meetings unless unable to attend.</li> <li>2. Have the right to discuss, make motions and resolutions, and vote on all matters coming before the Board.</li> </ol>	The Vice President of the Board shall: <ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Become President only upon being elected to the position.</li> </ol>	The Secretary of the Board shall: <ol style="list-style-type: none"> <li>1. Ensure that an accurate record is kept of the proceedings of each Board meeting.</li> <li>2. Ensure that notices of Board meetings are posted and sent as required by law.</li> <li>3. In the absence of the President and Vice President, call the meeting to order and act as presiding officer.</li> <li>4. Sign or countersign documents as directed by action of the Board.</li> </ol>

## LISD Department Descriptions

Superintendent of Schools	Educational leader and chief executive officer of a district; Supervises all Cabinet members and the Executive Director of Athletics & UIL Activities
Deputy Superintendent	Supervises and coaches all campus administrators to ensure strong, responsive, and effective leadership at our schools to provide the support to students and staff to be successful; Develops, implements, and tracks districtwide initiatives and professional development programs to improve supports for LISD staff to best serve students; Investigating critical concerns, incidents, or issues on behalf of the superintendent; Leads the human resources department in recruiting, retaining, training, and monitoring the performance of high quality staff to serve LISD students; and provides leadership in the areas of elections, health services, safety and security, student registration and transfers, handbooks, and discipline
Business & Finance	Finance, budgeting, accounting, investments, accounts payable, payroll and benefits, purchasing, and records management
Curriculum & Instruction	Committed to the academic success of all students and ensuring that each student makes 1.5 years progress; Provides services and resources to ensure teachers and administrators are equipped to grow all learners; Includes special education, bilingual/ESL, and special programs to provide the best support to all campuses
Operations & Technology	Provides quality service and experience to the students, staff, and community members who utilize the school district facilities; Maintains and exceeds the standards for all buildings, grounds, athletic programs, energy management, food service, and transportation areas; Provides a safe and positive learning environment for our students, parents, staff and community members
Communications & Community Services	Provides comprehensive, accurate, and timely district-level communication to internal and external stakeholders; Crisis management and communication; Develops and manages district online presence including websites and social media; Develops and executes marketing campaigns related to district priorities; Change management leadership and communication; Community relations; Supervises community education department, including community education classes such as GED and Adult ESL, after school programming, summer camps, ACE after school programs, and the Cub House Child Development Center

## **DISTRICT GOALS**

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- 1. Create a collaborative culture of contagious ambition.**
- 2. Expect all staff to embrace growth opportunities.**
- 3. Empower student to seize opportunities to achieve at high levels.**

# LOCKHART ISD

## BOARD OPERATING PROCEDURES

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## **I. LOCKHART ISD BOARD OF TRUSTEES CODE OF 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, policy making, 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.

## II. DEVELOPING MEETING AGENDA

BE (LOCAL), BEC (LEGAL)

### A. Placement of Items on the Agenda

1. Under normal conditions, the deadline for submitting items for inclusion on the agenda is noon of the seventh calendar day before regular meetings and noon of the third business day before special meetings.
2. In consultation with the Board President, the Superintendent shall prepare the agenda for all Board meetings.
3. Any Trustee may request that a subject be included on the agenda for a meeting, and the Superintendent shall include on the preliminary agenda of the meeting all Trustee- requested topics that have been timely submitted.
4. Before the official agenda is finalized for any meeting, the Superintendent shall consult the Board President to ensure that the agenda and the topics included meet with the President's approval. In reviewing the preliminary agenda, the President shall ensure that any topics the Board or individual Trustees have requested to be addressed are on that agenda. . The Board President shall not have authority to remove from the agenda a subject requested by a Board member without that Board member's specific authorization. Board member agenda requests shall be placed on the agenda in the order that they are received.
5. Under normal conditions, Board members will receive the board packet no later than 2 business days prior to the board meeting.

### B. Open Session Agenda/Executive Session BED (LOCAL), BE (LOCAL), BDAA (LOCAL)

1. All personnel issues must be conducted in an Executive Session, unless specifically required to be conducted in Open Session by the Texas Open Meetings Act.
2. Allowable reasons for executive session can be found in Board policy BEC (LEGAL)

### C. Consent Agenda BE (LOCAL)

1. When the agenda is prepared, the Board President shall determine items, if any, that qualify to be placed on the consent agenda.
2. A consent agenda shall include items of a routine and/or recurring nature or items that the Board has discussed previously grouped together under one action item.
3. For each item listed as part of a consent agenda, the Board shall be furnished with background material.



4. All such items shall be acted upon by one vote without separate discussion, unless a Board member requests that an item be withdrawn for individual consideration.
5. The remaining items shall be adopted under a single motion and vote.

### **III. CONDUCT DURING BOARD MEETINGS BED (LOCAL), BE (LOCAL), BEC (LEGAL), BDAA (LOCAL)**

#### **A. Patrons Addressing the Board**

BED (LOCAL)

1. Audience participation at a Board meeting is limited to the public comment portion of the meeting designated for that purpose. At all other times during a Board meeting, the audience shall not enter into discussion or debate on matters being considered by the Board, unless requested by the presiding officer.
2. At regular meetings the Board shall allot time to hear persons who desire to make comments to the Board. Persons who wish to participate in this portion of the meeting shall sign up with the presiding officer or designee before the meeting begins and shall indicate the topic about which they wish to speak.
3. No presentation shall exceed five minutes. Delegations of more than five persons shall appoint one person to present their views before the Board.

#### **B. Board Response to Patrons Addressing the Board**

BEC (LEGAL)

1. Specific factual information or recitation of existing policy may be furnished in response to inquiries, but the Board shall not deliberate or decide regarding any subject that is not included on the agenda posted with notice of the meeting.
2. The Board will hear comments from individuals who have signed up to speak before the meeting begins. If the presiding officer determines that a presentation during this portion of the meeting is a complaint, he/she will respectfully ask that person to stop speaking and to use the board's adopted policies and procedures for presenting those complaints.

#### **C. Discussions Before the Board BE (LOCAL)**

1. Discussion shall be directed solely to the business currently under deliberation, and the Board President shall halt discussion that does not apply to the business before the Board.

2. The Board President shall also halt discussion if the Board has agreed to a time limitation for discussion of an item and that time limit has expired. Aside from these limitations, the President shall not interfere with debate so long as members wish to address themselves to an item under consideration.
3. The Board will not permit comments on individual personnel in public session which would violate Board policy.

D. President of the Board BDAA (LOCAL)

1. The President shall preside at all Board meetings unless unable to attend.
2. The President has the right to discuss, make motions and resolutions, and vote on all matters coming before the Board.
3. The Vice-President 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.
4. The Vice-President shall become President of the Board Only upon being elected to the position.

**IV. INDIVIDUAL BOARD MEMBER AUTHORITY AND REQUESTS FOR INFORMATION OR REPORTS BBE (LEGAL), BBE (LOCAL)**

- A. Board members as individuals shall not exercise authority over the District, its property, or its employees. Except for appropriate duties and functions of the Board President, an individual member may act on behalf of the Board only with the express authorization of the Board. Without such authorization, no individual member may commit the Board on any issue.
- B. 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.
- C. 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 policy FL.
- D. A Board member who is denied access to a record under this provision may ask the Board to determine whether the record should be provided or may file a request under the Public Information Act. [See GBAA]
- E. Requests for Records
- F. An individual Board member shall seek access to records or request copies of records from the Superintendent or other designated custodian of records, who shall respond within the time

frames required by law. When a custodian of records other than the Superintendent provides access to records or copies of records to an individual Board member, the provider shall inform the Superintendent of the records provided.

- G. In accordance with law, the District shall track and report any requests under this provision, including the cost of responding to one or more requests by any individual Board member for 200 or more pages of material in a 90-day period.
- H. No individual Board member shall direct or require District employees to prepare reports derived from an analysis of information in existing District records or to create a new record compiled from information in existing District records. Directives to the Superintendent or other custodian of records regarding the preparation of reports shall be by Board action.
- I. At the time a Board member is provided access to confidential records or to reports compiled from such records, the Superintendent or other District employee shall advise the Board member of the responsibility to comply with confidentiality requirements.
- J. Information requested by an individual Board member will be provide to all other Board members.

## **V. INQUIRIES, COMPLAINTS TO THE BOARD**

## **BBE (LOCAL)**

- A. If employees, parents, students, or other members of the public bring concerns or complaints to an individual Board member, he or she shall refer them to the Superintendent or another appropriate administrator, who shall proceed according to the applicable complaint policy. [See (LOCAL) policies at DGBA, FNG, and GF]
- B. When the concern or complaint directly pertains to the Board's own actions or policy, for which there is no administrative remedy, the Board member may request that the issue be placed on the agenda.
- C. Board members shall not conduct investigations of allegations on their own. Board members shall inform the Superintendent of complaints first, and then, if dissatisfied with the response of the Superintendent, may bring the matter to the attention of the Board during closed session, if appropriate for closed session. Such discussion in closed session must be properly posted.
- D. The Superintendent shall thoroughly investigate allegations of fraud, misconduct, theft, abusive behavior, incompetence, sexual harassment, cheating and other related activities that could be a threat to children or the reputation of the district. The Superintendent shall inform the Board at the appropriate time of the investigation.

## **VI . BOARD MEMBER VISIT TO SCHOOL CAMPUS**

**BBE (LOCAL)**

- A. Board members are encouraged to attend any school events as often as possible as their time permits. Board members should use good judgment with regard to actions, discussions and frequency of visits.
- B. Prominent notices shall be posted at each campus requiring all visitors to first report to the campus administrative office. This shall apply to parents, Board members, volunteers, social service workers, invited speakers, maintenance and repair persons not employed by the District, vendors, representatives of the news media, former students, and any other visitors. GKC (LOCAL)
- C. A Board member shall adhere to any posted requirements for visitors to first report to the main office of a District facility, including a school campus. Visits during the school or business day shall not be permitted if their duration or frequency interferes with the delivery of instruction or District operations. [See also GKC] A Board member may visit campus in her/his role of parent. However, if there is any doubt of the Board member's role, the Board member should notify the Superintendent prior to the visit.
- D. Board members must coordinate with the Superintendent's office and Principal's office of any visit to the campus in the role of a Board member. Notification is not required when a Board member attends social functions, student activities, and other events where the public is invited.
- E. Board members are not to assume a supervisory role for staff or students during campus visits.

## **VI. COMMUNICATIONS**

### **GENERAL COMMUNICATIONS**

**GBBA (LOCAL)**

- A. Board Meetings: Every effort will be made to cooperate with the news media to ensure complete and accurate coverage of all Board meetings.
- B. News Releases: News releases of a political or controversial nature, as well as those concerning the overall operation of district schools, or that involve more than one campus shall be made by the Superintendent.
- C. Other news releases concerning athletic events, programs, and activities at an individual campus shall be made by the principal and/or athletic director.

### **COMMUNICATIONS WITH THE NEWS MEDIA DURING A CRISIS (No Board Policy)**

The Superintendent or his/her designee serve as the official spokesperson for the district to the media and press. If a Board member chooses to respond to a request for an individual comment or opinion from the media/press ,they should clearly qualify any statement as being the opinion of the individual Board member and not representative of the Board as a whole or the school district.

In a building-level crisis situation, the principal shall advise the Superintendent at the earliest appropriate time. The Superintendent or his/her designee shall act as liaison with news media representatives. In a district-wide crisis situation, the appropriate administrator shall advise the Superintendent at the earliest appropriate time. The Superintendent or designee shall act as liaison with news media representatives.

### **EMAIL COMMUNICATIONS (No Board Policy)**

If a district email account for Board members is provided, email communications received by all Board members will be acknowledged to the sender by the Board President or another Board officer if the President is unable to do so. The Board President’s response will be copied to the LISD Superintendent or designee who will, in turn, communicate with the other Board members that a response has been provided.

Communications should not be sent from one Board member to more than two other Board members, even if no reply is requested, expected, or received.

Board members who have received messages should not forward them if the result is that a quorum of Board members will receive the message.

If a Board member wishes to provide information to the entire Board, the information should first be submitted to the Superintendent, who will provide the information to all Board members.

## **VIII. COMMUNICATION BETWEEN BOARD MEMBERS**

**[No Board Policy in Effect]**

Communication between Board members:

1. Board members are free to communicate with each other on a one-to-one basis in compliance with the Texas Open Meetings Act.
2. To avoid public speculation that the Open Meetings Act has been violated, Board members must exercise extreme caution at social functions and not discuss any public business.
3. Unless a Board committee meeting has been posted according to the Open Meetings Act, Board members that are not serving on the committee are not to attend the committee meeting.

## **IX. BOARD COMMUNICATION WITH STAFF**

### **Staff Initiated Communication**

### **DGBA (LOCAL)**

1. The Board encourages employees to discuss their concerns and complaints through informal conferences with their supervisor, principal, or other appropriate administrator.
2. Concerns should be expressed as soon as possible to allow early resolution at the lowest possible administrative level.
3. Employees shall not be prohibited from communicating with a member of the Board regarding District operations except when communication between an employee and a Board member would be inappropriate because of a pending hearing or appeal related to the employee.
4. If an informal conference regarding a complaint fails to reach the outcome requested by the employee, he or she may initiate the formal process described in Board policy DGBA (Local) by timely filing a written complaint form.
5. Even after initiating the formal complaint process, employees are encouraged to seek informal resolution of their concerns. An employee whose concerns are resolved may withdraw a formal complaint at any time.
6. Complaints alleging a violation of law by a supervisor may be made to the Superintendent or designee. Complaints alleging a violation of law by the Superintendent may be made directly to the Board or designee.

### **Board Initiated Communication**

### **[No Board Policy]**

1. Board members have the same rights as others to communicate with district employees regarding issues involving their own children.

While members of the Board have no authority as individuals, it is sometimes difficult for staff members to see them as ordinary parents, therefore:

- a. Board members should make it clear that they are acting as a parent
  - b. Board members should not request nor accept extraordinary consideration for their student
  - c. Board members follow the same chain of command as non-board members
2. Board members have the right to communicate with district employees in personal conversation and social settings as long as such communication does not circumvent the role and authority of the Superintendent.
  3. Circumvention occurs when the Board member's intent is to persuade employees, direct employees, or elicit a position from employees.
  4. Communication with staff for professional and school business purposes shall be coordinated with the Superintendent's office and the Board President.

The Board shall retain an attorney or attorneys, as necessary, to serve as the District's legal counsel and representatives in matters requiring legal services. Services to be performed and reasonable compensation to be paid by the Board shall be set forth in a written contract between the Board and the attorney or attorneys.

**BOARD LEGAL  
COUNSEL  
RELASTIONSHIP**

In accordance with the written contract, individual Trustees 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.

Staff requests for legal advice from the District’s legal counsel shall be submitted through the Superintendent’s designee.

Upon request of the Board or when deemed necessary by the Superintendent, the Superintendent shall report advice from legal counsel.

**Individual Board Member Contact with TASB Legal Services**

**[No Board Policy In Effect]**

Individual Board members may contact TASB legal division for prepaid legal consultation as long as the district maintains its membership in that service.

**XI. SUPERINTENDENT EVALUATION**

**BJCD (LOCAL)**

**Evaluation Instrument**

The instrument used to evaluate the Superintendent shall be based on the Superintendent’s job description [see BJA(LOCAL)] and performance goals and shall be adopted by the Board.

**Written Evaluation**

The Board shall prepare a written evaluation of the Superintendent at annual or more frequent intervals.

The Board shall furnish the Superintendent with a copy of the completed evaluation and shall discuss its conclusions with the Superintendent in closed meeting.

**Objectives**

The Board shall strive to accomplish the following objectives in conducting the Superintendent’s written evaluation:

- 1) Clarify to the Superintendent his or her role, as seen by the Board
- 2) Clarify to Board members the Superintendent’s role, according to the Board’s written criteria, as expressed in the Superintendent’s job description and the District’s goals and objectives.
- 3) Foster an early understanding among new Board members of the evaluation process and the Superintendent’s current performance objectives and priorities.

- 4) Develop and sustain a harmonious working relationship between the Board and the Superintendent.
- 5) Ensure administrative leadership for excellence in the District.

**Informal Evaluation**

The Board may at any time conduct and communicate oral evaluations to augment its written evaluations.

**BJCD (LEGAL)**

**APPRAISAL PROCESS**

The Board shall appraise the Superintendent annually using either:

1. The Commissioner’s recommended appraisal process and criteria; or
2. An appraisal process and performance criteria that are:
  - a. Developed by the District in consultation with the District- and campus-level committees; and
  - b. Adopted by the Board.

*Education Code 21.354(c)*

**ANNUAL PERFORMANCE REPORT**

The information in the annual report describing the educational performance of a District [see AIB] shall be a primary consideration of the Board in evaluating the Superintendent. *Education Code 39.307(3)(C)*

**PENALTY FOR NONCOMPLIANCE**

Funds of the District may not be used to pay a superintendent who has not been appraised in the preceding 15 months. *Education Code 21.354(d)*

**CONFIDENTIALITY**

A document evaluating the performance of the Superintendent is confidential and is not subject to disclosure under the Public Information Act, Government Code Chapter 552. [See GBA]

A district may give TEA a document evaluating the performance of a superintendent employed by the district for purposes of an investigation conducted by TEA. A document provided to TEA remains confidential unless the document becomes part of the record in a contested case under the Administrative Procedure Act, Government Code Chapter 2001.

Except as provided by a court order prohibiting disclosure, a document provided to TEA may be used in a disciplinary proceeding against a



superintendent if the document may be admitted under rules of evidence applicable to a contested case under Government Code 2001.081.

*Education Code 21.355*

XIII. BOARD TEAM BUILDING

[No Board Policy in Effect]

TEAM BUILDING

Annually, the entire Board shall participate with the Superintendent in a team building session facilitated by a regional education service center or any registered provider. The team building session shall be of a length deemed appropriate by the Board, but generally at least three hours.