From All of Us

Welcome!

Congratulations from the Texas Association of School Boards (TASB) on being elected to your local school board. There is no greater contribution than serving as a member of the leadership team that provides education opportunities for the children in your community.

Texas school board members formed TASB in 1949 to assist local trustees and their districts. TASB is YOUR organization and exists to serve you. We provide a wide variety of programs and information to assist you and your district, whatever your needs may be.

For information about TASB and about board service, visit our website at tasb.org. A customized web page for new board members filled with helpful information is located at tasb.org/welcome, and, of course, you may always call us at 800.580.8272. If you are in Austin, drop by and visit our offices.

We are here for you, so when you need help, think TASB first!

Sincerely,

James B. Crow  
TASB Executive Director
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You can find an electronic version of this handbook by going to tasb.org/welcome.

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Using Your Handbook

Welcome

This handbook provides a reference to the most important resources and information you’ll need in your first few months as a board member. Think of it as your “New Board Member Yellow Pages.” The information in this handbook just skims the surface of the resources TASB makes available to you. For more complete details about each of the topics listed, go to tasb.org/welcome.

Who Is TASB?

We are your association. TASB is a volunteer, not-for-profit, statewide education association that serves and represents Texas school districts. For more information on TASB and our history, go to tasb.org/about.

Understanding Board Service

Understanding the role of a school board member can take a considerable amount of time. The section of the TASB Website entitled tasb.org/board serves as a gateway to help you understand that role.

Services and Products

TASB is known for the exceptional quality of its services and its reputation for responding to district needs quickly, effectively, and thoroughly. Visit tasb.org/services to learn about all we have to offer.

Online Resources

TASB’s Online Learning Center (OLC), at onlinelearning.tasb.org, offers resources and courses to help you function more effectively and gain a better understanding of your role. Additional resources are available at tasb.org/welcome.
Get up to speed fast with TASB’s new board member training courses.

It’s easy with TASB ISD’s no-guesswork, convenient curriculum, specially designed to provide you the training you need most in your first year and beyond.

TASB ISD consists of four courses that are usually offered at major TASB conferences throughout the year: Summer Leadership Institute, TASA/TASB Convention, and Winter Governance and Legal Seminar.

- Boardsmanship Basics
- Teamwork Basics
- School Law Basics
- District Planning and Budget Basics

For details about TASB ISD, go to [LTS.tasb.org/tasbisd](http://LTS.tasb.org/tasbisd) or call Leadership Team Services at 800.580.8272, extension 2456.
Common Questions from New Board Members

New board members usually start their service with a variety of questions. We’ll address some of the frequently asked questions here. To get answers to other questions you might have, begin by asking your superintendent or board president.

1. Where Can I Get Information about My Role?

There are a number of places where you can get information about your new role as a school board member. You should start by asking your superintendent and board president how the board functions in your district. They may mention your local orientation, team operating procedures, and a board activity calendar, among other things, as places you’ll learn about your role. It’s a good idea to become familiar with your district’s policy manual, especially the policies that outline the board’s role.

Beyond your district, you can find more information about your role at your regional education service center, where you will attend the required Orientation to the Texas Education Code training session.

You can also access a variety of resources from TASB to help you understand your role. These include online courses and resources, publications, and live workshops. You can begin to learn about the role of the board from TASB at tasb.org/welcome.

2. What Can I Expect during My First Several Months of Service?

Your first several months of service on the board can be an exciting time full of learning. Not only will you be learning about the board’s role, but you will also be learning how your local board operates, how your district’s schools function, and a variety of educational terms and phrases, among other things.

The first few months of service can be overwhelming at times, so it is a good idea to ask an experienced school board member to help you navigate through the first year of board service. You can rely on this mentor to help you keep your focus on learning the most important things at the appropriate time.
3. How Might My Life Change Now That I’m a School Board Member?

It is very common for new school board members to experience some changes to their life when they begin their service. It is common for board members to be perceived and treated differently by many people in their community once they have been elected or appointed. You might also feel a bit busier because of the time it takes to prepare for and attend board meetings and other related commitments. A good way to prepare for these possible changes is by talking to experienced board members and attending training designed for new school board members, such as TASB ISD courses.

4. What Are Some of the Things That I Should Focus My Learning on during My First Several Months of Service?

During the first several months of service, you should focus your attention on learning about the role of the board, understanding how your board and superintendent function together, listening to your fellow board members, and asking lots of questions about how and why things are done in a certain way. Understanding the board’s role and how it is different from and complementary to the role of the superintendent is very important, as is learning how to listen to and handle concerns and complaints from your community and staff.
Getting Started

The Framework for School Board Development

A good place to start understanding your role as a member of the school board is the Framework for School Board Development, one of the documents linked on the Suggested Resources page when you visit tasb.org/welcome. You will also find a copy of this document in your policy manual in BBD(EXHIBIT). This document, adopted by the State Board of Education, outlines tasks an effective board performs in its governing capacity. All of the tasks in the Framework contribute to the board’s development and implementation of a vision that will move the district forward in its pursuit of education excellence for students. The tasks fall under and support the five basic ideas listed below:

- **Vision**— The board ensures creation of a shared vision that promotes enhanced student achievement.
- **Structure**— The board provides guidance and direction for accomplishing the vision.
- **Accountability**— The board measures and communicates how well the vision is being accomplished.
- **Advocacy**— The board promotes the vision.
- **Unity**— The board works with the superintendent to lead the district toward the vision.

Key Board Tasks

Within the broad list of tasks identified in the Framework, there are five ongoing key tasks the board uses to provide guidance and direction for the district. They include the following:

- Adopting goals and evaluating results
- Adopting policies
- Hiring and evaluating a superintendent
- Adopting a budget and tax rate
- Communicating with the community
To better understand how your board accomplishes each of these and what you as a new board member can do to prepare to participate constructively, we’ve created a list of some things you can do right away.

**New Board Member Preparation List**

**Adopting Goals and Evaluating Results**

- Find out your district’s process and calendar for setting goals and priorities and assessing success.
- Have your superintendent brief you on the state accountability system.
- Ask your superintendent for a copy of your district’s most recent annual performance report.
- Get a copy of your current district vision and goals and review them.
- Find out how the success of your district’s current goals is going to be measured.
- Keep a copy of your district goals with you at board meetings.

**Adopting Policies**

- Look at a copy of your district’s policy manual. Most districts have their policies online.
- Have your board president, one of your colleagues, or the district’s TASB policy consultant give you a brief introduction on how to use the policy manual and the distinctions between and among legal policies, local policies, and administrative regulations.
• Review the publication *The Board Member’s Guide to Policy* in the TASB Policy Service Resource Library online behind myTASB.

• Read through and make sure you are familiar with key policies you will need every day, such as the following:
  - Policy DGBA(LOCAL)—Employee Complaints
  - Policy FNG(LOCAL)—Student and Parent Complaints
  - Policy GF(LOCAL)—Public Complaints

• Read the legal and local policies that govern the conduct of board business, such as the following:
  - Policy BAA—Board Powers and Duties
  - Policy BBE—Board Member Authority
  - Policy BBF—Ethics
  - Policy BBFA—Conflict of Interest Disclosures
  - Policy BBFB—Prohibited Practices
  - Policy BE—Board Meetings
  - Policy BEC—Closed Meetings
  - Policies BJA, BJC, BJCD, BJCF—Superintendent Employment

• Ask about your district’s procedures for adopting and revising policy.

**Hiring and Evaluating the Superintendent**

• Find out your board’s evaluation cycle and where you are in the process.
• Get a copy of the evaluation instrument your board will use and review it.
• Find out what procedure, if any, your board has established for you to ask questions about performance between the evaluation conferences.
• Study the BJ policy series.

**Adopting a Budget and Setting a Tax Rate**

• Ask your superintendent to give you an overview of the current budget.
• Ask for a copy of your district’s budget calendar.
• Get copies of any materials your board may have developed or may have received from staff that are relevant to the budget that is being prepared.
• Study the CE policy series.

**Communicating with the Community**

• Find out what your board and district routinely do to keep the public fully and accurately informed.
• Find out who serves as the designated spokesperson for your board.
• Talk with your colleagues about the best way to respond to patrons and to the press about hot topics.
• Find out how your board obtains community feedback.

**Board Operations—Meetings**

• Find out who prepares the agendas for your board meetings and how to get an item included.
• Find out when you can expect to get agenda materials from your superintendent and what to do if you need additional information.
• Ask your board president what rules of order are used at your meetings.
• Make sure you understand the basic provisions of the Texas Open Meetings Act.
• Understand the limitations placed on closed sessions of your board.
• Study policies BE, BEC, and BED pertaining to meetings.
• Review past meeting agendas. (Most districts have their agendas posted online through BoardBook.*)

**Board Operations—Board Members and District Patrons**

• Ask your colleagues how they respond to controversial situations.
• Learn your district’s policies and procedures for handling patron complaints.
• Study Policy BED(LOCAL).

**Board Operations—Board Members and District Staff**

• Ask your superintendent about the district hiring processes, especially how community-sensitive positions, such as principalships and head coaching jobs, are filled.
• Talk with your colleagues and your superintendent about when and how to raise concerns about district staff.
• Be sure you are familiar with board policies and procedures for asking information of staff.
• Make sure you know your district’s policy for hearing complaints from staff.
• Find out your board’s policy and procedures for board member visits to campuses and be very careful to adhere to them.
• Study Policy BBE—Board Member Authority.
A Code of Ethics

Most local boards have adopted a code of ethics for their members at BBF(LOCAL). The code below, which has been adopted by many school boards, represents good practices for all board members.

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 of 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 keep confidential any information that is privileged 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.
Continuing Education

Required Training

Board members are required by law to receive three kinds of continuing education: Tier One, Tier Two, and Tier Three. As public officials, board members must also receive training on the Open Meetings Act (OMA).

Requirements are different in the first year than in subsequent years and vary depending on whether it is a legislative year. During the first year of service, new board members must receive training as follows:

- Local orientation within 60 days of election or appointment (Tier One)
- Orientation to the Texas Education Code within 120 days of election or appointment (Tier One)
- Team-building (Tier Two)
- Minimum of 10 hours of additional continuing education based on assessed needs (Tier Three)
- OMA training within 90 days after taking the oath of office

Tracking Credit

The district is the official recordkeeper of board member training credit. For our members’ convenience, TASB maintains a voluntary database of individual member training hours. The Continuing Education Credit Reporting Service (CECRS) allows superintendents, board members, and district designees to view and print board member reports of training obtained at TASB training events and also enables the district recordkeeper to submit and track credit for non-TASB-sponsored training events.

CEC Mobile

The easiest, most efficient way to enter continuing education credit (CEC) during TASB events is by using CEC Mobile at cecm.tasb.org. CEC Mobile is a web-based application that can be used with any mobile device; all you need is Internet access and your myTASB user ID and password. The alternative to CEC Mobile is a Scantron/bubble form.
If you have questions about continuing education requirements, visit [cec.tasb.org](http://cec.tasb.org) or contact Leadership Team Services CECRS at 800.580.8272, extension 2453.

## Overview of Continuing Education Requirements

<table>
<thead>
<tr>
<th>Continuing Education Required of School Board Members</th>
<th>Tier</th>
<th>First-Year Board Member</th>
<th>Experienced Board Member</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local District Orientation</td>
<td>1</td>
<td>3 hours required within 60 days of election or appointment</td>
<td>Not required</td>
<td>Local district</td>
</tr>
<tr>
<td>Orientation to the Texas Education Code</td>
<td>1</td>
<td>3 hours required within 120 days of election or appointment</td>
<td>Not required</td>
<td>Education service center</td>
</tr>
<tr>
<td>Update to the Texas Education Code</td>
<td>1</td>
<td>Not required</td>
<td>After legislative sessions: length determined by issues addressed in legislation</td>
<td>Any registered provider</td>
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<tr>
<td>Team-Building Session/Assessment of Continuing Education Needs of the Board-Superintendent Team must include a review of roles, rights, and responsibilities as outlined in the Framework for School Board Development</td>
<td>2</td>
<td>At least 3 hours</td>
<td>At least 3 hours each year</td>
<td>Any registered provider</td>
</tr>
<tr>
<td>Additional Continuing Education, based on assessed needs</td>
<td>3</td>
<td>At least 10 hours</td>
<td>At least 5 hours each year</td>
<td>Any registered provider</td>
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<tr>
<td>Open Meetings Training (OMA)</td>
<td></td>
<td>1 hour. Required within 90 days of election or appointment</td>
<td>Not required</td>
<td>Attorney General’s Office or other approved provider</td>
</tr>
<tr>
<td>Public Information Act Training (boards may delegate this training to the district’s public information coordinator)</td>
<td></td>
<td>Check local district policy for any board requirement (BBD(Local))</td>
<td>Not required</td>
<td>Attorney General’s Office or other approved provider</td>
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</table>
Required Local Orientation

Completing Your Local Orientation

New board members are required to receive a local orientation within 60 days of taking office. This orientation must be at least three hours in length and address local district practices in curriculum and instruction, business and finance operations, district operations, superintendent evaluation, and board member roles and responsibilities. Ask your superintendent when the local orientation is conducted in your district and let him or her know if there are additional items you would like to have included.

Below is a list of topics that new board members often find helpful. You may want to use this as an outline that you can share with your superintendent and board president.

Useful Topics to Include in a Local Orientation

- Overview of district statistics, such as enrollment, demographics, performance summaries, and recent trends
- Administrative structure and names of key personnel
- District vision, mission, goals, and plan summaries
- District planning and evaluation process and calendar
- District budget summary and recent trends in revenue, appropriations,
tax rates, and property values
• Budget development process and calendar
• Copy of district policy manual or access to an online policy manual
• Policy development and review process
• Overview of district curriculum objectives, standards, and instructional programs
• Superintendent evaluation process, calendar, and instrument and current performance goals
• Personnel hiring practices and salary schedule
• Preferred practices for common tasks, such as requesting information, bringing business before the board, preparing for and participating in board meetings, communicating with team members, communicating with the public and media, and visiting campuses or district offices

In addition, ask if your district provides other resources for new members, such as a board handbook, team operating procedures, or mentors for new board members.
Advocacy

One of the core functions of TASB is to represent our member school boards at the Texas Legislature when decisions are being made that may affect their districts. TASB’s Governmental Relations (GR) monitors legislative developments, keeps members updated on activities, and promotes TASB’s Advocacy Agenda in person with state and federal lawmakers, the State Board of Education, and other agencies.

GR hosts Regional Grassroots Meetings across the state in even-numbered years so that trustees may develop their advocacy priorities. In odd-numbered years, TASB and the Texas Association of School Administrators (TASA) host the Legislative Conference in March; TASB also holds the Post-Legislative Conference when the regular legislative session ends.

TASB’s School Board Advocacy Network (SBAN) was established to help school board members become effective advocates. Participants in this free service receive training materials and stay connected through timely and succinct e-mail updates. For more information, call GR at 800.580.6845 or visit gr.tasb.org/sban to join.
Training Opportunities

TASB offers training to meet your needs in many different forms:

- Conferences
- Online Learning Center (OLC)
- In-district consulting (IDC)
- Publications and videos

For more information about specific topics or conference dates and locations, go to tasb.org/training.

Overview of Available Year-round Training Opportunities

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<th>Conferences</th>
<th>Online Learning Center</th>
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<tr>
<td><strong>June</strong></td>
<td>Summer Leadership Institute</td>
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<td></td>
<td><em>San Antonio and Fort Worth</em></td>
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<td><strong>July</strong></td>
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<td><strong>August</strong></td>
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<tr>
<td><strong>September</strong></td>
<td>TASA/TASB Convention</td>
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<td></td>
<td><em>Austin, Houston, or Dallas (yearly rotation)</em></td>
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<tr>
<td><strong>October</strong></td>
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<tr>
<td><strong>November</strong></td>
<td>Legal Services Seminars</td>
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<tr>
<td></td>
<td><em>Various locations across the state</em></td>
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<tr>
<td><strong>December</strong></td>
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<tr>
<td><strong>January</strong></td>
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<tr>
<td><strong>February</strong></td>
<td>Winter Governance and Legal Seminar</td>
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<td></td>
<td><em>Galveston</em></td>
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<td><strong>March</strong></td>
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<td><strong>April</strong></td>
<td>Spring Workshops</td>
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<td></td>
<td><em>Various locations across the state</em></td>
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<tr>
<td><strong>May</strong></td>
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On demand: 24 hours a day, 7 days a week
New Board Member Training

TASB ISD

The TASB Institute for School Trustee Development (TASB ISD) is a series of “meat and potatoes” training sessions designed as a recommended course of study for new board members. New trustees can use this curriculum as a road map for the first year of service; they will receive a comprehensive foundation in the basics new trustees need to know to be productive right away.

The in-depth sessions that comprise the curriculum are usually offered at major TASB conferences throughout the year: Summer Leadership Institute, TASA/TASB Convention, and Winter Governance and Legal Seminar.

Conferences and Seminars

TASB training events provide an opportunity for board members to hear from experienced education leaders, meet colleagues from around the state, and discuss hot topics and common issues. Some of the conferences that are especially useful for new trustees include the following (go to tasb.org/training for more details):

Summer Leadership Institute (SLI)

SLI, TASB’s flagship training conference offered at two locations in June, is designed to (1) provide new board members with immediate training following May elections, (2) offer focused training for newly elected board presidents, and (3) provide experienced board members with current practices, information, and key concerns.

TASA/TASB Convention

Offered in partnership with the Texas Association of School Administrators (TASA), this premier event rotates annually among Austin, Houston, and Dallas each fall. In addition to relevant programming and field trips, Convention offers a New Board Member Seminar and a seminar for small school districts. An exhibit hall features hundreds of exhibits and activities and opportunities to see Texas schoolchildren in action.
TASB Legal Seminars

Attorneys from TASB Legal Services hit the road to offer Legal Seminars in the winter and the fall throughout the state. These seminars feature in-depth training on timely legal topics.

Winter Governance and Legal Seminar (WGLS)

This winter conference, now in Galveston, offers focused training for both new and experienced board members, as well as a special strand of sessions for small and rural districts.

Spring Workshops

Spring Workshops offer timely training at locations throughout Texas in conjunction with regional education service centers, state colleges and universities, and area school boards associations.

In-district Consulting (IDC)

IDC sessions are tailored to meet the specific needs of your board-superintendent team. Frequent requests include district planning, understanding oversight of management, superintendent evaluation, and team dynamics.

TASB eXceptional Governance Board Development (XG)

This is a five session, whole-board learning experience that strengthens essential perspectives, builds governance capacity, and equips boards to act confidently with a focus on improving student outcomes. This new, research-informed approach to whole-board development extends TASB’s commitment to eXceptional Governance, which improves outcomes for students.
TASB’s OLC features self-paced audio and video courses, recorded webinars, and more. Continuing education credit is offered for most OLC courses. The Foundations Courses in the OLC are designed to provide new trustees with essential information they will need to be effective in their service. This series of courses is a complement to the TASB ISD program and covers information not discussed in live workshops. Visit onlinelearning.tasb.org for more information.

**Foundations of Board Policy**

This course helps build an understanding of the board’s policymaking role that is so critical to good governance. Participants will develop a practical understanding of the district’s policy manual and see how important it is to develop effective and usable policies as the foundation to guide district practice.

**Ethics for the School Trustee**

In addition to honesty and integrity, school board ethics requires that you consider things like confidentiality, being student-centered in your decisions, and approaching things with a non-judgmental mindset. Using the TASB Code of Ethics model code as a guide, this course highlights common mistakes board members make and provides guidance for correcting those actions.

**Foundations of Public School Finance**

This course examines some general information about how different states fund public education and what the differences mean. It also covers the basics of the current system of school finance in Texas, including its structure, challenges, and future.

**Introduction to Parliamentary Procedure**

This course is designed to help board members understand Robert’s Rules of Order, the common rules and procedures for deliberation and debate. Robert’s Rules provides for constructive and democratic meetings—to assist, not hinder, the business of the assembly.
Other OLC course topics include board governance, superintendent evaluation, and more. Visit onlinelearning.tasb.org for more information.

Publications

TASB produces a variety of publications on board governance and operations. (Be sure to check out discount pricing for package orders.) The following are especially useful for new board members:

Publications from TASB Leadership Team Services

- Getting Started as a New School Board Member
- A New Board Member’s Guide to Superintendent Evaluation
- A New Board Member’s Guide to Parliamentary Procedure

Publications from TASB Legal Services

- The School Official’s Guide to the Texas Open Meetings Act
- New Board Member Legal Package

Publications from TASB Policy Service

- The Board Member’s Guide to Policy (available free behind myTASB)

To order resources listed here and view other publications available from TASB, visit store.tasb.org or call 800.580.8272, extension 2290.
MyTASB and Other Online Tools

MyTASB

Some TASB services are offered for members only, so access to some areas of the TASB Website requires a user name and password. Through myTASB, you can update your contact information, access subscription services, read the TASB Message Board, register for training events, and more.

Request a myTASB account by clicking on the green myTASB tab at the upper right of any page of tasb.org. Call Board and Management Services for assistance at 800.580.8272, extension 2800.

CEC Mobile

CEC Mobile is the most efficient way to enter continuing education credit (CEC) during TASB events. All you need is Internet access and your myTASB credentials. Call 800.580.8272, extension 2453, or e-mail cec@tasb.org for details. When you’re ready to use it, go to cecm.tasb.org.

TASB School Law eSource

TASB’s School Law eSource is a compilation of TASB Legal Services’ online resources, organized by topic. You can access eSource at legal.tasb.org.

Information for New Board Members

We’ve assembled a collection of recommended reading for new board members at tasb.org/welcome. Several of the resources can be viewed or downloaded free. This list includes links to laws, rules, and tips you may find useful as a new trustee.
Common TASB Acronyms

BOA..............................................................................Board Officers’ Academy
CEC.............................................................................Continuing Education Credit
CECRS...................................................Continuing Education Credit Reporting Service
GR.................................................................Governmental Relations
LAC.................................................................................Legislative Advisory Council
LTASB........................................................................Leadership TASB
LTS................................................................................Leadership Team Services
LTT..........................Leadership Team Times (monthly newsletter)
OLC................................................................................Online Learning Center
SBAN.................................................................School Board Advocacy Network
SLI..............................................................................Summer Leadership Institute
TASB ISD..............................TASB Institute for School Trustee Development
TLS.............................................................Texas Lone Star (monthly magazine)
WGLS......................................Winter Governance and Legal Seminar (conference)
# Common Education Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
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<tbody>
<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
</tr>
<tr>
<td>ADA</td>
<td>Average Daily Attendance</td>
</tr>
<tr>
<td>ADM</td>
<td>Average Daily Membership</td>
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<tr>
<td>AEP</td>
<td>Alternative Education Program</td>
</tr>
<tr>
<td>AP</td>
<td>Advanced Placement</td>
</tr>
<tr>
<td>ARD</td>
<td>Admission, Review, and Dismissal Committee</td>
</tr>
<tr>
<td>AYP</td>
<td>Adequate Yearly Progress</td>
</tr>
<tr>
<td>EOC</td>
<td>End-of-Course (exam or assessment)</td>
</tr>
<tr>
<td>ESL</td>
<td>English as a Second Language</td>
</tr>
<tr>
<td>ESSA</td>
<td>Every Student Succeeds Act</td>
</tr>
<tr>
<td>ExCET</td>
<td>Examination for the Certification of Educators in Texas</td>
</tr>
<tr>
<td>ESC</td>
<td>Education Service Center</td>
</tr>
<tr>
<td>FSP</td>
<td>Foundation School Program</td>
</tr>
<tr>
<td>FTE</td>
<td>Full-Time Equivalent</td>
</tr>
<tr>
<td>I&amp;S</td>
<td>Interest and Sinking (Fund)</td>
</tr>
<tr>
<td>IDEA</td>
<td>Individuals with Disabilities Education Act</td>
</tr>
<tr>
<td>IEP</td>
<td>Individualized Education Program</td>
</tr>
<tr>
<td>LBB</td>
<td>Legislative Budget Board</td>
</tr>
<tr>
<td>LEP</td>
<td>Limited English Proficiency</td>
</tr>
<tr>
<td>LFA</td>
<td>Local Fund Assignment</td>
</tr>
<tr>
<td>M&amp;O</td>
<td>Maintenance and Operations (Fund)</td>
</tr>
<tr>
<td>NAEP</td>
<td>National Assessment of Educational Progress</td>
</tr>
<tr>
<td>NCLB</td>
<td>No Child Left Behind (Act)</td>
</tr>
<tr>
<td>PDAS</td>
<td>Professional Development and Appraisal System</td>
</tr>
<tr>
<td>PEIMS</td>
<td>Public Education Information Management System</td>
</tr>
<tr>
<td>RPTE</td>
<td>Reading Proficiency Test in English</td>
</tr>
</tbody>
</table>
SBOE................................................................. State Board of Education
SSI................................................................. Student Success Initiative
STAAR.................................................. State of Texas Assessments of Academic Readiness
TAC................................................................. Texas Administrative Code
TAKS.................................................. Texas Assessment of Knowledge and Skills
   *(TAKS phased out in 2011–12)*
TAPR.......................................................... Texas Academic Performance Reports
TEA................................................................. Texas Education Agency
TEC................................................................. Texas Education Code
TEKS.......................................................... Texas Essential Knowledge and Skills
T-PESS ........................................ Texas Principal Evaluation and Support System
TRS............................................................. Teacher Retirement System of Texas
T-TESS ........................................ Texas Teacher Evaluation and Support System
WADA............................................................ Weighted Average Daily Attendance
TASB Key Contacts

For a complete list of key contacts, visit tasb.org/About-TASB/Contact-Us.aspx.

Telephone Numbers

**Texas Association of School Boards**
Toll-free ................................................................................. 800.580.8272
Austin ..................................................................................... 512.467.0222

**Leadership Team Services** extension 2452
Area School Boards Associations extension 2463
Continuing Education Credit extension 2453
In-district Consulting extension 2452
Leadership TASB extension 2460
Online Learning Center (OLC) extension 2455
TASB ISD extension 2456

**Conferences**
Spring Workshops extension 2463
Summer Leadership Institute extension 2462
TASA/TASB Convention extension 3549
Winter Governance and Legal Seminar extension 2462

**Publication Sales** extension 2290

**Governmental Relations** 800.580.4885
Grassroots Meetings extension 1088

**Legal Services** 800.580.5345
Legal Seminars extension 6320

**Policy Service** 800.580.7529

**TASB On Line**

General Website tasb.org
TASB Main E-mail tasb@tasb.org
New Board Member Resources ........................................... tasb.org/welcome
Conferences and Training ................................................ tasb.org/training
Leadership Team Services .................................................. LTS.tasb.org
Leadership Team Services E-mail ....................................... LTS@tasb.org
Online Learning Center ...................................................... onlinelearning.tasb.org
Continuing Education Credit E-mail ..................................... cec@tasb.org
TASB ISD ................................................................. LTS.tasb.org/tasbisd
TASB ISD E-mail ............................................................. tasbisd@tasb.org
TASB Store ........................................................................ store.tasb.org

You can find an electronic version of this handbook by going to tasb.org/welcome.
Upcoming TASB Training

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Fort Worth—June 22–24, 2017

TASA/TASB Convention
Dallas—October 6–8, 2017

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