

# **HENRIETTA ISD BOARD OF TRUSTEES OPERATING PROCEDURES**



**“All In For Excellence”**

## **HENRIETTA INDEPENDENT SCHOOL DISTRICT**

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## **District Mission**

All In! Empowered educators motivating students to become inspired, productive learners.

## **District Vision**

“All In For Excellence”

## **District Core Beliefs**

Henrietta Independent School District’s five Core Values affirm who we are, what we stand for, how we treat each other, our priorities, and the guiding principles we live by as members of the Henrietta ISD family.

It is the responsibility of **every member** of the Henrietta ISD family to ensure our Core Values are **deeply embedded** and **intentional** in our deeds, actions, decisions, priorities, conversations, and celebrations in HISD.

**Relationships** Our actions will be student-centered.

**Innovation** It is our responsibility to prepare students for their future.

**Leadership** Developing leaders is vital to our success.

**Passion** Instruction will be designed based on the unique needs of learners.

**Collaboration** Community engagement enhances educational experiences.

## **Duties and Responsibilities**

***Duties of the Board:*** Govern the district (with the recommendation of the Superintendent)

***Duties of the Superintendent:*** Manage the district (within the framework of policies and goals adopted by the Board)

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 and values embodied in the operation of the district, while allowing a trained professional to manage and implement the policies and goals of the district. It also ensures the Board has the recommendation of someone well-versed in the immense complexity of school district operations.

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). The Board is never obligated to accept the Superintendent's recommendation, but frequent denial of recommendations signals the Board and Superintendent need to review goals and procedures to ensure no misunderstandings or failures in communications have occurred.

### **The five most essential tasks or roles of the Board are:**

1. Adopt goals for the district and monitor success in achieving them.
2. Adopt policies that govern the district and review these policies for effectiveness.
3. Hire a Superintendent to manage the district; evaluate the Superintendent's effectiveness.
4. Adopt an annual budget for the district and set a tax rate appropriate to fund it.
5. Employ and terminate personnel at the recommendation of the Superintendent.

The Superintendent functions as the educational leader and chief executive officer of the district and is, throughout his exercise of responsibilities, accountable to the Board of Trustees. The education and administrative leadership responsibilities of the Superintendent are complementary and interdependent with the public leadership, governance, and policymaking responsibilities of the Board.

To avoid confusion and provide harmonious and progressive direction for the district, both the Superintendent and the Board must strive to keep the distinctions between their respective leadership roles clearly in mind.

**The five most essential tasks or roles of the Superintendent are:**

1. Accept administrative responsibility and leadership for the planning, operation, supervision, and evaluation of the education programs, services, and facilities of the district.
2. Accept authority and responsibility for the assignment and evaluation of personnel and to make recommendations for employment and termination of employees.
3. Prepare and submit to the Board a proposed budget.
4. Recommend policies to be adopted by the Board and develop administrative regulations to implement those policies.
5. Provide leadership for the attainment of student performance.

## **Board of Trustees Operating Procedures**

For a school district to achieve unified and progressive leadership, the Board and Superintendent must share a mutual understanding and respect for their respective roles and responsibilities. At Henrietta ISD, the Superintendent and the Board of Trustees function as a “Team of Eight.” The School Board is the corporate policy making body for the district and the Superintendent provides leadership and manages the district within the framework of those policies.

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 following guidelines and procedures have been developed by HISD’s “Team of Eight” as our method to effectively communicate with students, staff, and stakeholders of the District.

### **I. Developing Board Meeting Agendas**

- a. The tentative agenda is created by the Superintendent in collaboration with the Board’s President the week before the regular board meeting. [BE (LOCAL)]
- b. Any Board Member may request that a subject be included on the agenda for a meeting, and the Superintendent shall include on the preliminary agenda meeting all topics that have been timely submitted by a Board Member. The Superintendent may also schedule submitted topics for deliberation at an appropriate time in the near future.
- c. The deadline for submitting items for inclusion on the agenda is noon of the third day before regular and special meetings.
- d. In accordance with Texas Open Meeting Act (TOMA), no member can place an item on the agenda less than 72 hours in advance of a meeting, except in an emergency per Texas Code.
- e. Members of the Board shall be given notice of regular and special meetings at least 72 hours prior to the scheduled time of the meeting and at least one hour prior to the time of an emergency meeting.
- f. Each agenda item must be identified, in sufficient detail, to ensure the nature of the action can be understood by the public. Only items listed on the agenda may be considered at a Board meeting.
- g. Some agenda items are reports, and do not require a discussion since the Board is not voting on any issue.
- h. The order of business for regular Board meetings shall be as set out in the agenda accompanying the notice of the meeting. At the meeting, the order in which posted agenda items are taken may be changed by a consensus of the Board.

i. Consent Agenda

- i. When the agenda is prepared, the Board President shall determine items, if any, that qualify to be placed on the consent agenda.
- ii. A consent agenda shall include items of a routine and/or recurring nature grouped together under one action item.
- iii. For each item listed as part of the consent agenda, the Board shall be furnished with background material.
- iv. 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. The remaining items shall be adopted under a single motion and vote.

j. Board Packet

- i. A packet is prepared each month to send to Board Members the week prior to the meeting. Along with the agenda, the packet includes a summary that gives a brief explanation of the items placed on the agenda. It is divided by agenda topics and contains supporting data for each area. It is intended as a method to ensure organization and to conduct board meetings in an efficient and timely manner. It also includes financial statements, list of bills payable, and other supporting data/explanatory documents, so Board Members may have the opportunity to review agenda information before the meeting.
- ii. If members have any questions or concerns on any of the agenda items, they are strongly encouraged to contact the Superintendent or appropriate administrator for clarification prior to the meeting in order to eliminate lengthy discussions at the meetings.

k. Posting Notice of Agenda

- i. Texas Open Meeting Act (TOMA) requires the notice of a Board Meeting be posted in a place “readily accessible” to the general public at all times. The HISD notice of Board Meetings is posted on an outside bulletin board at the administration building at 72 hours prior to the scheduled time of the meeting (at least two hours prior to the time of an emergency meeting). Also, a copy of the agenda is sent to each campus principal, notice of the meeting is sent to the local newspapers, and posted on the HISD website.

## **II. Conduct During Board Meetings:**

### **a. Board Meetings**

- i. Regular meetings of the Board shall normally be held on the second Thursday of each month at 6:00 p.m. When determined necessary and for the convenience of Board Members, the Board President may change the date, time, or location of a regular meeting with proper notice.
- ii. The Board shall observe the parliamentary procedures as outlined in *Robert's Rules of Order Newly Revised*, except as otherwise provided in Board procedural rules or by law.
  1. All discussion shall be directed solely to the business currently under deliberation.
  2. The presiding officer has the responsibility to keep the discussion to the motion at hand and shall halt discussion that is not germane to the business before the Board.
  3. The presiding officer shall recognize a Board Member wishing to comment.

### **b. Procedures for Public Comment**

- i. Individuals who wish to provide public comment or testimony to the Board at the designated time during a Board meeting must sign up in advance of the Board meeting by in person at the Henrietta ISD Administration Meeting Room, 1801 East Crafton, Henrietta, Texas. Signup will open at noon and close 15 minutes before the posted meeting time.
- ii. When an individual signs up for public comment, 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.
- iii. If an agenda item is continued or posted again for a meeting on a later date, the individuals who wish to address the Board on the item must sign up separately for that later date.

### **c. Per-Speaker Time Limit**

- i. A speaker will be given up to three (3) minutes to address the Board. The presiding officer may modify this time at his/her discretion based on the number of citizens who signed up to speak. In no event will a speaker be given less than one minute to address the Board. A speaker who wishes to address multiple agenda items may be given one (1) minute as additional time to address the Board. Speakers may not “donate” their time to other speakers.

d. Rules for Public Comment

- i. Generally, the Board will conduct public comment at the beginning of its Board meetings. However, in the interest of time and the orderly conduct of public business, the Board reserves the right to:
  1. Increase or decrease the per-speaker time limit to address the Board.
  2. Take items in a different order than shown on the meeting notice.
  3. Proceed first with agenda items for which no speakers have registered to provide comment.
  4. Recommend that comments involving the performance of individual District employees or officers be made through the grievance policy.
  5. Require that comments involving personally identifiable student information be made through the grievance policy.
  6. Continue a meeting or an agenda item to another day in order to allow adequate time for public comment.
  7. Make other reasonable adjustments to the timing of public comment in accordance with law.
  8. The presiding officer will announce these adjustments in an open meeting.
- ii. Specific complaints about individual district personnel shall be processed through the District's grievance policies DGBA (Employee), FNG (Parent/Student), and GF (Public) (LOCAL).
- iii. The Board requests that citizens not refer to individual students or employees by name during Public Comment.
- iv. The Board will not engage in dialogue with the speaker during the Board meeting. However, the Board or Superintendent may provide specific factual information or recite existing policy to clarify some inquiries or issues.
- v. The Board shall not deliberate or make decisions regarding any subject that is not on the posted agenda. The presiding officer shall recognize Board Members prior to any member asking clarifying questions or making statements to the Board. Board Members may direct the Superintendent to investigate item(s) and report back to the Board as appropriate.
- vi. The Board shall not tolerate disruption of the Board meeting by members of the public. If, after one warning from the presiding officer, any person continues to disrupt the meeting by words or actions, the person shall be removed from the meeting.
- vii. Signs or placards brought to a Board meeting shall not block the vision of those attending the meeting.
- viii. The Board does not allow the use of video, slide, or other electronic presentations.



e. Written Comments to the Board

- i. In lieu of or in addition to speaking at an open meeting, a member of the public may also submit written comments to the Board regarding District business as follows: email or in person at Henrietta ISD Administration Meeting Room, 1801 East Crafton, Henrietta, Texas.
- ii. If citizens bring a written statement or support materials for use during public comment, they should provide enough copies for the seven Board Members and the Superintendent.
- iii. Written submissions to the Board are subject to public disclosure in accordance with the law.

f. Voting

- i. No item shall be acted upon by the Board unless the item is posted in the public notice for the meeting.
- ii. Voting shall be by voice vote or by a show of hands, as directed by the presiding officer.
- iii. Any member may abstain from voting, and a member's vote or failure to vote shall be recorded upon that member's request.
- iv. The Board President will vote on all action items. In the case of a tie vote, the item is tabled. The president shall bring the item back to the Board on a subsequent agenda.

**III. Public Hearings**

- a. During public hearings, the Board is assembled only to gather information. The Board will not answer questions but may ask questions to clarify information.
- b. Rules for the public hearing will be strictly adhered to. The Board will limit response to five minutes per testifier; will accept written (signed) or oral testimony; will not allow duplicate testimony; will not allow any derogatory comments.
- c. The Board shall observe the parliamentary procedures in Robert's Rules of Order. All discussion shall be directed solely to the business currently under deliberation. The Board President has the responsibility to keep the discussion to the motion at hand and shall halt discussion that does not apply to the business before the Board.

#### **IV. Items for Executive Session**

- a. All personnel issues must be conducted in an executive session, unless specifically required by Texas Open Meeting Law. Anything that violates the right to privacy, i.e., Texas Open Meeting Act (TOMA), Texas Open Record Act, cannot be placed on the agenda. Specifically, TOMA requires the subject matter of the closed meeting be set forth with sufficient particularity to notify the public of the matters under consideration.
- b. Merely stating “litigation” or “routine business” will be discussed is insufficient. General topics such as “real estate” or “contract” should be avoided. Topics should be expanded/explained to give the interested reader a better idea of the issues to be discussed and decided.
- c. The primary purpose behind a closed session for personnel matters is to protect the employee from possible unjustified harm to his/her reputation. The provision for closed session applies only to deliberations concerning individual employees. If a matter involves a class of employees, such as the salary of a group of employees, it should be deliberated in an open meeting.
- d. As with open meetings, records must be kept of closed sessions. The Board must make a “certified agenda,” unless the closed meeting was for the purpose of consulting with an attorney. Participating in a closed session, knowing a certified agenda has not been made, constitutes a Class C Misdemeanor.
- e. Sufficient detail should be included in the certified agenda so a reasonable person reading the agenda would understand the scope and nature of the items discussed during the closed session. The certified agenda must be maintained for two years after the meeting. It is confidential and can be inspected only by the court order.

#### **V. Role of Board in Executive Session**

- a. The Board can only discuss items listed on the executive closed session agenda and as limited by law. It may not discuss other issues. Discussing other district business in closed session is a violation of Texas law. Discussions during executive session must remain confidential. The point of closed session is to protect rights and interests.
- b. No action of any kind may be taken in a closed session. If the item before the Board calls for action, the Board must first return to open session before a vote is taken.

## **VI. Evaluation of Superintendent**

- a. The Board President obtains input from all members of the Board on the approved indicators on the Superintendent's evaluation. The evaluation is conducted in closed executive session.
- b. A summative evaluation of the Superintendent will be conducted during the first calendar quarter of the calendar year. Goals will be set for the Superintendent during the first calendar quarter of the calendar year, with formative district reporting discussed quarterly. The evaluation of the Superintendent is an indication of the success the Board is having in meeting established goals.
- c. The Board shall prepare a written, summative evaluation of the Superintendent annually. Board Members may at any time schedule a meeting with the Superintendent to provide a formative evaluation if they deem it necessary.
- d. Each Board Member completes and brings to the Board Meeting the approved appraisal instrument. Evaluation is conducted in closed session by consensus.
- e. The Board shall furnish the Superintendent with a copy of the completed evaluation and shall discuss its conclusions with the Superintendent in closed session. If the Superintendent so wishes, he/she may request that the discussion occur in open.
- f. The annual summative evaluation is concluded with a session that identifies the goals for the Superintendent for the upcoming year (the year leading up to the next summative evaluation).

## **VII. Selecting Board Officers**

- a. After the canvass of returns, the Board reorganizes and elects officers. Candidates for the President of the Board, Vice president, and Secretary must have at least one year of experience on the Board.

## **VIII. Evaluation of the Board**

- a. The Board shall perform a self-review or evaluation in closed meeting.
- b. The Board review shall take place annually.
- c. The Board Operating Procedures and Board Member Code of Ethics shall be included in the review or evaluation. For information about Board Member ethics, see BBF(LOCAL).
- d. For more information about board self-evaluations, see Board Policy BG(LEGAL).

## **IX. Role and Authority of Board Members and Board Officers**

- a. No Board Member or officer has authority outside the board meeting and no Board Member can direct employees regarding performance of duties.
  - i. The Board President shall:
    1. Preside at all board meetings,
    2. Appoint committees,
    3. Call special meetings, and
    4. Sign all legal documents required by law.
  - ii. The Vice President shall:
    1. Act in capacity of President in the absence of the President, and
    2. Automatically become President of the Board if a vacancy in that office occurs.
  - iii. The Secretary shall:
    1. Call meetings and act in the capacity of the president, in the absence of the President and Vice President,
    2. Ensure that an accurate record is kept of the proceedings of each Board Meeting,
    3. Sign or countersign all warrants.
  - iv. The Assistant Secretary shall:
    1. Act in capacity of Secretary in the absence of the Secretary.

## **X. Individual Board Member Requests for Information or Reports**

- a. An individual Board Member, acting in his or her official capacity, shall have the right to seek information pertaining to District fiscal affairs, business transactions, governance, and personnel matters, including information that properly may be withheld from members of the public in accordance with the Public Information Chapter of the Government Code.
- b. Individual members 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 Board policy.

## **XI. Board Policies**

- a. The Texas Association of School Boards (TASB) policy service is the current entity which produces both original and updates for our Policy Manual, based on input from the Board.
- b. A periodic review of all policies is necessary to ensure current District practices are in concert with the policies that are in place, as well as to identify local Board policies which are in need of update. The Superintendent and Board President work together to ensure this is completed.
- c. Our District Policy Manual is on-line at <http://pol.tasb.org/Home/Index/290>; a paper copy is maintained in the administration office.
- d. Legal policies are based upon State law and litigated cases. Local policies are adopted by the Board prior to incorporation into the District Policy Manual.

## **XII. Board Training**

- a. New Board Members should make contact with the Superintendent, before they are sworn in, and coordinate the completion of the initial three hours of Board Member orientation.
- b. Additionally, new Board Members shall complete a district orientation with the Superintendent and a board orientation with the Board President during their first month of their term.
- c. During the first year of service, a Board Member shall receive at least ten hours of continuing education in fulfillment of assessed needs. Up to five of the required ten hours may be fulfilled through qualifying online instruction.
- d. After the first year of service, a Board Member shall annually receive at least five hours of continuing education through live or qualifying online instruction.
- e. A Board President shall receive continuing education related to leadership duties of the Board President as some portion of the annual requirement.
- f. At the last regular Board Meeting before an election of trustees, the Board President shall announce the name of each Board Member who has completed the required continuing education, and who is deficient in meeting the required continuing education as of the anniversary of the date of each Board Member's election or appointment to the Board.

## **XIII. Travel Reimbursement**

- a. A Board Member shall be reimbursed for reasonable, allowable expenses incurred in carrying out Board business and only at the Board's request and for reasonable, allowable expenses incurred while attending meetings and conventions as an official representative of the Board.
- b. Payment for authorized and documented travel expenses shall be made via reimbursement or advancement of a set amount, for use of a personal car or commercial transportation plus parking, taxi fares, lodging, meals, and other incidental expenses. If a Board Member receives an advancement of a set amount, any excess over actual allowable expenses shall be refunded to the District.
- c. For each authorized expense incurred, the Board Member must submit a statement, with receipts, documenting actual expenses and in accordance with procedures applicable to employee expense reimbursement.
- d. A Board may not pay the travel expenses of spouses and other persons who have no responsibilities or duties to perform for the board when they accompany Board Members to board-related activities.

#### **XIV. Governance**

- a. All Board Members should always work through the Superintendent on any matters pertaining to the execution of Board policy or other district matters. The Superintendent is the one who is tasked with the execution of Board policy and must be given the opportunity to do so.
- b. Each Board Member must understand their role. The Board Member is elected as a “Trustee,” not a Representative, and as such is tasked with making decisions that are in the best interest of the children of the district.
- c. Any complaints received by the Board Members should be referred to the Superintendent for disposition. There is a Board policy in place which outlines the procedures for filing a grievance and those procedures should be followed. If possible, the individual with a complaint should be asked to confer with the appropriate teacher or campus administrator first. Always give the Superintendent a “heads up.” Complaints should be resolved at the lowest level possible.

#### **XV. Complaints**

- a. Three board policies govern complaints
  - i. Employee grievances—DGBA
  - ii. Student and parent complaints—FNG
  - iii. Public complaints—GF
- b. All three policies rely on the “Principal-Superintendent-Board” chain of command and resolution. A formal procedure is used in which written complaints are filed first with the principal. A presentation before the Board is the final step in the complaint process. Sometimes complaints are inadvertently brought first before the Board during the open forum portion of a regular board meeting.
- c. The Board is under no obligation to hear such complaints before administrative remedies have been pursued. The Board President should direct the person to the appropriate complaint process.
- d. Level Three complaints are heard in Board Meetings as scheduled agenda items, which will allow the Board to take action on the complaint during the same meeting. The lack of a response by the Board upholds the administrative decision at Level Two and announcing the decision in the complainant’s presence constitutes communication of the decision.
- e. Board Members shall request information and/or reports through the Board President or Superintendent. If the Board President or Superintendent questions the request, the request goes to the full Board for a majority vote. Members may also request information by Board action or by the request of an individual member made in a board meeting after discussion by the Board as a whole. The Superintendent, as requested or as directed by the Board President, will gather the information and/or report and disseminate it in a timely manner to the entire Board. When requesting reports from district personnel, consideration should be given to the current workload on the person generating the report.

## **XVI. Citizen or Employee Request/Complaint to Individual Board Member**

- a. If parents, students, or other members of the public bring concerns or complaints to an individual Trustee, the Board Member should listen to the complaint to better understand the critical issues, unless it relates to a formal complaint or grievance already filed under Board Policies DGBA, FNG, or GF, and upon which the Board may be requested to take action. If a formal process is not underway, the Board Member should take the following steps:
  - i. Refer the parent, student, employee, or citizen to the administrator who is in the best position to assist in addressing the concern or complaint.
  - ii. Make the citizen aware of the District policies and procedures in place to address citizen concerns or complaints and remind them that Board Members must remain impartial in case the matter requires Board action in the future.
  - iii. Notify the Superintendent's office if the situation warrants.

## **XVII. Conflicts of Interest**

- a. Board Members are expected to avoid conflicts of interest involving any matter pending before the Board. A conflict of interest is deemed to exist when a member is confronted with an issue in which the member has a personal or pecuniary interest or an issue or circumstances that could render the member unable to devote complete loyalty and singleness of purpose to the public interest.
- b. If a Board Member has a substantial personal or private interest in any matter pending before the Board, the member shall disclose such interest to the Board and shall not vote on the matter.
- c. A member of the Board shall not also be an employee of the District, nor shall a member receive any compensation for services rendered to the District. This provision shall not prohibit members from receiving reimbursement for authorized expenses incurred during the performance of Board duties.
- d. A Board Member may not disclose or use confidential information acquired during the performance of official duties to further the Board Member's own personal financial interests or the interests of a member of the Board Member's immediate family.
- e. A member of the Board may not accept a gift of substantial value or economic benefit which would tend to improperly influence a reasonable person, or which the Board Member knows or should know is primarily for the purpose of a reward for official action.
- f. A Board Member shall not perform an official act, which directly confers an economic benefit on a business in which the Board Member has a substantial financial interest or is engaged as a counsel, consultant, representative, or agent.

### **XVIII. Media Inquiries to the Board**

- a. The Board President shall designate the Superintendent as the official spokesperson for the Board to the media/press on issues of media attention. All Board Members who receive calls from the media should direct them to the Board President or designee.
- b. Individual Board Members who are asked for individual comments or opinions by the media are to qualify those statements as being the opinion of the individual Board Member and not representative of the Board as a whole or the school district.

### **XIX. Board Member Visits to School Campus**

- a. Board Members are encouraged to attend PTO and other special events on campuses to represent the Board in support of activities. Board Members are not to visit teachers' classrooms or campuses for the purpose of evaluation or investigation. Board Members must notify the principal of visits to campuses when they are not attending a scheduled activity.

### **XX. Communications**

- a. The Superintendent meets with the Board President on a routine basis. The Superintendent communicates with all Board Members via regular transmittals. The Board keeps the Superintendent informed via telephone calls, faxes, email, or personal visits as they deem necessary.
- b. The Board will communicate with the community through public hearings, regular board meetings, and regular publications. Individual Board Members cannot speak in an official capacity outside the board room.
- c. Input through emails and letters are encouraged by the Board. Although anonymous communications are discouraged, these communications will be reviewed.



## **XXI. Graduation**

- a. To maintain decorum and a semblance of order at Henrietta High School Commencement, the following procedures shall apply:
  - i. The conveyance of the HHS Diploma to graduating seniors shall be the sole providence of the President of the Henrietta ISD Board of Trustees from the prior year. If the President is not present, the descending order of officers shall prevail:
    1. Vice President,
    2. Secretary, and
    3. Most senior Board Member.
  - ii. Possible exceptions to the above guidelines will be limited to immediate family members of a school board trustee or member of the ISD staff. (e.g., son/daughter, grandson/granddaughter, step-son/step-daughter, nieces/nephews).
  - iii. Extenuating circumstances, other than familial relation, must be submitted in writing by the student to the Superintendent's office at least ten (10) days prior to the graduation exercise. Each request will be reviewed by the President of the School Board and the Superintendent as to the appropriateness of the request. The student must state reason for the request.
  - iv. Verbal or written request on the day of graduation will not be honored.
  - v. Conveyance of diplomas at/or during extracurricular activities (i.e., softball or baseball playoffs) shall *follow* these same guidelines.
- b. Reviewing Board Operating Procedures
  - i. Standard Board Operating Procedures will be reviewed and updated in July of each year and will be part of board training.

# Henrietta Independent School District



## **Board of Trustees**

Brad Yurcho, President  
Penny Riordan, Vice President  
Scott Williams, Secretary  
Dee Ann Littlefield, Assistant Secretary

Nala Chambers  
Betty Ellsworth  
Lanny Evans

Adopted by Henrietta ISD Board of Trustees, July 15, 2021.