



SCHOOL BOARD ACTION REPORT

DATE: August 4, 2020
FROM: Executive Committee

For Introduction: September 23, 2020
For Action: October 7, 2020

1. TITLE

Amending Policy Nos. 1010, Board Oversight of Management and 1240, Committees

2. PURPOSE

Amending Policy No. 1240, Committees, to place the appropriate topics in each committee so Directors can review related topics comprehensively and make informed recommendations. In addition, provide clear direction to staff so they can plan and prepare timely materials.

Amending Policy No. 1010, Board Oversight of Management, to remove the conflicting language about committee topics and to update language to reflect that the Operations Data Dashboard is now aligned to the Strategic Plan.

3. RECOMMENDED MOTION

I move the School Board amend Policy No. 1010, Board Oversight of Management, and Policy No. 1240, Committees, as attached to the Board Action Report.

4. BACKGROUND INFORMATION

- a. **Background:** Policy No. 1010, Board Oversight of Management, was originally adopted in June 2011 and revised in February 2013, September 2015, December 2018, and August 2019. The purpose of this policy is to establish the roles and responsibilities of the School Board and the Superintendent in the oversight of the district.

Policy No. 1240, Committees, was adopted in June 2011 and revised in February 2013, September 2015, and May 2017. The policy provides guidance around the purpose of committees, their structure, and their charter of responsibilities (i.e., what topics are reviewed in which committee).

The purpose of amending Policy No. 1240, Committees, is to place the appropriate topics in each committee so Directors can review related topics comprehensively and make informed recommendations. In addition, it is to provide clear direction to staff so they can plan and prepare timely materials.

Over the last several years, topics have been identified that are not clearly assigned a committee within policy or there have been questions about the most applicable committee. One of the sources of confusion is that current Policy No. 1240 is linked to the list of oversight areas in Policy No. 1010. These policies are being brought to the

Board together in order to move all references to which topic goes to which committee into Policy No. 1240 to provide clear guidance in one place.

As a starting point for the conversation around amending Policy 1240, categories identified in policy or without known questions were gathered and brought to the Executive Committee on June 17, 2020. The Executive Committee did an initial review and placed most unassigned topics in a committee. Additional feedback was gathered from Directors and the Executive Committee reviewed it at its August 2020 meeting.

The attached proposed Policy No. 1240 clarifies which topics go to which committee and gives the Board President the authority to designate the appropriate committee should it not be clear in policy and when there is not enough time for the Executive Committee to make the determination. The proposed revisions to Policy No. 1240 also include a revision to the title of the current Curriculum & Instruction and Policy Committee to be the Student Services, Curriculum & Instruction Committee, reflective of the topics assigned to the committee

Additionally, the recommended edits to Policy No. 1010 include: 1) updating the section on the Operations Data Dashboard to align the dashboard to the strategic plan rather than the oversight areas, removing the reference to a specific month for the annual report, and other language changes; 2) moving a policy reference to the cross reference; 3) Removing the references to committees topics so the guidance is located in one place - Policy No. 1240; 4) other language updates.

b. **Alternatives:** Alternatively, the Board could keep references to committee topics in both policies. This is not recommended, as it creates confusion for Directors, staff and the community about where to raise questions about a topic. In addition, without being able to review related topics in one committee, system-wide impacts may not be recognized.

c. **Research:** N/A

5. **FISCAL IMPACT/REVENUE SOURCE**

There is not an anticipated fiscal impact to this motion.

Expenditure: ☐ One-time ☐ Annual ☐ Multi-Year ☒ N/A

Revenue: ☐ One-time ☐ Annual ☐ Multi-Year ☒ N/A

6. **COMMUNITY ENGAGEMENT**

With guidance from the District's Community Engagement tool, this action was determined to merit the following tier of community engagement.

☒ Not applicable

☐ Tier 1: Inform

☐ Tier 2: Consult/Involve

☐ Tier 3: Collaborate

This motion impacts the structures the Board uses to perform its governance responsibilities. Feedback was collected from directors and staff and presented to the Executive Committee for its consideration.

7. EQUITY ANALYSIS

The Executive Committee designated Directors DeWolf and Rivera-Smith to analyze this motion using the Racial Equity Analysis Tool. Racial equity analysis was conducted by Directors, as attached to this Board Action Report.

8. STUDENT BENEFIT

The policy amendments will allow for committees to review related topics comprehensively. By recognizing the connections between topics and therefore understanding the system-wide impacts of choices, the Board will be better situated to make decisions in the best interest of students and the district as a whole. In addition, the policy amendment recognizes the alignment of the Operations Data Dashboard to the strategic plan, which will allow the district to better measure and report on the progress towards the district's mission: *Seattle Public Schools is committed to eliminating opportunity gaps to ensure access and provide excellence in education for every student.*

9. WHY BOARD ACTION IS NECESSARY

☐ Amount of contract initial value or contract amendment exceeds \$250,000 (Policy No. 6220)

☐ Amount of grant exceeds \$250,000 in a single fiscal year (Policy No. 6114)

☒ Adopting, amending, or repealing a Board policy

☐ Formally accepting the completion of a public works project and closing out the contract

☐ Legal requirement for the School Board to take action on this matter

☐ Board Policy No. ____, _____, provides the Board shall approve this item

☐ Other: _____

10. POLICY IMPLICATION

Policy No. 1240, Committees, would be amended to place the appropriate topics in each committee so Directors can review related topics comprehensively and make informed recommendations. In addition, edits would provide clear direction to staff so they can plan and prepare timely materials.

Policy No. 1010, Board Oversight of Management, would be amended to remove the conflicting language about committee topics and make other updates, including clarifying language to reflect the Operations Data Dashboard is now aligned to the Strategic Plan.

11. BOARD COMMITTEE RECOMMENDATION


This motion was discussed at the Executive Committee meeting on June 17, 2020 and August 19, 2020. The Committee reviewed the motion on September 16, 2020 and moved the item forward with a recommendation for approval by the full Board.

12. TIMELINE FOR IMPLEMENTATION

Upon approval, the policies will immediately go into effect. The committee work plans will need to be updated to reflect any changes in topics.

13. ATTACHMENTS

- Amended Policy No. 1010 (clean – for approval)
- Amended Policy No. 1010 (tracked changes – for reference)
- Amended Policy No. 1240 (clean – for approval)
- Amended Policy No. 1240 (tracked changes – for reference)
- Racial Equity Analysis Tool (for reference)

	<p>BOARD OVERSIGHT OF MANAGEMENT</p>	<p>Policy No. 1010</p> <p>[date]</p> <p>Page 1 of 6</p>
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Purpose

The purpose of this policy is to establish the roles and responsibilities of the School Board and the Superintendent in the oversight of the district and the policies to carry out these roles and responsibilities.

Oversight Roles and Responsibilities

The School Board is responsible for governance and oversight of all departments and major program areas of the district, both academic and operational (referred to below collectively as “Oversight Areas”). The School Board’s role in the oversight of management is to review and evaluate the performance of all Oversight Areas, at least annually, through formal reports, audits and any other reporting method deemed appropriate by the School Board through the Superintendent.

The School Board and the Superintendent understand that oversight of management is the responsibility of the Board as a whole, not of individual Board members. The Board shall hold the Superintendent accountable (in part through periodic evaluation) for the performance of these systems.

In addition to the oversight of management responsibility, the Board also has oversight responsibility for academic performance.

Goals

The goals for this Board Oversight of Management policy are to:

- Evaluate each Oversight Area’s implementation plans, goals and objectives.
- Enable the Board to perform appropriate oversight of management of each Oversight Area by monitoring progress toward performance indicators.
- Ensure the district has qualified personnel overseeing its programs.
- Ensure compliance with state law and Board policies and procedures.

Oversight Actions

1. The Board will develop and use a **District Annual Operations Data Dashboard**. The operations data dashboard shall consist of a limited number of carefully selected key performance indicators¹ that communicate the operational health of the district in alignment with the district's strategic plan.

- The Superintendent will prepare and present to the Board a report on the District Annual Operations Data Dashboard each year.
- The Superintendent shall annually review the dashboard contents and propose any changes to the dashboard to the Board for its review and approval.

2. The Board will conduct at least four **Oversight Work Sessions** each year for the purpose of reviewing overall system integrity for Oversight Areas. The Superintendent and the Executive Committee shall work together to identify the departments and major program areas to give presentations each year.

Each oversight presentation shall at a minimum address:

- The functions of the department or program area, stakeholders, and relationship to academic outcomes
- Organizational structure, names and qualifications of key personnel
- Budget and staffing overview
- Evidence of key internal controls
- Department goals & objectives and major initiatives in process and linkage to strategic plan goals
- Department performance in meeting its goals and objectives, including comparing current performance to previous years
- Key Performance Indicators (KPIs) with the latest data available
- Major information technology systems necessary to this function
- Key risks, challenges to delivery of service, and opportunities associated with this function
- List of major outside service contracts, with brief description of each
- Response to Board questions submitted in advance

The Board will receive final Oversight Area work session presentation materials and documents not less than two weeks prior to the scheduled work session. The Board will submit information requests/questions to the Superintendent not less than one week prior to the scheduled work session. The Board President and Superintendent will confer to finalize the list of information requests. Staff will

¹ Key Performance Indicators (KPIs) are used to gauge an organization's progress toward achieving its goals. For Seattle Public Schools, KPIs have been selected that align with the priority goals of the strategic plan.

provide additional written materials in advance to respond to these advance questions. All work session materials will be posted online. Executive summaries will be provided for any report containing extensive data.

Oversight Areas that shall report to the Board through Oversight Work Sessions include:

- **Teaching & Learning - Academics**
 - Curriculum & Instruction
 - English Learners
- **Teaching & Learning - Schools & Continuous Improvement**
 - Schools
 - Coordinated School Health
- **Teaching & Learning - Student Supports**
 - Special Education Services
 - Highly Capable Services
 - Athletics
 - Enrollment Planning
 - Admissions
- **Business & Finance**
 - Budget
 - Contracting
 - Accounting
 - Cash handling at schools
 - Risk Management
 - Procurement
- **Human Resources**
- **Operations**
 - Nutrition Services
 - Safety & Security
 - Transportation
 - Warehouse
 - Capital Projects and Planning
 - Facilities, including:
 - Custodial Services
 - Environmental Services
 - Maintenance Services
 - Property Management
 - Stanford Center Bldg Management
- **Technology Services**
- **Internal Audit**
- **Equity, Partnerships & Engagement**
- **Public Affairs**
- **Legal**

3. In addition to the oversight work sessions, the Board may fulfill its oversight responsibilities for the district's operations by considering the matters periodically forwarded to the Board for its consideration by the **Committees** (see Board Policy No. 1240).
4. On a monthly basis, the Board shall receive a copy of the most recent available **monthly financial statements** showing the district's balance sheet and income statement for all major accounts, together with a written summary of key points, identifying any significant trends or changes from the prior period.
5. Semi-annually, the Board will receive a **capital projects report**, prepared by the district's capital and finance departments in consultation with the Operations Committee, designed to provide an overview of the status of capital programs and expenditures and show key trends. The report will include, but not be limited to, CEP, BEX and BTA program activities.
6. The Board shall also receive such **other annual program oversight & performance reports** as may be identified elsewhere in adopted Board policies or as directed by the Board from time to time. The Executive Committee will review and approve the list of annual program reporting requirements each year, including which reporting requirements should continue and which should be consolidated into oversight workshop presentations or otherwise no longer be required.
7. The Board will oversee and review **internal audits** as described in Board Policy No. 6550 and Board Procedure 6550BP.
8. The Board will periodically review the district's **code of conduct, code of ethics and whistleblower policies and programs** to ensure they are operating appropriately and effectively.
9. The Board will be apprised by the Superintendent of any **government- or management-commissioned audits, reviews or reports** of the performance of district departments, programs or the district as a whole.

Adopted: June 2011

Revised: [date]; August 2019; December 2018; September 2015; February 2013


Cross Reference: Policy Nos. A02.00; 1005; 1240; 1310; 6550; 6550BP; Series 0000

Related Superintendent Procedure: N/A

Previous Policies:

Legal References:

Management Resources:

	<p>BOARD OVERSIGHT OF MANAGEMENT</p>	<p>Policy No. 1010</p> <p>August 21, 2019 [date]</p> <p>Page 1 of 6</p>
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Purpose

The purpose of this policy is to establish the roles and responsibilities of the School Board and the Superintendent in the oversight of the district and the policies to carry out these roles and responsibilities.

Oversight Roles and Responsibilities

The School Board is responsible for governance and oversight of all departments and major program areas of the district, both academic and operational (referred to below collectively as “Oversight Areas”). The School Board’s role in the oversight of management is to review and evaluate the performance of all Oversight Areas, at least annually, through formal reports, audits and any other reporting method deemed appropriate by the School Board through the Superintendent.

The School Board and the Superintendent understand that oversight of management is the responsibility of the Board as a whole, not of individual Board members. The Board shall hold the Superintendent accountable (in part through periodic evaluation) for the performance of these systems.

In addition to the oversight of management responsibility, the Board also has oversight responsibility for academic performance. ~~A Performance Management policy is set forth in Series 0000.~~

Goals

The goals for this Board Oversight of Management policy are to:

- Evaluate each Oversight Area’s implementation plans, goals and objectives.
- Enable the Board to perform appropriate oversight of management of each Oversight Area by monitoring progress toward performance indicators.
- Ensure the district has qualified personnel overseeing its programs.
- Ensure compliance with state law and Board policies and procedures.

Oversight Actions

1. The Board will develop and use a **District Annual Operations Data Dashboard** ~~for monitoring all Oversight Areas, which shall be separate from and in addition to the district academic scorecard.~~ The operations data dashboard shall consist of a limited number of carefully selected key performance indicators¹ that communicate the operational health of the district in alignment with the district's strategic plan.

- The Superintendent will prepare and present to the Board a report on the District Annual Operations Data Dashboard each ~~November. The dashboard shall include key performance indicators for each Oversight Area (listed below).~~ year.
- The Superintendent shall annually review the ~~scorecard~~dashboard contents and propose any changes to the ~~scorecard~~dashboard to the Board for its review and approval.

2. The Board will conduct at least four **Oversight Work Sessions** each year for the purpose of reviewing overall system integrity for Oversight Areas. The Superintendent and the Executive Committee shall work together to identify the departments and major program areas to give presentations each year.

Each oversight presentation shall at a minimum address:

- The functions of the department or program area, stakeholders, and relationship to academic outcomes
- Organizational structure, names and qualifications of key personnel
- Budget and staffing overview
- Evidence of key internal controls
- Department goals & objectives and major initiatives in process and linkage to strategic plan goals
- Department performance in meeting its goals and objectives, including comparing current performance to previous years
- Key Performance Indicators (KPIs) with the latest data available
- Major information technology systems necessary to this function
- Key risks, challenges to delivery of service, and opportunities associated with this function
- List of major outside service contracts, with brief description of each
- Response to Board questions submitted in advance

¹ Key Performance Indicators (KPIs) are used to gauge an organization's progress toward achieving its goals. For Seattle Public Schools, KPIs have been selected that align with the priority goals of the strategic plan.

The Board will receive final Oversight Area work session presentation materials and documents not less than two weeks prior to the scheduled work session. The Board will submit information requests/questions to the Superintendent not less than one week prior to the scheduled work session. The Board President and Superintendent will confer to finalize the list of information requests. Staff will provide additional written materials in advance to respond to these advance questions. All work session materials will be posted online. Executive summaries will be provided for any report containing extensive data.

Oversight Areas that shall report to the Board through Oversight Work Sessions include:

- **Teaching & Learning - Academics**
 - Curriculum & Instruction
 - English ~~Language~~ Learners
- **Teaching & Learning - Schools & Continuous Improvement**
 - Schools
 - Coordinated School Health
- **Teaching & Learning - Student Supports**
 - Special Education Services
 - Highly Capable Services
 - Athletics
 - Enrollment Planning
 - Admissions
- **Business & Finance**
 - Budget
 - Contracting
 - Accounting
 - Cash handling at schools
 - Risk Management
 - Procurement
- **Human Resources**
- **Operations**
 - Nutrition Services
 - Safety & Security
 - Transportation
 - Warehouse
 - Capital Projects and Planning
 - Facilities, including:
 - Custodial Services
 - Environmental Services
 - Maintenance Services
 - Property Management
 - Stanford Center Bldg Management
- **Technology Services**
- **Internal Audit**

- **Equity, Partnerships & Engagement**
- **Public Affairs**
- **Legal**

3. In addition to the oversight work sessions, the Board may fulfill its oversight responsibilities for the district's operations by considering the matters ~~identified below, as~~ periodically forwarded to the Board for its consideration by the **Committees referenced below.** ~~The~~(see Board ~~may agree to refer matters to different committees.~~

Financial Systems

- ~~Reviewing processes and internal controls used to ensure integrity of all major components of the district's financial systems~~
- ~~Receiving and reviewing the annual external audit of the district's finances~~
- ~~Requiring the Superintendent to follow up on the recommendations of the external auditors on a time appropriate basis, as defined by Board procedures~~
- ~~Receiving and reviewing all internal audit reports~~
- ~~Requiring the Superintendent to make any necessary procedural changes based on internal audit reports~~
- ~~Receiving and considering the recommendations of the **Audit & Finance Committee** with respect to these and other matters~~

Curriculum, Assessment, & Instruction

- ~~Reviewing status of curriculum documentation and availability to teachers~~
- ~~Reviewing processes for ensuring consistency of document curriculum and assessments~~
- ~~Reviewing processes for building or buying new instructional materials consistent with the Series 0000~~
- ~~Reviewing processes and status for training all certificated staff in curriculum, standards and the district's Theory of Action~~
- ~~Receiving and considering the recommendations of the **Curriculum & Instruction Policy Committee** with respect to these and other matters~~

Human Resources

- ~~Reviewing effectiveness of professional development~~
- ~~Requiring the Superintendent to uphold integrity and transparency of selection processes~~
- ~~Receiving reports on staffing not less than twice per year~~
- ~~Reviewing effectiveness of performance evaluation processes~~
- ~~Reviewing compensation strategy~~
- ~~Reviewing training programs with an emphasis on required trainings~~

- ~~Receiving and considering the recommendations of the **Audit & Finance Committee** with respect to these and other matters~~

School Support Services, Facilities and Capital

- ~~Reviewing Safety and Security: level of service and trend data~~
- ~~Reviewing Construction Management policies and complete project reports~~
- ~~Reviewing Facilities Maintenance 5 year plan and complete projects reports~~
- ~~School Support Services: review major contracts, level of service, and customer satisfaction~~
- ~~Capital levy planning~~
- ~~Receiving and considering the recommendations of the **Operations Committee** with respect to these and other matters~~

Technology

- ~~Receive return on investment calculations for all major systems~~
- ~~Requiring the Superintendent to maintain equity of technology in all schools~~
- ~~Reviewing “up” time for all systems~~
- ~~Receive recommendations regarding technological innovations that could be integrated in the district and plans for transition of existing technologies~~
- ~~Review general technology plans, policies and key technology strategies~~
- ~~Receiving and considering the recommendations of the **Operations Committee** with respect to these and other matters~~

Superintendent

- ~~Requiring a clear, fair and transparent planning process with appropriate engagement of key stakeholders~~
- ~~Annually review the Superintendent’s performance~~

~~Receiving the recommendations of the **Executive Committee** with respect to these and other matters No. 1240).~~

4. On a monthly basis, the Board shall receive a copy of the most recent available **monthly financial statements** showing the district’s balance sheet and income statement for all major accounts, together with a written summary of key points, identifying any significant trends or changes from the prior period.

5. Semi-annually, the Board will receive a **capital projects report**, prepared by the district’s capital and finance departments in consultation with the Operations Committee, designed to provide an overview of the status of capital

programs and expenditures and show key trends. The report will include, but not be limited to, CEP, BEX and BTA program activities.

6. The Board shall also receive such **other annual program oversight & performance reports** as may be identified elsewhere in adopted Board policies or as directed by the Board from time to time. The Executive Committee will review and approve the list of annual program reporting requirements each year, including which reporting requirements should continue and which should be consolidated into oversight workshop presentations or otherwise no longer be required.

7. The Board will oversee and review **internal audits** as described in Board Policy No. 6550 and Board Procedure 6550BP.

8. The Board will periodically review the district's **code of conduct, code of ethics and whistleblower policies and programs** to ensure they are operating appropriately and effectively.

9. The Board will be apprised by the Superintendent of any **government- or management-commissioned audits, reviews or reports** of the performance of district departments, programs or the district as a whole.

Adopted: June 2011

Revised: [\[date\]](#); August 2019; December 2018; September 2015; February 2013


Cross Reference: Policy Nos. [A02.00](#); 1005; 1240; [1310](#); 6550; 6550BP; Series 0000

Related Superintendent Procedure: N/A

Previous Policies:

Legal References:

Management Resources:

	COMMITTEES	Policy No. 1240 [date] Page 1 of 5
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Board Committee Principles

Board committees support the policy and oversight work of the Board and shall promote unity of action by the Board as a whole by preparing policy alternatives, implications, or recommendations for Board consideration. Committees shall provide oversight, review and recommendation on policy and oversight issues defined within their charters below.

The committees may not interfere with the delegation of authority from the Board to the Superintendent. Committees may not exercise authority over the Superintendent or staff. Any direction to the Superintendent related to a committee recommendation will come from the full Board.

There are four standing committees of the Board: Executive Committee; Audit & Finance Committee; Operations Committee; and Student Services, Curriculum & Instruction Committee. Each committee shall consist of three Board Members.

After the election of officers and prior to the first meeting in January, the Board President, in consultation with the rest of the Board, shall determine the membership and chair of each Board committee; provided that Executive Committee membership shall be elected by the full Board in December.

The Superintendent shall designate a lead staff person to support each committee. The Committee Chair for each committee shall work closely with the designated lead staff person for their committee to develop committee agendas and ensure committee agendas and materials are circulated to Board Members, the Superintendent, and relevant staff in advance of the meeting

All regularly scheduled, monthly Board committee meetings are generally open to the public, though an executive session may be called as part of a committee meeting. The regularly scheduled, monthly committee meetings are generally conducted as Board Special Meetings guided by the Open Public Meetings Act (OPMA) and Board Policy No. 1400, Meeting Conduct, Order of Business and Quorum.

Committees will generally not take public testimony or comments, but testimony or comments may be allowed at the discretion of the Chair.

Minutes of each committee meeting shall be kept that identify all of the recommendations of a majority of the committee members and all requests of a majority of the committee for follow-up work by the Superintendent or staff. (See also Board Policy Nos. 1440, Minutes, and 1620, Board-Superintendent Relationship.) Minutes shall be timely forwarded to all Board members, the Superintendent, and relevant staff.

Audio recordings of committee meetings are not generally made, but are permitted to be made by Directors, staff, or the public under state law. As a courtesy, the Chair should make an announcement to all present whenever the Chair is aware that a recording is being made. If a member of the public is recording the meeting, the Chair has the discretion to request that the staff also record the meeting for district archives, to assure the accuracy of recordings.

Generally, items must be recommended by a majority of a committee to move forward to the full Board for its consideration and action. If there is an urgent item that is unable to go through the typical committee process, the item may be added to a regular Board meeting agenda with the approval of the Board President and Superintendent.

Only committee members may vote on items before the committee. However, if a committee member is unable to attend a meeting, a substitute Board member may be recruited to participate and vote in that meeting. If a committee member is absent and a substitute member has not been arranged for or is not present, then visiting Board members shall be designated to vote on issues on the agenda, in the order of the visiting Board members' arrival, in the order such issues appear on the agenda, until three Board members are present. Proxy votes are not permitted. All visiting Board members, whether or not permitted to vote, may participate in discussion.

The Board President may establish an ad hoc committee and committees of the whole from time to time. For committees of the whole, only the three members of the origin committee shall have the authority to vote on items, unless a committee member is absent and another Board member has been designated to vote under the rules of this policy.

Standing Committees, Charter of Responsibility

The charter for each standing committee shall be as follows:

Executive Committee

The Executive Committee shall consist of the president, vice president, and member-at large. The charter of the Executive Committee is to:

- Ensure the leveraged use of Board Policy No. 0030, Ensuring Educational and Racial Equity
- In coordination with the Superintendent and lead committee staff, develop an annual Executive Committee work plan
- Develop, review and recommend Series 1000 and applicable Series 0000 and 4000 policies for consideration by the Board
- Make recommendations with respect to Equity, Partnerships & Engagement; Public Affairs; African American Male Achievement; coordination of legal issues; collective bargaining agreements; and the academic calendar
- In coordination with the Superintendent and lead committee staff, annually conduct a comprehensive review of policy work contained within each committee's work plan to confirm alignment to the strategic plan, consistency with this policy, and coordination across committees, including reassignment of topics when necessary to balance committee work loads
- Provide leadership for Board activities, including the development of annual Board Goals and Objectives; the annual Evaluation of the Board; and Board professional development activities
- Develop the annual Board meeting calendar
- Be a sounding board for the Superintendent
- Draft Superintendent evaluation materials for the Board and manage the Superintendent evaluation process
- Work with staff to develop a strategy and plan to address emerging priorities/issues, including identifying and referring to the appropriate committee provided, however, that the Board President may determine which committee an issue or action should be referred to when it is not clear under this policy and a determination is needed prior to the next meeting of the Executive Committee. The Board President may also refer an urgent item for review by a committee other than would normally review the item per this policy if the relevant committee will not meet prior to the date when Committee review or Board action is needed. In such case, the Chair of the committee that would normally review the item should be notified.
- Develop and approve legislative meeting and retreat agendas; however, Committee approval is not required to modify Board meeting or retreat agendas to either postpone an item to a future meeting or to add an urgent item if such change to the agenda is approved by the Board President and Superintendent

- Work with the Superintendent to guide the preparation of Strategic Plan updates as needed
- Work with the Superintendent to identify the departments and major program areas to give Oversight Work Session presentations each year under Board Policy No. 1010
- Draft a legislative agenda for consideration and approval by the Board and coordinate government relations for federal, state, and local jurisdictions
 - Draft positions on State and City of Seattle resolutions, ballot measures and initiatives for consideration and approval by the Board as needed
 - Interface with the Washington State School Directors' Association (WSSDA) and other school districts
 - Coordinate with government entities and other education advocacy groups
- Review and approve the list of annual program reporting requirements

Audit & Finance Committee

Three Board members shall serve on the committee as determined and selected by the Board president. The charter of the committee is to:

- Ensure the leveraged use of Board Policy No. 0030, Ensuring Educational and Racial Equity
- In coordination with the Superintendent and lead committee staff, develop an annual Audit & Finance Committee work plan
- Develop, review and recommend Series 5000 and applicable Series 6000 policies for consideration by the Board
- Make recommendations with respect to Business and Finance; Budget Development; Contracting; Accounting; cash handling at schools; Risk Management; Procurement; Internal Audit; and Human Resources issues, including staffing, evaluation, professional development/trainings, and compensation except with respect to actions related to collective bargaining agreements, which should be referred to the Executive Committee
- Monitor all financial statements of the district
- Recommend budget guiding principles for consideration and approval by the Board
- Provide oversight of the budget development process, including recommending the budget timeline
- Conduct budget-based program reviews in consultation with the Student Services, Curriculum & Instruction and Operations Committees

- Provide supervision to the Office of Internal Audit, which reports to the Audit & Finance Committee, as outlined in Board Policy No. 6550
- Approve and manage changes to the annual internal audit work plan
- Monitor corrective action plans implemented in response to external audits and reviews conducted by the Washington State Auditors' Office, the Office of Superintendent of Public Instruction, and other outside agencies
- Monitor Risk Management issues of the district

At the discretion of the Chair of the Audit & Finance Committee, one or more “public advisors” may be added as non-voting advisors to the Committee. The position of public advisor shall be publicly advertised. The advertisement shall include the responsibilities and the term of service for the public advisor position, as determined by the Audit & Finance Committee.

Operations Committee

Three Board members shall serve on the committee as determined and selected by the Board president. The charter of the committee is to:

- Ensure the leveraged use of Board Policy No. 0030, Ensuring Educational and Racial Equity
- In coordination with the Superintendent and lead committee staff, develop an annual Operations Committee work plan
- Develop, review and recommend applicable Series 3000, 4000, and 6000 policies for consideration by the Board
- Make recommendations with respect to Operations; Nutrition Services; Transportation; Capital Projects and Planning; Facilities; Sustainability; Enrollment Planning; Admissions; Boundaries; Athletics; Safety and Security relating primarily to property; and general technology infrastructure
- Review capital programs' budgets on a monthly basis
- Review and make recommendations to the Board regarding the annual capital budget
- Oversee levy planning and prioritization process and recommend levy guiding principles for consideration by the full Board
- Provide overarching guidance on space utilization
- Review monthly reports on facility joint use agreements and maintenance backlog
- In consultation with the Executive Committee, review and recommend action on facility joint use agreements

Student Services, Curriculum & Instruction Committee

Three Board members shall serve on the committee as determined and selected by the Board president. The charter of the committee is to:

- Ensure the leveraged use of Board Policy No. 0030, Ensuring Educational and Racial Equity
- In coordination with the Superintendent and lead committee staff, develop an annual Student Services, Curriculum & Instruction Committee work plan
- Make recommendations with respect to Curriculum, Assessment, and Instruction; District Educational Research and Program Evaluation; Schools & Continuous Improvement; Coordinated School Health; Special Education Services; Safety, Security, and relations with law enforcement, except with respect to property issues overseen by the Operations Committee; Highly Capable Services; English Learners; student-focused technology and general technology plans, policies, and key technology strategies, except with respect to technology infrastructure and levy planning overseen by the Operations Committee; the City of Seattle Families, Education, Preschool and Promise Levy, or successor levy; and school day waiver requests to the Office of Superintendent of Public Instruction
- Develop, review and recommend Series 2000 and applicable Series 0000, 3000 and 4000 policies
- Provide oversight of the instructional materials adoption process

Other Assignments

The president may appoint Board members to external Board committees and Board task forces as appropriate.

Adopted: June 2011

Revised: [date]; May 2017; September 2015; February 2013;


Cross Reference: Policy Nos. 0030; 1010; 1210; 1220; 1225; 1400; 1420; 1440; 1620; 1630; 1630BP; 1810; 1820; 2015; 4110; 6500; 6550; 6550BP

Related Superintendent Procedure: N/A

Previous Policies: B11.00

Legal References: RCW 28A.320.040 Directors — Bylaws

Management Resources:

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Board Committee Principles

Board committees support the policy and oversight work of the Board and shall promote unity of action by the Board as a whole by preparing policy alternatives, implications, or recommendations for Board consideration. Committees shall provide oversight, review and recommendation on ~~items identified in Policy No. 1010, Board Oversight of Management, and other~~ policy and oversight issues defined within their charters below.

The committees may not interfere with the delegation of authority from the Board to the Superintendent. Committees may not exercise authority over the Superintendent or staff. Any direction to the Superintendent related to a committee recommendation will come from the full Board.

There are four standing committees of the Board: Executive Committee; Audit & Finance Committee; Operations Committee; and Student Services, Curriculum & Instruction ~~Policy~~ Committee. Each committee shall consist of three Board Members.

After the election of officers and prior to the first meeting in January, the Board President, in consultation with the rest of the Board, shall determine the membership and chair of each Board committee; provided that Executive Committee membership shall be ~~confirmed~~delected by the full Board in December.

The Superintendent shall designate a lead staff person to support each committee. The Committee Chair for each committee shall work closely with the designated lead staff person for ~~his/her~~their committee to develop committee agendas and ensure committee agendas and materials are circulated to Board Members, the Superintendent, and relevant staff in advance of the meeting

All regularly scheduled, monthly Board committee meetings are generally open to the public, though an executive session may be called as part of a committee meeting. The regularly scheduled, monthly committee meetings are generally conducted as Board Special Meetings guided by the Open Public Meetings Act (OPMA) and Board Policy No. 1400, Meeting Conduct, Order of Business, and Quorum~~s~~.

Committees will generally not take public testimony or comments, but testimony or comments may be allowed at the discretion of the Chair.

Minutes of each committee meeting shall be kept that identify all of the recommendations of a majority of the committee members and all requests of a majority of the committee for follow-up work by the Superintendent or staff. (See also Board Policy Nos. 1440, Minutes, and 1620-), Board-Superintendent Relationship.) Minutes shall be timely forwarded to all Board members, the Superintendent, and relevant staff.

Audio recordings of committee meetings are not generally made, but are permitted to be made by Directors, staff, or the public under state law. As a courtesy, the Chair should make an announcement to all present whenever the Chair is aware that a recording is being made. If a member of the public is recording the meeting, the Chair has the discretion to direct request that the staff also record the meeting for district archives, to assure the accuracy of recordings.

Action Items Generally, items must be recommended by a majority of the committee ~~shall be forwarded through written communication in the form of committee minutes or other means~~ to move forward to the full Board for its consideration and action. If there is an urgent item that is unable to go through the typical committee process, the item may be added to a regular Board meeting agenda with the approval of the Board President and Superintendent.

~~The Board President may establish an ad hoc committee and committees of the whole from time to time.~~ Only committee members may vote on items before the committee. However, if a committee member is unable to attend a meeting, a substitute Board member may be recruited to participate and vote in that meeting. If a committee member is absent and a substitute member has not been arranged for or is not present, then visiting Board members shall be designated to vote on issues on the agenda, in the order of the visiting Board members' arrival, in the order such issues appear on the agenda, until three Board members are present. Proxy votes are not permitted. All visiting Board members, whether or not permitted to vote, may participate in discussion.

The Board President may establish an ad hoc committee and committees of the whole from time to time. For committees of the whole, only the three members of the origin committee shall have the authority to vote on items, unless a committee member is absent and another Board member has been designated to vote under the rules of this policy.

Standing Committees, Charter of Responsibility

The charter for each standing committee shall be as follows:

Executive Committee

The Executive Committee shall consist of the president, vice president, and member-at large. The charter of the Executive Committee is to:

- Ensure the leveraged use of Board Policy No. 0030, Ensuring Educational and Racial Equity
- In coordination with the Superintendent and lead committee staff, develop an annual Executive Committee work plan
- Develop, review and recommend Series 1000 and applicable Series 0000 and 4000 policies for consideration by the Board
- Make recommendations with respect to Equity, Partnerships & Engagement; Public Affairs; African American Male Achievement; coordination of legal issues; collective bargaining agreements; and the academic calendar
- In coordination with the Superintendent and lead committee staff, annually conduct a comprehensive review of policy work contained within each committee's work plan to confirm alignment to the strategic plan, consistency with this policy, and coordination across committees, including reassignment of topics when necessary to balance committee work loads
- Provide leadership for Board activities, including the development of annual Board Goals and Objectives; the annual Evaluation of the Board; and Board professional development activities
- Develop the ~~Board annual work plan and operation~~ Board meeting calendar
- Be a sounding board for the Superintendent
- Draft Superintendent evaluation materials for the Board and manage the Superintendent evaluation process
- Work with staff to develop a strategy and plan to address emerging priorities/issues, including identifying and referring to the appropriate committee provided, however, that the Board President may determine which committee an issue or action should be referred to when it is not clear under this policy and a determination is needed prior to the next meeting of the Executive Committee. The Board President may also refer an urgent item for review by a committee other than would normally review the item per this policy if the relevant committee will not meet prior to the date when Committee review or Board action is needed. In such case, the Chair of the committee that would normally review the item should be notified.
- Develop and approve legislative meeting and retreat agendas; however, Committee approval is not required to modify Board meeting or retreat agendas to either postpone an item to a future meeting or to add an urgent

item if such change to the agenda is approved by the Board President and Superintendent

- ~~Schedule work sessions and all other Board meetings~~
- Work with the Superintendent to guide the preparation of Strategic Plan ~~work sessions~~updates as needed
- Work with the Superintendent to identify the departments and major program areas to give Oversight Work Session presentations each year under Board Policy No. 1010
- Draft a legislative agenda for consideration and approval by the Board and coordinate government relations for federal, state, and local jurisdictions
- ~~Draft a legislative agenda for consideration and approval by the Board~~
 - Draft positions on State and City of Seattle resolutions, ballot measures and initiatives for consideration and approval by the Board as needed
 - Interface with the Washington State School Directors' Association (WSSDA) and other school districts
 - Coordinate with government entities, and other education advocacy groups ~~and individuals~~
- ~~Coordinate the annual review of Board policies~~
- ~~Develop, review and recommend Series 1000 and applicable Series 0000 and 4000 policies for consideration by the Board~~
- ~~Ensure the leveraged use of Policy No. 0030, Ensuring Educational and Racial Equity~~
- ~~Make recommendations regarding action by the Board with respect to collective bargaining agreements and the academic calendar~~
- Review and approve the list of annual program reporting requirements
- ~~Coordinate legal issues~~
- ~~Refer issues to the appropriate Board committee~~
- ~~In coordination with the Superintendent and lead committee staff, develop an annual committee work plan~~

Audit & Finance Committee

Three Board members shall serve on the committee as determined and selected by the Board president. The charter of the committee is to:

- Ensure the leveraged use of Board Policy No. 0030, Ensuring Educational and Racial Equity
- In coordination with the Superintendent and lead committee staff, develop an annual Audit & Finance Committee work plan

- Develop, review and recommend Series 5000 and applicable Series 6000 policies for consideration by the Board
- ~~Make recommendations with respect to Financial Systems issues identified in Policy No. 1010, Board Oversight of Business and Finance; Budget Development; Contracting; Accounting; cash handling at schools; Risk Management~~
- ~~Make recommendations with respect to; Procurement; Internal Audit; and Human Resources issues identified in Policy No. 1010, Board Oversight of Management, including staffing, evaluation, professional development/trainings, and compensation except with respect to actions related to collective bargaining agreements, which should be referred to the Executive Committee~~
- Monitor all financial statements of the district
- Recommend budget guiding principles for consideration and approval by the Board
- Provide oversight of the budget development process, including recommending the budget timeline
- Conduct budget-based program reviews in consultation with the Student Services, Curriculum & Instruction ~~Policy~~ and Operations Committees
- ~~Develop, review and recommend applicable Series 5000 and 6000 policies for consideration by the Board~~
- ~~Ensure the leveraged use of Policy No. 0030, Ensuring Educational and Racial Equity~~
- Provide supervision to the Office of Internal Audit, which reports to the Audit & Finance Committee, as outlined in Board Policy No. 6550
- Approve and manage changes to the annual internal audit work plan
- Monitor corrective action plans implemented in response to external audits and reviews conducted by the Washington State Auditors' Office, the Office of Superintendent of Public Instruction, and other outside agencies
- Monitor Risk Management issues of the district
- ~~In coordination with the Superintendent and lead committee staff, develop an annual committee work plan~~

At the discretion of the Chair of the Audit & Finance Committee, one or more “public advisors” may be added as non-voting advisors to the Committee. The position of public advisor shall be publicly advertised. The advertisement shall include the responsibilities and the term of service for the public advisor position, as determined by the Audit & Finance Committee.

Operations Committee

Three Board members shall serve on the committee as determined and selected by the Board president. The charter of the committee is to:

- Ensure the leveraged use of Board Policy No. 0030, Ensuring Educational and Racial Equity
- In coordination with the Superintendent and lead committee staff, develop an annual Operations Committee work plan
- Develop, review and recommend applicable Series 3000, 4000, and 6000 policies for consideration by the Board
- Make recommendations with respect to Support Operations; Nutrition Services; Transportation; Capital Projects and Planning; Facilities; Capital, and Technology issues identified in Policy No. 1010, Board Oversight of Management; Sustainability; Enrollment Planning; Admissions; Boundaries; Athletics; Safety and Security relating primarily to property; and general technology infrastructure
- ~~Review and make recommendations to the Board for entering into capital and operations contracts~~
- Review capital programs' budgets on a monthly basis
- Review and make recommendations to the Board regarding the annual capital budget
- Oversee levy planning and prioritization process and recommend levy guiding principles for consideration by the full Board
- Provide overarching guidance on space utilization
- Review monthly reports on facility joint use agreements and maintenance backlog
- In consultation with the Executive Committee, review and recommend action on facility joint use agreements
- ~~Develop, review and recommend applicable Series 3000, 4000 and 6000 policies for consideration by the Board, including capital programs and contracts, facilities, and central support services~~
- ~~Ensure the leveraged use of Policy No. 0030, Ensuring Educational and Racial Equity~~
- ~~In coordination with the Superintendent and lead committee staff, develop an annual committee work plan~~

Student Services, Curriculum & Instruction Policy Committee

Three Board members shall serve on the committee as determined and selected by the Board president. The charter of the committee is to:

- Ensure the leveraged use of Board Policy No. 0030, Ensuring Educational and Racial Equity
- ~~Make recommendations with respect to Curriculum, Assessment, and Instruction issues identified in Policy No. 1010, Board Oversight of Management~~
- In coordination with the Superintendent and lead committee staff, develop an annual Student Services, Curriculum & Instruction Committee work plan
- Make recommendations with respect to Curriculum, Assessment, and Instruction; District Educational Research and Program Evaluation; Schools & Continuous Improvement; Coordinated School Health; Special Education Services; Safety, Security, and relations with law enforcement, except with respect to property issues overseen by the Operations Committee; Highly Capable Services; English Learners; student-focused technology and general technology plans, policies, and key technology strategies, except with respect to technology infrastructure and levy planning overseen by the Operations Committee; the City of Seattle Families, Education, Preschool and Promise Levy, or successor levy; and school day waiver requests to the Office of Superintendent of Public Instruction
- Develop, review and recommend Series 2000 and applicable Series 0000, 3000 and 4000 policies
- ~~Ensure the leveraged use of Policy No. 0030, Ensuring Educational and Racial Equity~~
- ~~Review academic program performance, per Policy No. 2090~~
- Provide oversight of the instructional materials adoption process
- ~~In coordination with the Superintendent and lead committee staff, develop an annual committee work plan~~

Other Assignments

The president may appoint Board members to external Board committees and Board task forces as appropriate.

Adopted: June 2011

Revised: [date]; May 2017; September 2015; February 2013; ~~May 2017~~

Cross Reference: Policy Nos. 0030; 1010; 1210; 1220; 1225; 1400; 1420; 1440; 1620; 1630; 1630BP; 1810; 1820; 2015; 4110; ~~Communications Protocol~~6500; 6550; 6550BP

Related Superintendent Procedure: N/A
Previous Policies: B11.00
Legal References: RCW 28A.320.040 Directors — Bylaws
Management Resources:



Racial Equity Analysis Tool

Rev. 4/7/19

Seattle Public Schools Strategic Plan

Theory of Action: When we focus on ensuring racial equity in our educational system, unapologetically address the needs of students of color who are furthest from educational justice, and work to undo the legacies of racism in our educational system...

By:

- Allocating resources strategically through a racial equity framework
- Delivering high-quality, standards-aligned instruction
- Creating healthy, supportive, culturally responsive environments from the classroom to central office
- Directly and consistently working in partnership with families and communities who represent students of color who are furthest from educational justice; and
- Making clear commitments and delivering on them

Then we will eliminate the opportunity and achievement gaps and every student will receive a high-quality, world-class education.

In Seattle Public Schools We Agree:

- That in order to eliminate racial inequities, it is essential that race be clearly called out and institutional racism be addressed within our own organization as well as in the broader systems with which we interact.
- To explore and develop a shared understanding relating to racial equity, and we also recognize that we are all at different places as individuals, programs, departments and school communities. We are committed to move forward with a focus that is intentional and strategic within our organization. We will openly share challenges, successes and lessons learned to help move the sum of our race equity work forward.
- To have collective buy-in to racial equity best practices, we will each take responsibility for using the racial equity tool and take a learner stance. Accountability for implementation and use within our own organization and to our respective communities (children, students, families and schools) will be essential.
- To approach racial equity analyses from an evaluative / continuous improvement perspective, as opposed to a **check list**. We will seek to strengthen programs, policies and procedures until racial inequities are eliminated.
- That if the strategy, practice, policy, or procedure works for our most vulnerable communities, it works for everyone. The reverse however, is not true.
- That we will not let the perceived barriers such as (time, agendas, schedules, etc.) prevent us from interrupting patterns of racial inequity within our schools, our departments and programs.



Racial Equity Analysis Tool

Rev. 4/7/19

Ensuring Educational and Racial Equity School Board Policy #0030

Racial Equity Analysis: The district shall review existing policies, programs, professional development and procedures to ensure the promotion of racial equity, and all applicable new policies, programs and procedures will be developed using a racial equity analysis tool.

STEP 1: Set Outcomes, Identify and Engage Stakeholders

Leadership sets key racially equitable outcomes and engages stakeholders (SPS staff and community members.)

1. What does your department/division/school define as racially equitable outcomes related to this issue?

A racially equitable outcome related to this BAR is that the Board's committee structure centers the needs of students of color furthest from educational justice and we are more equitably engaging with staff. The action places topics appropriately so that committees are set up to center students of color.

2. How will leadership communicate key outcomes to stakeholders for racial equity to guide analysis?

Through the Board's various community meetings and other channels for communicating with the community, there may be opportunities for sharing information in Committee meetings, and there may be potential opportunities through the Friday Memo and during the Board's quarterly retreats.

3. How will leadership identify and engage stakeholders: racial/ethnic groups potentially impacted by this decision, especially communities of color, including students who are English learners and students who have special needs?

In partnership with groups such as, but not limited to, Seattle Council PTSA, Special Education PTSA, NAACP Youth Coalition, and SESEC to share information and elicit feedback.

STEP 2: Engage Stakeholders in Analyzing Data

Stakeholders (SPS staff and community members) gather and review quantitative and qualitative disaggregated data and specific information to determine impacts or consequences.

1. How will you collect specific information about the school, program and community conditions to help you determine if this decision will create racial inequities that would increase the opportunity gap?

Through the committee structure, the Executive Committee has collected examples of bodies of work for which the assignment to a given committee has been unclear and has prevented the Board from having the opportunity to address issues holistically while centering students of color furthest from educational justice.

2. Are there negative impacts for specific student demographic groups, including English language learners and students with special needs?



Racial Equity Analysis Tool

Rev. 4/7/19

There are no identified negative impacts for specific student demographic groups at this time.

STEP 3: Ensuring educational and racial equity /Determine Benefit or Burden

Stakeholders (SPS staff and community members) collaborate to analyze how this policy/decision/proposal/initiative/budget issue will increase or decrease educational and racial equity.

1. What are the potential benefits or unintended consequences?

Benefits include more clarity on which topics are assigned to a given committee and that the Board furthers the commitment to the Strategic Plan and students of color furthest from educational justice. The policy will also provide SPS staff and the community with greater clarity about the Board's processes and the committees overseeing various bodies of work related to the Strategic Plan and students of color furthest from educational justice.

Unintended consequences could include the risk of disconnecting the work streams of the committees. The policy works to clarify the scope of responsibility for each committee, but these remain artificial boundaries given the connectedness of the Board's work to serve students.

2. What would it look like if this policy/decision/initiative/proposal ensured educational and racial equity for every student?

The policy is anticipated to increase Board efficiency, providing the opportunity to focus the Board's work on the district's Strategic Plan and students of color furthest from educational justice.

STEP 4: Evaluate Success Indicators and/or Mitigation Plans

Stakeholders (SPS staff and community members) identify ongoing measures of success or mitigation plans for negative impacts

1. How will you evaluate and be accountable for making sure that the proposed solution ensures educational equity for all students, families and staff?

The revised policy 1240 clarifies the Executive Committee's role in coordinating the work plans of the Board's committee and working to align work with the Strategic Plan. The Executive Committee can also check in with committee chairs to gauge the success of the policy revisions. Additionally, there could be an opportunity to add any updates or accountability statements made in the Board's self-evaluation document.

2. What are specific steps you will take to address impacts (including unintended consequences), and how will you continue to partner with stakeholders to ensure educational equity for every student?



Racial Equity Analysis Tool

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The Executive Committee will take a leadership role in addressing the potential unintended consequence of siloing across the committees by reviewing and coordinating work plans. Additionally, Board Directors can share about the work of committees during their regular Board meetings.

After conducting the analysis, reflect and discuss:

What are the lessons learned?

Racial equity analysis should be utilized from the beginning of a process to develop potential policy changes. The racial equity analysis tool should be used to guide policy development.

Small adjustments in policy can also have great impacts on advancing the district Strategic Plan and Board Policy No. 0030.

What resources are needed to make changes?

No resources were identified as this time to make changes

What are the next steps?

Finalizing and approving the revisions to Board Policy Nos. 1010 and 1240.