San Diego Unified
SCHOOL DISTRICT

BOARD GOVERNANCE POLICIES

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SCHOOL DISTRICT

Board Governance Policies

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Policy Type: Board/Superintendent Relationship **B/SR-1**

Single Point of Direction

The superintendent is the board's sole point of direction to the operational organization. The board will set the direction for the operational organization only through the superintendent, functioning as the Chief Executive Officer. However, nothing herein shall prohibit a constructive, two-way dialogue with students, staff, parents, and the community as a means to engage all stakeholders in the work of the board and the district.

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Single Unit Control

The board will direct the superintendent only through official decisions of the full board.

1. The board will make decisions by formal, recorded vote in order to avoid any confusion about whether direction has been given.

2. The superintendent is neither obligated nor expected to follow the directions or instructions of individual board members, officers and committees unless the board has specifically delegated such exercise of authority.

3. Should the superintendent determine that an information request received from an individual member or a committee requires a material amount of staff time or is unreasonable, the superintendent is expected to ask that the committee or the member refer such requests to the full board for authorization.

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Staff Accountability

The superintendent is responsible for all matters related to the day-to-day operation of the organization, within the values expressed by the board in policy. All staff members are considered to report directly or indirectly to the superintendent.

1. The board will give direction only to the superintendent and any other employee who may report directly to the board.

2. The board will formally and/or informally evaluate only the superintendent and any other direct reports.

3. Any member of the board may inform the superintendent of concerns related to the performance or conduct of any individual employee, and may receive communications from individual employees.

Monitoring Method: ***Board annual self-assessment***

San Diego Unified School District Board of Education

Authority of the Superintendent

The board will provide direction to the superintendent through written policies that define the organizational results to be achieved for students and define operational conditions and actions to be accomplished or avoided.

1. The board will establish the district's Local Control Accountability Plan (LCAP) instructing the superintendent to achieve the goals defined in the LCAP for the students served by the organization.

2. The board will develop Operational Expectations policies which express the board's values about operational conditions and actions. Certain of these values will be expressed positively to assure that the stated actions occur and the identified conditions exist, and will be stated as directives. Certain other values represent actions and conditions that are to be avoided, and will be stated prohibitively.

3. As long as the superintendent uses a reasonable interpretation of the LCAP and Operational Expectations policies, the superintendent is authorized to establish any additional procedures or regulations, make any decisions, establish any practices and develop any activities the superintendent deems appropriate to achieve the goals set forth in the LCAP. The superintendent is not expected to seek board approval or authority for any such decision falling within the superintendent's area of delegated authority, unless otherwise provided by law.

4. The board may change its LCAP and Operational Expectations policies, and in so doing shift the boundary between board and superintendent areas of responsibility. Board members will respect and support any reasonable interpretation of board established policies by the superintendent, even though the superintendent's decisions may not be the decisions the board or its individual members may have made.

Monitoring Method: ***Board annual self-assessment***

San Diego Unified School District Board of Education

Superintendent Accountability

The board considers superintendent performance to be identical to organizational performance. Organizational accomplishment of the goals set forth in the LCAP and operation according to the values expressed in the board's Operational Expectations policies will be considered successful superintendent performance. These two components define the superintendent's job responsibilities, and are the basis for the superintendent's performance evaluation.

1. The board will determine organizational performance based upon a systematic monitoring process.

2. The board will acquire monitoring data on implementation of the LCAP and Operational Expectations policies by one or more of three methods:

    a. By Internal Report, in which the superintendent submits information that certifies and documents to the board compliance or reasonable progress;

    b. By External Review, in which an external third party selected by the board assesses compliance or reasonable progress with applicable board policies;

    c. By Board Inspection, in which the whole board or a committee duly charged by the board formally assesses compliance with or reasonable progress on the appropriate policy criteria.

3. The consistent performance standard for Operational Expectations policies shall be whether the superintendent has:

    a. reasonably interpreted the policy and its subparts;
    b. complied with the provisions of the board policy being monitored.

4. The consistent performance standard for implementation of the LCAP shall be whether the superintendent has:

    a. reasonably interpreted the LCAP and its subparts;
    b. made reasonable progress toward achieving the goals contained in the LCAP.

Superintendent Accountability

5. The board will make the final determination as to whether superintendent's interpretation is reasonable, whether the superintendent is in compliance and whether reasonable progress has been made.

6. All policies that instruct the superintendent will be monitored by a method determined by the board.

7. Each January and July, the board will conduct a formal summative evaluation of the superintendent. The summative evaluation will be based upon data collected during the year from the Superintendent's work toward implementing Vision 2020, the 12 Indicators of a Quality Neighborhood School, and the LCAP goals. The board will prepare a written evaluation document.

Monitoring Method: ***Board annual self-assessment***

San Diego Unified School District Board of Education

Board Purpose

The Board of Trustees of the San Diego Unified School District represents, leads, and serves the community and holds itself accountable for educational matters by committing to act in our students' best interests and by ensuring that all board and organizational action is consistent with law and the board's policies.

The board's purpose is to assure that the school district achieves the results described in the board's goals contained in the LCAP and that it operates according to the values expressed in the board's Operational Expectations policies.

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Governing Commitments

The board will: govern lawfully with primary emphasis on results for students; encourage diverse viewpoints; focus on governance matters rather than administrative issues; observe clear separation of board and superintendent roles; make all official decisions by formal vote of the board; and govern with long-term vision.

1. The board will function as a single unit. The opinions and personal strengths of individual members will be used to the board's best advantage, but the board faithfully will make decisions as a group, by formal vote. No officer, individual, or committee of the board will be permitted to limit the board's performance or prevent the board from fulfilling its commitments.

2. The board is responsible for its own performance, and commits itself to continuous improvement. The board will assure that its members are provided with training and professional support necessary to govern effectively. As a means to assure continuous improvement, the board regularly and systematically will monitor all policies in this section, and will assess the quality of each meeting by debriefing the meeting following its conclusion.

3. To ensure that the board's business meetings are conducted with maximum effectiveness and efficiency, members will:

   a. come to meetings on time and adequately prepared
   b. speak only when recognized
   c. not interrupt each other
   d. not engage in side conversations
   e. not repeat what has already been said
   f. not "play to the audience" or monopolize the discussion
   g. support the president's efforts to facilitate an orderly meeting
   h. communicate openly and actively in discussion and dialog to avoid surprises
   i. encourage equal participation of all members
   j. practice respectful body language

4. The board will use a consent agenda as a means to expedite the disposition of routine matters and to dispose of other items of business it has had the opportunity to review. All administrative matters delegated to the superintendent that are required to be approved by the board will be acted upon by the board via the consent agenda.

Governing Commitments

5. An item may be removed from the consent agenda upon request of any member of the board or if members of the public request to speak on the issue.

6. The board will direct the organization through policy. The board's major focus will be on the results expected to be achieved by students, rather than on the strategic manner in which the superintendent and staff achieve those results.

7. In an emergency, the board, by unanimous vote and in accordance with law, may waive the provisions of these policies in order to respond to the existing conditions.

8. The board, by majority vote, may revise or amend these policies at any time, provided the matter has been placed on the board meeting agenda. As a customary practice, a proposed new policy or policy revision will be discussed as a first reading at one session of the board prior to being approved at a subsequent board meeting. A member may initiate a policy addition or change by placing the issue on a board meeting agenda.

9. When any board member is absent from a meeting for whatever reason, he/she shall review the video or audio tapes and any documents from the missed meeting prior to the next meeting.

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Board Job Description

This board's job is to represent, lead and serve the community and to govern the organization by establishing expectations for organizational results, expectations for quality operational performance, and monitoring actual performance against those expectations.

This board will:

1. Ensure that the LCAP is the dominant focus of organizational performance.

2. Advocate for the organization and the students it serves.

3. Initiate and maintain constructive two-way dialogue with students, staff, parents and the community as a means to engage all stakeholders in the work of the board and the district.

4. Develop written governing policies that address:

    a. Goals for student achievement: The intended outcomes for the students served by the organization;

    b. Board/Superintendent Relationship: The role relationship of the superintendent and the board, including the specified authority of the superintendent and the process for monitoring district and superintendent performance.

    c. Governance Culture: Definition of the board's own work, the processes it will employ and conditions within which it will accomplish that work;

    d. Operational Expectations: Statements of the board's values about operational matters delegated to the superintendent, including both actions and conditions to be accomplished and those prohibited;

5. Ensure acceptable superintendent performance through effective monitoring of the LCAP and Operational Expectations policies.

6. Ensure acceptable board performance through effective evaluation of board actions and processes.

7. Appoint an independent auditor to conduct an annual external review of the district's financial condition and report directly to the board.

Board Job Description

8. Appoint the superintendent.

9. Approve:

    a. all management personnel employment decisions as specified in board resolutions.
    b. the district budget.
    c. naming of schools

Monitoring Method: ***Board annual self-assessment***

San Diego Unified School District Board of Education

Officers' Roles

The officers of the board are those listed in this policy. Their duties are those assigned by this policy, and others required by law.

President

The President provides leadership to the board, ensures the faithful execution of the board's processes, exercises interpretive responsibilities with integrity, reflecting the spirit and intent of the board's policies, and normally serves as the board's official spokesperson.

The President has the following specific authority and duties:

1. Monitor board actions to assure that they are consistent with the board's own rules and policies and with other obligations imposed by agencies whose authority supersedes the board's own authority;

    a. Conduct and monitor board meeting deliberations to assure that board discussion and attention are focused on board issues, as defined in board policy (see GC-3);

    b. Assure that board meeting discussions are productive, efficient and orderly;

    c. Chair board meetings using the authority normally vested in the chair as described in *Robert's Rules of Order*;
    d. Lead timely board meeting debriefings and periodic self-assessments to ensure continuous process improvement.

2. Make all interpretive decisions of board policies in the Governance Culture and Board/Superintendent Relationship sections, using reasonable judgment. The President is not authorized to:

    a. make any interpretive decisions about policies created by the board in the LCAP and Operational Expectations policy areas. Interpretation of these policies is the responsibility of the superintendent;

    b. exercise any authority as an individual to supervise or direct the superintendent or other staff members.

3. Compile and facilitate the board's summative evaluation of the superintendent and any other staff members who report directly to the board.

Officers' Roles

4. Represent the board as its official spokesperson about issues decided by the board and other matters related to official board business.

5. Execute all documents authorized by the board, except as otherwise provided by law.

6. On behalf of the board, and in concert with the vice-president and the superintendent, develop proposed board meeting agendas.

Vice-President

The Vice-President shall serve as President in the event of the President's absence or inability to perform assigned duties.

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Board Advisory Committees

The board may create committees if they are deemed helpful to assist the board in the performance of its responsibilities. If committees are established, they will be used exclusively to support the work of the board as described in Policy GC-3, and will never be created or used to assist the superintendent in any operational area.

1. Board committees and other such entities by whatever name created by the board will not be used to direct, advise, assist, or oversee the staff. Committees customarily will prepare recommendations for board consideration. Board committees will have no authority over staff, and may exercise demands on staff time and organizational resources only to the extent authorized in this policy.

2. Board committees may not speak or act for the board unless specifically authorized. The responsibilities and authority of all board committees are carefully stated in this policy to assure that committees fully understand their duties and extent of authority and to assure that committee work will not usurp or conflict with the board's own authority or conflict with authority delegated to the superintendent.

3. All board advisory committees are listed below. In addition, the board has a representative on the City of San Diego Board of Library Commissioners.

Board Advisory Committees

Board Committees:

A. Advisory Committee on Utilization of Excess School Property (ACUESP)

1. Purpose/Charge:
The Advisory Committee on Utilization of Excess School Property (ACUESP) is a board-appointed citizens' advisory group authorized to consider proposals and develop recommendations relative to the use and disposition of excess real property owned by the school district. (Education Code Sections 17387–17391)

2. Reporting Schedule: Annually

3. Term: Terms of office shall be concurrent with the terms of the board member or superintendent.

4. Staff Support:

Department	Position
Real Estate	Secretary III
Real Estate	Fleet Maintenance Coordinator
Real Estate	Director, Real Estate
Special Projects	Director, Special Projects

B. Audit and Finance Committee

1. Purpose/Charge:
The Audit and Finance Committee was established by the Board of Education on May 27, 2003, to provide for separate and intensive oversight of the internal and external audit functions of the district.

2. Membership:

The committee is composed of five members including two Board of Education Trustees and three community representatives who are trained and experienced in financial practices. (Education Code Sections 41010-41023)

3. Reporting Schedule: Annually

4. Term: Two-Year Term (no term limits)

5. **Staff Support:**

Department	Position
Board of Education	Confidential Administrative Assistant II
Legal Services	General Counsel
Finance Division	Chief Financial Officer
Controller	Controller
Financial Accounting	Financial Accounting Manager
Financial Planning and Development	Executive Director, Financial Planning and Development
Internal Audit	Director, Internal Audit

C. Career Technical Education Advisory Committee

1. **Purpose/Charge**:
On April 8, 2003, the Board of Education established a Career Technical Education Advisory Committee. The committee's purpose is to develop recommendations on the College, Career and Technical Education program and to provide liaison between the district and potential employers.

2. **Membership:**
The committee must be comprised of one or more representatives of the general public knowledgeable about disadvantaged students, teachers, business, industry, school administration, and a representative from the California Employment Development Department. (Education Code Sections 8006-8008, 8070, 8080, 51224, 51228, 51225.3, 17070, 17070.52, 17070.955, 17078.7, 17079.72; State Allocation Board (SAB) Regulation 1859.196)

3. **Reporting Schedule:** Annually

4. **Term:** Two-Year Term

5. **Staff Support:**

Department	Position
Office of College, Career, and Technical Education	Program Manager, State Funded Programs
Office of College, Career, and Technical Education	Program Manager, Federal Funded Programs
Office of College, Career, and Technical Education	College, Career, and Technical Education Director
Office of College, Career, and Technical Education	Supervising Administrative Assistant I

D. Community Advisory Committee for Special Education (CAC)

1. **Purpose/Charge**:
Each Special Education Local Plan Area (SELPA) will establish a Community Advisory Committee for Special Education (CAC). CAC serves in an advisory capacity to the Board of Education (BOE) and Special Education administration on the implementation of the Local Plan. The local plan describes how San Diego Unified School District provides services to students with exceptional needs. Any parent of a student in the district, staff or community member may attend and participate in CAC meetings. (United States Code, Sections 1401–1412; Federal Regulations, Sections 300 et seq.; Title 5, California Code of Regulations, Sections 3000, 3052; Title 20, United States Code, Sections 1400 et seq.; Education Code Sections 33590–33596, 56000, 56031, 56190–56195, 56205, 56240, 56363, 56836)

2. **Membership:**
CAC membership is comprised of parents with students who receive Special Education services, parents with students in general education, district staff from both special and general education, community agency representatives, and any community member who is interested in Special Education. The CAC nominates potential members and the Board of Education appoints them.

3. **Reporting Schedule:** Semi-Annually

4. **Term:** Four-Year Term (no term limits)

5. **Staff Support:**

Department	Position
Special Education Programs Division	Executive Director, Special Education
Special Education Programs Division	Director, Special Education

E. District Advisory Council for Compensatory Education Programs (DAC)

1. **Purpose/Charge**:
The District Advisory Council for Compensatory Education (DAC) is a district-level committee made up of parents, staff, and community leaders who consult with the Board of Education and district staff on behalf of Title I compensatory education program participants. Title I is a federally-funded program that addresses the academic needs of under-performing students. DAC provides communication, information, and training for School Site Councils. Presently, there are 145 Title I schools in the district. (Education Code Sections 11503; 54400; 54420-54425; 54520; 54612; 54614; Title 20, United States Code Section 6301)

2. **Membership:**
Each Title I school in the district is required to designate one School Site Council (SSC) member to serve as its DAC representative.

3. **Reporting Schedule:** Semi-Annually

4. **Term:** No term limits

5. **Staff Support:**

Department	Position
Financial Planning and Development	Executive Director
Financial Planning, Monitoring, and Development	Director
Financial Planning, Monitoring, and Development	Resource Teacher

F. District English Learner Advisory Committee (DELAC)

1. **Purpose/Charge**:
The Committee's role is to advise the district on programs and services for English Learner students. (Education Code Sections: 300–340, 430–446, 33308.5, 44253.5–44253.10, 48985, 51101, 51101.1, 52130–52135, 52160–52178, 52180–52186, 54000–54028, 60810–60812, 62001–62005.5; California Code of Regulations, Title 5, Sections 4320, 11300–11316, 11510–11517; United States Code, Title 20, Sections 1701–1705, 6312, 6801–6871)

2. **Membership:**
Each school site English Learner Advisory Committee (ELAC) elects a member and an alternate to serve as the site's official DELAC representative to serve for a one year term. They may be reelected to serve additional terms. DELAC Members must be parents or guardians of a current English Learner (EL), Reclassified English Learner (RFEP), or Initially Fluent English Proficient (IFEP) student. DELAC Executive Board members are elected by the members of the DELAC. Executive Board members must be parents or guardians of a current EL, RFEP, or IFEP student. All DELAC Executive Board members are elected for a two-year term. A board member may be elected to the same position for one additional two-year term.

3. **Reporting Schedule:** Semi-Annually

4. **Term:** Two-Year Term (two term limit)

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5. **Staff Support:**

Department	Position
Office of Language Acquisition	Director
Office of Language Acquisition	Program Manager

G. Propositions S and Z School Bond Independent Citizens' Oversight Committee (ICOC)

- Executive/Governance Subcommittee
- Construction Subcommittee
- Finance/Audit Subcommittee

1. **Purpose/Charge**:

In November 2008, San Diego voters approved Proposition S, and in November 2012, San Diego voters approved Proposition Z, a school bond measure that will provide $2.1 billion to improve and modernize San Diego Unified School District facilities during the next decade. As part of that proposition and as required by state law, the Board of Education appointed an Independent Citizens' Oversight Committee (ICOC) which monitors how the district spends these tax dollars. Strict Accountability in Local School Construction Bond Act of 2000; California Education Code, Sections15264 – 15288; Bylaws for ICOC and Subcommittees.

2. **Membership:**

The membership for the Propositions S and Z ICOC consolidated committee consists of 11 members. While all ICOC members will be selected by a vote of the board, 8 members will be nominated from the following stakeholder organizations:

- San Diego Regional Economic Development Corporation representative who is active in a business organization representing the business community located within the district
- Middle Class Taxpayers Association representative who is active in a bona fide taxpayers' organization
- San Diego Unified School District Cluster Governance Committee representative who is a parent or guardian of a child enrolled in the district
- San Diego Unified Council of PTAs representative who is a parent or guardian of child enrolled in the district and active in a parent/teacher organization
- San Diego Unified School District Charter School Facility Committee representative
- American Society of Civil Engineers San Diego Section representative
- San Diego Building and Construction Trades Council representative
- Construction industry organization representative

The remaining three members shall be appointed from a list of candidates who submit applications to the board.

- One member who is active in a senior citizens' organization
- Two members from the community at large

3. Reporting Schedule: Semi-Annually

4. Term: Two-Year Term (two term limit)

5. Staff Support:

Department	Position
Facilities Planning and Construction	Standing Committee Coordinator
Facilities Planning and Construction	Chief
Fiscal Controls and Information Systems	Director
Outreach Program	Manager
Project Management	Director
Construction Management	Director
Facilities Communication	Supervisor

H. Charter School Facility Committee Proposition Z

1. Purpose/Charge:

On September 4, 2012, the board approved the establishment of the Charter School Facility Committee for the purpose of providing recommendations concerning acquisition, construction, reconstruction, rehabilitation, or replacement of charter school facilities, including the furnishing and equipping of charter school facilities.

2. Membership:

Committee members are to be nominated by the Superintendent after consultation with the charter school community and appointed by the board to two-year terms. The first terms are to be staggered such that three members are initially appointed for one-year terms. To fulfill the requirement of staggered terms, staff conducted a lottery to determine which members would be appointed for one-year and two-year terms.

3. Reporting Schedule: Annually

4. Term: Two-Year Term

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5. Staff Support

Department	Position
Facilities Planning and Construction	Standing Committee Coordinator
Facilities Planning and Construction	Chief
Fiscal Controls and Information System	Director

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Annual Work Plan

The board will follow an annual work plan that includes continuing monitoring and review of all policies, dialog sessions with community and staff groups, and activities to improve board performance.

1. The annual planning cycle will end each year in January to allow the superintendent to properly align internal operational systems and processes.

2. The board's annual work plan for the next year will include:

   a. Scheduled dialog sessions with stakeholder groups and persons whose viewpoints are considered helpful to the board.

b. Governance process improvement activities, including orientation of candidates and new board members in the board's governance process, and other discussions by the board about means to improve its own performance, especially board member knowledge and skill-building.

   c. Monitoring of all policies.

   d. Other events and activities that are parts of the board's responsibilities and interests.

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Board Members' Code of Conduct

The board and its members will conduct themselves lawfully with integrity and high ethical standards in order to model the behaviors expected of staff and students and to build public confidence and credibility.

1. Board members will serve the interests of the people of the entire school district. Members recognize this responsibility to the whole to be greater than:

    a. any loyalty a member may have to any other advocacy or interest groups;

    b. loyalty based upon membership on other boards or staffs;

    c. conflicts based upon the personal interest of any board member who is also a parent of a student in the district;

    d. conflicts based upon being a relative of an employee of the district; or

    e. conflicts based upon the member's election from or identification with a subsection of the district.

2. Board members will not attempt to exercise individual authority over the operation of the school district.

    a. Members will not attempt to assume personal responsibility for resolving operational problems or complaints, but may monitor through the superintendent the disposition of complaints

    b. Members will not personally direct any part of the operational organization.

3. Within sixty (60) days of seating a member on the Board of Education who also has a child who attends a San Diego Unified School District school, the superintendent and staff of the school will meet with the member to address the manner in which all parties will discuss the means to ensure that the role as a parent and the role as a board member are clearly distinguished.

4. To build trust among members and to ensure an environment conducive to effective governance, members will:

    a. focus on issues rather than personalities
    b. respect decisions of the full board
    c. exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other
    d. criticize tactfully, praise publicly

Board Members' Code of Conduct

e. make every reasonable effort to protect the integrity and promote the positive image of the district and one another
f. never embarrass each other or the district

5. Members will exercise personal discipline in the performance of their duties, including proper use of authority and appropriate decorum when acting as board members.

6. Members shall maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the board, especially those matters discussed in closed session.

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Board Member Conflict of Interest

Board members are expected to avoid conflicts of interest as defined by law involving all matters considered by the board. A conflict of interest exists when a member is confronted with an issue in which the member has a personal or financial interest or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the public interest.

1. If a board member has a personal or financial interest in any matter being considered by the board, the member shall disclose such interest to the board, shall not vote on the matter and shall not attempt to influence the decisions of other board members.

2. The board shall not enter into any contract with any of its members or with a firm in which a member has a financial interest.

3. A board member is expected to avoid conflict of interest in the exercise of the member's fiduciary responsibility. Accordingly, a board member may not:

    a. disclose or use confidential information acquired during the performance of official duties as a means to further the board member's own personal financial interests or the interests of a member of the board member's immediate family;

    b. 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;

    c. engage in a substantial financial transaction for private business purposes with a person whom the board member directly or indirectly supervises;

    d. 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.

4. Within sixty (60) days of seating a new member on the Board of Education, the full board will participate in a training session, to be presented by experts, regarding conflict of interest laws and ethics.

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Process for Addressing Board Member Violations

The board and each of its members are committed to faithful compliance with the provisions of the board's policies. The board recognizes that its failure to deal with deliberate or continuing violations of its policies risks the loss of public confidence in the board's ability to govern effectively. Therefore:

1. In the event of a member's willful and/or continuing violation of policy, the board ordinarily will address the issue by the following process:

   a. conversation in a private setting between the offending member and the board president or other individual member;

   b. discussion in a private session between the offending member and the full board; (if permitted by law)

   c. possible removal by the board from any leadership or committee positions to which the offending member has been appointed or elected;

   d. public censure of the offending member of the board as a means of separating the board's focus and intent from those of the offending member.

2. If a member attempts to direct staff on an operational matter or displays unprofessional behavior to a staff member:

   a. The superintendent will discuss the problem with the board member and the staff member(s) and will issue a memo to all board members reporting the issue.

   b. If the matter is not satisfactorily resolved, or if the offending behavior recurs, the superintendent will place an item on an open board meeting agenda for discussion by the full board with the superintendent.

   c. The superintendent shall establish and maintain a procedure for employees to report the above-described violations in a safe, non-retaliatory manner, so she/he may report alleged violations to the full board.

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Governance Cost

The board will invest in its governing capacity as necessary and prudent to assure that the governance function is effective and efficient.

1. The board will assure that the board and its members have the knowledge, skills and support necessary for excellent governance.

    a. Training and retraining will be used as necessary to orient new members and candidates for membership, as well as to maintain and increase current member skills and knowledge.

    b. External monitoring assistance will be used as necessary to enable the board to exercise confident control over organizational performance. This includes but is not limited to a fiscal audit.

    c. Stakeholder dialog strategies will be used as needed to ensure the board's ability to listen effectively to stakeholder viewpoints and values.

2. Annually, the board's budget will include:

    a. training, including governance consultation and attendance at conferences and workshops;
    b. financial audit and other third-party monitoring of organizational performance;
    c. surveys, focus groups, opinion analyses, and dialog meeting costs; and
    d. organizational memberships

Monitoring Method: Board annual self-assessment

San Diego Unified School District Board of Education

Mega Goal/Mission

All San Diego students will graduate with the skills, motivation, curiosity and resilience to succeed in their choice of college and/or career in order to be productive, responsible citizens and to lead and participate in the society of tomorrow.

Academics

Students will be critical and creative thinkers, able to integrate and apply their knowledge, skills and interests.

Accordingly, all students will achieve their full academic potential, as measured by a broad performance index of success, minimally achieving one academic year's gain each year.

1.1 All schools will achieve their academic potential by gaining one year's growth.

Students will:

2.1 Set high expectations and work to attain them.

2.2 Achieve at individually and appropriately challenging levels.

2.3 Demonstrate skills and content knowledge in the core disciplines of:

- 2.3.1 English language arts:
  - 2.3.1.1 Reading.
  - 2.3.1.2 Writing.
  - 2.3.1.3 Communication.
- 2.3.2 Math.
- 2.3.3 Science.
- 2.3.4 Social studies.

2.4 Communicate in at least two languages.

2.5 Explore, understand, and value the practical and the visual and performing arts.

2.6 Effectively use technology to access, communicate, and apply knowledge and to foster creativity.

Personal Development

All students will demonstrate the skills, knowledge and personal attributes to achieve their individual goals and to contribute to the common good.

Students will:

3.1 Demonstrate good character and ethical behavior

3.2 Be physically fit and demonstrate good health practices

3.3 Demonstrate effective social interaction skills

3.4 Demonstrate self-confidence and self-worth

Citizenship Development

All students are actively engaged with each other and their local school community in defining and addressing their school/community based needs and aspirations while participating within and contributing to the wider community of San Diego.

Students will:

4.1 Demonstrate good citizenship

4.1.1 Take responsibility for own actions

4.1.2 Contribute to the health and well being of others

4.1.3 Demonstrate effective multicultural skills

4.1.4 Be socially responsible members of the community

4.1.5 Effectively and responsibly develop informed opinions and communicate information about complex ideas.

Global Operational Expectation

Operational Results: The superintendent shall take reasonable measures to ensure that all practices, activities, decisions and organizational conditions are lawful, ethical, safe, respectful, prudent, consistent with board policy, and protects the organization's public image and credibility.

Instructional Program

Operational Result: The superintendent shall maintain a program of instruction that offers challenging and relevant opportunities for all students to achieve at levels defined in the board's LCAP.

The superintendent will:

1. Ensure that instructional programs are based on a comprehensive and objective review of best practices research.

2. Base instruction on academic standards that meet or exceed state and/or nationally-recognized model standards.

3. Align curriculum with the standards.

4. Effectively measure each student's progress based upon individual growth toward achieving or exceeding the standards, and assure that students are able to self-monitor their own progress.

5. Ensure that the instructional program includes opportunities for students to develop talents and interests in more specialized areas and to progress through the system as their aptitude and interests permit.

6. Ensure the instructional program is tailored to accommodate the different learning styles and needs of each student based upon various backgrounds and abilities.

7. Encourage new and innovative programs, carefully monitoring and evaluating the effectiveness of all such programs at least annually.

8. Ensure that all continuing instructional programs, including both content and practice are regularly evaluated and modified as necessary to assure their continuing effectiveness.

9. Protect the instructional time provided for students during the academic day by prohibiting interruptions due to unnecessary intrusions, unnecessary teacher time out of the classroom, or the scheduling of activities that can be scheduled during other times.

Instructional Program

10. Assure that the district calendar and the time made available during the instructional day assign priority to and best serve the learning needs of students.

11. Select textbooks and instructional materials that advance the achievement of the LCAP goals and District policies and that achieve continuity, integration and articulation of the curriculum by course and program.

12. Regularly evaluate materials and textbooks, and maintain a procedure for reviewing such materials upon formal request by a parent or other stakeholder.

13. Adequately monitor and control student access to and utilization of electronically distributed information.

14. Ensure appropriate input from students, parents, teachers, administrators and other staff members involved in the instructional program as textbooks are reviewed and selected.

15. Review school attendance boundaries annually to assure reasonable balance in student enrollment.

Learning Environment/Treatment of Students/Discipline

Operational Result: The superintendent shall establish and maintain a learning environment that is safe, disciplined, respectful and conducive to effective learning.

The superintendent will:

1. Maintain a climate that is characterized by support and encouragement of high student achievement and personal development and well-being.

2. Establish and consistently enforce discipline policies to maintain safe and effective environments for all students.

3. Appropriately involve teachers, administrators, students and the community in developing student discipline policy;

4. Assure that teachers, students and parents are informed of the behavioral expectations of students.

5. Ensure that all policies and procedures regarding discipline are enforced consistently using reasonable judgment.

6. Assure that all confidential student information is properly used and protected.

The superintendent may not:

7. Tolerate any behaviors, actions or attitudes by adults who have contact with students that hinder the academic performance or the well-being of students.

8. Permit the administration of corporal punishment.

9. Permit unnecessary or irrelevant collection of student information.

Democratic Engagement of Stakeholders

Operational Result: The Board recognizes the citizens of San Diego to be the owners of the San Diego Unified School District. Accordingly, the superintendent shall maintain an organizational culture that appropriately engages all people, including members of the board, parents, community members, staff and employee organizations, with respect, dignity and courtesy.

The superintendent will:

1. Assure the timely flow of information, appropriate input, and strategic two-way dialog between the district and the community that informs, shapes, and builds understanding and support for district and school efforts.

2. The superintendent shall assure that the public is informed about the condition and direction of the district and schools. Accordingly, the superintendent shall prepare and publish, on behalf of the board, an annual progress report to the public that includes the following items:

    a. Data indicating student progress toward accomplishing the board's Goals for Student Achievement policies.
    b. Information about school district strategies, programs and operations intended to accomplish the board's LCAP goals.
    c. Revenues, expenditures and costs of major programs and a review of the district's financial condition.

3. Maintain an organizational culture that:

    a. values individual differences of opinion;
    b. reasonably includes people in decisions that affect them;
    c. provides open and honest communication in all written and interpersonal interaction;
    d. focuses on common achievement of the board's LCAP goals;
    e. maintains an open, responsive and welcoming environment;
    f. listens attentively and respectfully to the owners' concerns and expectations and responds appropriately.
    g. Responds to the unique characteristics of diverse schools and community

Democratic Engagement of Stakeholders

4. Maintain processes for the effective handling of complaints.

5. Manage information in such ways that confidential information is protected.

6. Develop a cluster management strategy that will be supportive of democratic clusters in the improvement of schools. Management will demonstrate responsiveness to each unique community. Management will encourage development of lead principals chosen by the cluster to work in close cooperation with the community leaders. Clusters will be held accountable for proving democratic process. Cluster administrative support leaders will facilitate and support, not dictate from the top.

Personnel Administration

Operational Result: The Board of Education considers the quality of its teachers and staff to be the single most important determinant of the district's success. The superintendent shall assure the recruitment, employment, development, evaluation and compensation of district employees in a manner necessary to enable the organization to achieve its LCAP goals.

The superintendent will:

1. Conduct background inquiries and checks prior to hiring any paid personnel.

2. Conduct reasonable background inquiries and checks prior to utilizing the services of any volunteers who have contact with students.

3. Select for all positions the most highly qualified and best-suited candidates with a focus on diversity, striving to match the demographic profile of the student population, with consideration to a reasonable mix of new and experienced teachers in each school.

4. Administer clear personnel rules and procedures for employees.

5. Effectively handle complaints and concerns.

6. Maintain adequate job descriptions for all staff positions.

7. Protect confidential information.

8. Develop compensation and benefit plans to attract and retain the highest quality employees at all levels by compensating employees competitively within the applicable marketplace, and within available resources.

9. Regularly and systematically evaluate all employee performance according to their contribution toward achieving the LCAP goals and their compliance with the board's Operational Expectations policies.

10. Assure that the evaluation of all instructional and administrative personnel is designed to achieve the board's LCAP goals and to:

Personnel Administration

a. Improve and support instruction;
b. Assure continuous improvement;
c. Measure and document both excellent performance and unsatisfactory performance;
d. Link teacher and administrator performance with multiple measures of student performance.

11. Provide focused support to develop, mentor and retain new teachers.

12. Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.

13. Maintain an organizational culture that positively impacts the ability of employees to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.

14. Provide reasonable career advancement opportunities for current employees.

15. Seek board approval before making any management personnel employment decision, as specified in board resolutions.

16. Maintain accurate information on employee positions and overall statistics and have the ability to effect staffing changes on short notice due to accurate, real time numbers and information.

17. Have the Human Resources staff work with a cross-functional team of the executive leadership to develop recruitment and retention plans for their respective areas that set high standards, develop internships, residency-type programs and other means to develop new staff, work towards having staff match the diversity of the students, and effective means to retain and professionally develop all employees.

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Financial Planning

Operational Result: The superintendent shall develop and maintain a multi-year financial plan that is related directly to the board's LCAP goals and Operational Expectations goals, achieves transparency for public understanding and accountability, and that avoids fiscal jeopardy to the district.

The superintendent will develop a budget that:

1. Is in a format understandable to the board and community and presented in a manner that allows the board to understand the relationship between the budget and the LCAP goals and priorities and any Operational Expectations goals for the year;

2. Accurately describes revenues and expenditures.

3. At a minimum, shows the amount budgeted and spent in each budget category for the most recently completed fiscal year, the amount budgeted and percentage spent to date for each category for the current fiscal year and the amount budgeted for the next fiscal year.

4. Discloses a range of budget-planning assumptions.

5. Assures fiscal soundness in future years.

6. Reflects anticipated changes in employee compensation, including inflationary adjustments, step increases, performance incentive increases and benefits.

7. Follows the Government Finance Officers' Association guidelines

The superintendent may not develop a budget that:

8. Plans for the expenditure in any fiscal year of more funds than are conservatively projected to be available during the year.

9. Reduces the anticipated reserve fund to an amount less than two percent of the current General Fund budget.

Financial Administration

Operational Result: The superintendent shall not cause or allow any financial activity or condition that materially deviates from the budget adopted by the board; cause or allow any fiscal condition that is inconsistent with achieving the LCAP goals or meeting any Operational Expectations goals; or place the long-term financial health of the district in jeopardy.

The superintendent will:

1. Assure that payroll and legitimate debts of the district are promptly paid when due.

2. Assure that all purchases are based on comparative prices of items of similar value, including consideration of both cost and long-term quality.

3. Use a competitive bidding procedure for the purchase of supplies, materials and equipment, and any contracted services except professional services, consistent with statutory requirements.

4. Coordinate and cooperate with the board's appointed financial auditor for an annual audit of all district funds and accounts.

5. Make all reasonable efforts to collect any funds due the district from any source.

6. Keep complete and accurate financial records by funds and accounts in accordance with generally recognized principles of governmental accounting.

7. Provide to the board a financial condition statement quarterly, and periodic update reports as necessary to assure that the Board is fully and adequately informed of the district's financial condition.

8. Assure that the board-approved budget is implemented consistently at every level, including school and department, throughout the district, and assure that line item budgets are not exceeded at any level unless proper administrative approval is secured in advance.

The superintendent may not:

9. Expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances, the authorized transfer of funds from reserve funds, and tax anticipation notes.

Financial Administration

10. Indebt the organization.

11. Expend monies from reserve funds.

12. Permanently transfer money from one fund to another.

13. Commit to any single, non-budgeted purchase or expenditure greater than the legal limits. Splitting orders to circumvent this limit is unacceptable.

14. Allow any required reports to be overdue or inaccurately filed.

15. Receive, process or disburse funds under controls that are insufficient under generally accepted accounting procedures.

Technology

Operational Result: The superintendent will assure the effective use of technology to support teaching and learning and to enable efficient administration of the district's operational functions.

The superintendent will:

1. Develop a comprehensive technology plan that directs priorities and outcomes for the expenditure of technology resources;

2. Maintain a comprehensive and functional technology infrastructure ensuring efficient business operations;

3. Establish technology proficiency expectations for staff and provide necessary staff development;

4. Develop and effectively communicate a compelling and realistic vision of technology use in the learning environment, now and into the future;

5. Provide to students, parents and community electronic access to appropriate information about school and district programs and students' academic progress;

6. Provide easily accessible, relevant, and current data to appropriate users to direct school and instructional improvement planning.

The superintendent may not:

7. Collect or store personal information about students or staff that does not have an educational purpose or that is not appropriately authorized;

8. Use methods of collecting, reviewing, transmitting, or storing information that fail to protect against improper access.

Facilities

Operational Result: The superintendent shall assure that physical facilities, consistent with the board's vision, support the accomplishment of the board's LCAP goals, are safe and properly maintained, and serve the broader needs of the communities in which they exist.

The superintendent will:

1. Develop a plan that establishes priorities for construction, renovation and maintenance projects that:

    a. Assigns highest priority to the correction of unsafe conditions;
    b. Includes maintenance costs as necessary to enable facilities to reach their intended life cycles;
    c. Plans for and schedules preventive maintenance;
    d. Plans for and schedules system replacement when new schools open, schools are renovated or systems replaced;
    e. Discloses to the board assumptions on which the plan is based, including growth patterns and the financial and human impact individual projects will have on other parts of the organization.

2. Project life-cycle costs as capital decisions are made.

3. Assure that facilities are clean, sanitary, safe and in good repair.

4. Assure that schools serve the broader needs of the communities in which they exist, in addition to the instructional needs of students.

5. Develop and consistently administer facilities use guidelines delineating:
    a. permitted uses;
    b. the applicable fee structure;
    c. clear user expectations, including behavior, cleanup, security, insurance and damage repair;
    d. consequences and enforcement procedures for public users who fail to follow the established rules.

6. Coordinate transportation with facilities planning.

Facilities

The superintendent may not:

7. Build or extensively renovate buildings.

8. Recommend land acquisition without first determining growth patterns, comparative costs, construction and transportation factors and any extraordinary contingency costs due to potential natural and man-made risks.

9. Authorize construction schedules and change orders that significantly increase cost or reduce quality.

10. Unreasonably deny the public's use of facilities as long as student safety, student functions, and the instructional program are not compromised.

Asset Protection

Operational Result: The superintendent will assure that all organizational assets are adequately protected, properly maintained, appropriately used and not placed at undue risk.

The superintendent will:

1. Maintain property and casualty insurance coverage on district property with limits equal to 100% of current replacement value. Self-insuring this risk is an acceptable option.

2. Maintain both Errors and Omissions and Comprehensive General Liability insurance coverage protecting board members, staff and the district itself in an amount that is reasonable for school districts of comparable size and character.

3. Assure that all personnel who have access to material amounts of district and school funds are bonded.

4. Protect intellectual property, information, files, records and fixed assets from loss or significant damage.

The superintendent may not:

5. Allow facilities and equipment to be subject to improper use or insufficient maintenance.

6. Unnecessarily expose the district, the board or staff to legal liability.

7. Invest funds in investments that are not secured or that are not authorized by law.

8. Purchase, lease or sell real estate, including land and buildings.

9. Take any action that damages the district's public image or credibility.

Communicating With the Board

Operational Result: The superintendent shall assure that the board is fully and adequately informed about matters relating to board work and significant organizational concern.

The superintendent will:

1. Submit required monitoring data in a thorough, accurate, concise and understandable fashion.

2. Inform the board in a timely manner of any actual or anticipated noncompliance with any board Operational Expectations policy or any anticipated failure to achieve reasonable progress toward LCAP goals.

3. Provide for the board in a timely manner information about trends, facts and other information relevant to the board's work.

4. Inform the board of significant transfers of money within funds or other changes substantially affecting the district's financial condition.

5. Assure that the board has adequate information from a variety of internal and external viewpoints to assure informed board decisions.

6. Inform the board of anticipated significant media coverage.

7. Inform the board in advance, where possible, of actions and conditions that likely will result in significant reactions from community.

8. Inform the board or individual members if, in the superintendent's opinion, the board or individual members have encroached into areas of responsibility assigned to the superintendent or if the board or its members are non-compliant with any Governance Culture or Board/Superintendent Relations policies.

9. Present complete information in simple and concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring.

Communicating With the Board

10. Treat all members equally and assure that all members have equal access to information.

11. Provide for the board adequate information about all administrative actions and decisions that are delegated to the superintendent, but required by law to be approved by the board.

12. Provide for the board timely information about the status of staff implementation of board actions.

13. Inform the board in a timely manner of the administrative disposition of complaints presented to the superintendent by the board.

14. Inform the board in advance of any deletions of, additions to or significant modifications of any instructional programs.

Emergency Superintendent Succession

Operational Result: The superintendent shall designate at least one other executive staff member who is familiar with the board's governance process and issues of current concern and is capable of assuming superintendent responsibilities on an emergency basis.

Monitoring Method: Internal Report

San Diego Unified School District Board of Education