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AUG 02 2017
BY: PRESIDING

August 1, 2017

Judge Jeffrey B. Barton, Presiding Judge
San Diego Superior Court
220 West Broadway
San Diego, CA 92101

RECEIVED
AUG 14 2017
SAN DIEGO
COUNTY GRAND JURY

**Re: Response of the Poway Unified School District
to San Diego County Grand Jury Report Entitled "San Diego
County School Board and Superintendent Training"**

Dear Judge Barton,

Pursuant to California Penal Code section 933.05(a) and (b), the Poway Unified School District provides the following responses to the findings and recommendation that are included in the above-referenced Grand Jury Report:

Finding 01: Formal training for school board members is inconsistent throughout San Diego County school districts.

Response: The District agrees with the finding.

Finding 02: School board members would benefit from additional formal training.

Response: The District agrees with the finding.

Finding 03: Many superintendents find themselves in novel and extraordinary situations where additional training would be beneficial.

Response: The District agrees with the finding.

Finding 04: Formal training for superintendents is inconsistent throughout San Diego County school districts.

Response: The District agrees with the finding.

Recommendation 17-23: The Poway Unified School District should "[r]eview their process for training of school board members and their superintendents in areas where they lack experience and consider mandating training."

Response: The recommendation has been implemented. Specifically, prior to the District receiving the Grand Jury report, findings and recommendations, District staff and the District Board of Education had initiated , culminating on May 30, 2017 with an agreed-upon and adopted Governance Handbook (see Exhibit A). This Handbook addresses Board Member and Superintendent Training (see Board Training and/or Superintendent Training section on pages 9-10).

If you require additional information or have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. K. Phelps". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Marian Kim Phelps, Ed.D.
Superintendent

EXHIBIT A



Poway Unified School District Governance Handbook

Board of Trustees

Kimberley Beatty
Michelle O'Connor-Ratcliff
Darshana Patel
Charles Sellers
T.J. Zane

Marian Kim-Phelps, Ed.D., Superintendent

EFFECTIVE GOVERNANCE

Unity of Purpose, Roles, Responsibilities, Norms, and Protocols

*This document reflects the governance team's work on the creation of a framework for effective governance. This process involves **ongoing** discussions and agreements about unity of purpose, roles, responsibilities, norms, and protocols that enable the governance team to continue to perform its responsibilities in a way that best benefits all children.*

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A Team is...

A group of people with different backgrounds, skills, personalities and styles with a common purpose, who are working together to achieve clearly identified goals.

UNITY OF PURPOSE

Unity of purpose is the common focus, overarching goals, and the core values, beliefs and principles governing body members share in common about children, the district, and public education.

UNITY OF PURPOSE

What We Are Most Proud of About this District:

- The District's performance and the accolades that both our students and the District receive
- The opportunities for success that are offered to every student and the support that everyone gives our students
- The quality of educational experiences that we provide for all students in all schools
- The teachers and staff who go above and beyond for our students
- The contributions and commitment of our students, parents, and community

What We Hope to Accomplish:

- Be an effective decision-making group
- Develop a trusting relationship that creates a team supporting our students, staff, community, and the strong reputation of Poway USD
- Identify our successes and areas for improvement
- Continue the educational excellence of programs for students and personalized learning for all
- Provide opportunities for parent and community engagement and involvement

GAINING CLARITY ON ROLES AND RESPONSIBILITIES

The Role of the Board and Superintendent:

School Board "trustees" are the representatives of the people, elected to ensure the district schools educate the students in consideration of the interests of the local community. The role of the School Board is to govern the school district.

The Superintendent is hired by the School Board to provide the professional expertise in the day-to-day operations of the district. The role of the Superintendent is:

1. To work with the School Board to develop an effective governance team.
2. To serve as the chief administrative officer for the school district.

Board Responsibilities:

We Set the Direction for the Community's Schools by:

- Focusing on student learning
- Assessing needs/obtaining baseline data
- Generating, reviewing or revising direction setting documents (beliefs, vision, priorities, strategic goals, and success indicators)
- Ensuring an appropriate, inclusive process is used to develop these documents
- Ensuring that these documents are the driving force for all district efforts

We Establish an Effective and Efficient Structure for the school district by:

- Employing the Superintendent
- Setting policies for hiring of other personnel
- Developing and adopting policies
- Setting direction for and adopting the curriculum
- Establishing budget priorities and adopting the budget
- Overseeing facilities issues
- Providing direction and voting on collective bargaining agreements

We Provide Support through our behavior and actions by:

- Acting with a professional demeanor that models the district's beliefs and vision
- Making decisions and providing resources that support mutually agreed upon priorities and goals
- Upholding board approved district policies
- Ensuring a positive personnel climate exists
- Being knowledgeable about district efforts and able to explain them to the public

We Ensure Accountability to the Public by:

- Evaluating the Superintendent
- Monitoring, reviewing, and revising policies
- Serving as a judicial and appeals body
- Monitoring student achievement and program effectiveness and requiring program changes as indicated
- Monitoring and adjusting district finances
- Monitoring the collective bargaining process

We Act as Community Leaders by:

- Speaking with a common voice about district priorities, goals, and issues
- Engaging and involving the community in district schools and activities
- Communicating clear information about policies, programs, and fiscal conditions of the district
- Educating the community and the media about issues facing the district and public education
- Advocating for students, district programs, and public education to the general public and local, state, and national leaders

AGREEMENTS TO FACILITATE GOVERNANCE LEADERSHIP

Governance Team Norms and Protocols:

The Board of Trustees for the Poway Unified School District is entrusted by the community to uphold the Constitutions of California and the United States, to protect the public's interest in schools, and to ensure that a high quality education is provided to each student.

To effectively meet district challenges, the Board and the Superintendent must function together as a governance team. The purpose of the Poway Unified School District governance team agreement is to ensure a positive and productive working relationship among Board members, the Superintendent, district staff, students, and the community. Norms and protocols are developed by and for the members of the governance team, and may be modified over time as needed.

Meeting Norms

- Focus on Students
- Operate with Trust
- Assume Good Intentions
- Make Sure Each Member's Voice is Heard
- Be Present and Be Prepared
- Turn Off Cell Phones or Put on Vibrate
- Honor Time; be Effective and Efficient
- Disagree Agreeably
- Be Respectful of Others and Engage in Civil Discourse
- Keep Confidential Items Confidential
- Stay on Task
- Put Aside Personal Issues
- Keep Meeting "Light" with Humor

Governance Team Practices

As a Governance Team, we commit to ...

Placing Something on the Agenda: (In accordance to CSBA Board Policy 9322)

The Board President and the Superintendent, as secretary to the Board, shall work together to develop the agenda for each regular and special meeting. Each agenda shall reflect the district's vision and goals and the Board's focus on student learning.

Any Board member or member of the public may request that a matter within the jurisdiction of the Board be placed on the agenda of a regular meeting. The request shall be submitted in writing to the Superintendent or designee with supporting documents and information, if any, at least one week before the scheduled meeting date. Items submitted less than a week before the scheduled meeting date may be postponed to a later meeting in order to allow sufficient time for consideration and research of the issue.

The Board President and Superintendent shall decide whether a request is within the subject matter jurisdiction of the Board. Items not within the subject matter jurisdiction of the Board may not be placed on the agenda. In addition, before placing the item on the agenda, the Board President and Superintendent shall determine if the item is merely a request for information or whether the issue is covered by an existing policy or administrative regulation.

The Board President and Superintendent shall decide whether an agenda item is appropriate for discussion in open or closed session, and whether the item should be an action item subject to Board vote, an information item that does not require immediate action, or a consent item that is routine in nature and for which no discussion is anticipated.

Getting questions answered before a meeting:

- When a significant or high profile item is brought to the Board for action, the Superintendent shall present a summary of the perspectives and issues discussed by the Cabinet in arriving at the recommendation
- Trustees will receive the agenda on the Friday before a Board Meeting
- All Trustees will see all Trustee's questions and Cabinet responses whenever possible

Use of Study Sessions:

- Study sessions will be developed throughout the year to ensure coverage of both timely and urgent issues, which require extensive discussion before a possible Board action is taken
- Study sessions will be organized with a brief staff presentation followed by Board discussion. Presentation materials will be provided to the Board with the meeting materials on Friday prior to the study session.

Handling complaints from the community:

- The Board and Superintendent are committed to having parent/staff complaints handled as close to the source as possible
- Trustees will refer complainants back to the appropriate teacher or principal. If the complainant has already been to those levels, the Board Member will refer the complaint to the Superintendent.
- A Board Member forwarding a complaint will not be perceived to be endorsing the complaint
- The Superintendent (or designee) will respond in a timely way to the complainant, investigate the complaint, and communicate back to the complainant and the Board Member in order to close the loop

Individual Members request for Information:

In order to ensure that all Trustees receive the same information and to keep the Superintendent informed of Trustees' questions and concerns, requests for information shall come to the Superintendent's Office. The Trustee will receive the information, and it will be included in the Weekly Board Journal.

Surprises:

- The Superintendent and Trustees commit to sharing information with each other in order to avoid surprises to any member of the governance team
- The Superintendent can be reached by email or cell phone

Maintaining Confidentiality:

- The Board, Superintendent, and Cabinet members agree to maintain the confidentiality of all closed session and privileged communication

as required by Education Code. Such matters relate to personnel issues, litigation, real property negotiations, and labor negotiations.

- The Weekly Board Journal should not be shared with others without a Request for Public Information made through the Superintendent's Office. Everything that is confidential will be clearly marked as such - whether by fax, email, or mail.

Board Member Role in Public:

- Site and community invitations for Trustees to attend events will be coordinated through the Superintendent's Office. The Superintendent's Office staff will provide details for Trustees regarding costs, and expectations for attendance.
- Trustees will be introduced at all school and district events, unless they are attending only as a parent or spectator. When in doubt, the administrator in charge will ask Trustees whether they wish to be introduced.
- Trustees will make the administrator in charge of an event aware of their attendance when they arrive

Clearly Communicate and Establish Priorities:

- The Board and Superintendent will establish annual priorities that will be used to evaluate the Superintendent and measure the District's progress toward its goals

Quality of the Weekly Board Journal:

- The Superintendent will provide relevant, and timely information to Trustees through the Weekly Board Journal, emails, and/or phone calls

School Visits:

- Trustees will coordinate school visits with the site Principal, and notify the Superintendent's Office

Legal Counsel:

- Any information that requires consultation or advice by legal counsel will be directed to the Superintendent. The Superintendent will make contact with legal counsel directly and provide information to all Board Members

Speaking with the Press: (In accordance with CSBA Board Policy 9010)

- The Governing Board recognizes the responsibility of Board members in their role as community leaders to participate in public discourse on matters of civic or community interest, including those involving the district, and their right to freely express their personal views. However, to ensure communication of a consistent, unified message regarding district issues, Board members are expected to respect the authority of the Board to choose its representatives to communicate its positions and to abide by established protocols.

- Note: Many districts designate the Board president and/or Superintendent to communicate with the public on behalf of the district. Any district that has designated another position for this responsibility may revise the following paragraph to reflect district practice.
- All public statements authorized to be made on behalf of the Board shall be made by the Board president or, if appropriate, by the Superintendent or Communications Director, and/or other designated representative.
- When speaking for the district, the Board encourages its spokespersons to exercise restraint and tact and to communicate the message in a manner that promotes public confidence in the Board's leadership.
- Board spokespersons shall not disclose confidential information or information received in closed session except when authorized by a majority of the Board. (Government Code 54963)
- When speaking to community groups, members of the public, or the media, individual Board members should recognize that their statements may be perceived as reflecting the views and positions of the Board. Board members have a responsibility to identify personal viewpoints as such and not as the viewpoint of the Board.
- In addition, the Board encourages members who participate on social networking sites, blogs, or other discussion or informational sites to conduct themselves in a respectful, courteous, and professional manner and to model good behavior for district students and the community. Such electronic communications are subject to the same standards and protocols established for other forms of communication, and the disclosure requirements of the California Public Records Act may likewise apply to them.

Board Training and/or Superintendent Training: (In accordance with CSBA Board Policy 9240)

- The Governing Board believes that the Board's ability to effectively and responsibly govern the district is essential to promoting student achievement, building positive community relations, and protecting the public interest in district schools. Board members shall be provided sufficient opportunities for professional development that helps them understand their responsibilities, stay abreast of new developments in education, and develop boardmanship skills.
- The Board and/or the Superintendent or designee shall provide an orientation to newly elected or appointed Board members which includes comprehensive information regarding Board roles, policies, and procedures and the district's vision and goals, operations, and current challenges. Throughout their first term, Board members shall continue to participate in additional educational opportunities designed to assist them in understanding the principles of effective governance, including, but not limited to, information on school finance and budgets, student achievement and assessment, labor relations, community relations, program evaluation, open meeting laws (the Brown Act), conflict of interest laws, and other topics necessary to govern effectively and in compliance with law.
- All Board members are encouraged to continuously participate in advanced training offered by the California School Boards Association in order to reinforce boardmanship skills and build knowledge related to key education issues. Such

activities may include online courses, webinars, webcasts, and in-person attendance at workshops and conferences. In addition, workshops and consultations may be held within the district on issues that involve the entire governance team.

- Board members may attend a conference or similar public gathering with other Board members and/or with the Superintendent or designee in order to develop common knowledge and understanding of an issue or engage in team-building exercises. In such cases, a majority of the Board members shall not discuss among themselves, other than as part of the scheduled program, business of a specified nature that is within the district's jurisdiction, so as not to violate the Brown Act open meeting laws pursuant to Government Code 54952.2.
- Board members shall report to the Board, orally or in writing, on the board training activities they attend, for the purpose of sharing the acquired knowledge or skills with the full Board and enlarging the benefit of the activity to the Board and district.
- Recommended training could include, but are not limited to, the following: CSBA Annual Conference, Masters in Governance, Board Governance Workshops/Study Session, Superintendent's Conference, and Western States Benchmarking Consortium

GOVERNANCE AGREEMENTS SIGNATURE PAGE

We have reviewed and agree to follow the aforementioned governance team norms and protocol in order to support a positive and productive working relationship among the Poway Unified School District Board of Trustees, Superintendent, staff, students, and the community. We shall renew this agreement annually.

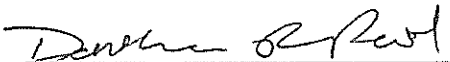
Affirmed this 30th day of May, 2017




Kimberley Beatty




Michelle O'Connor-Ratcliff




Darshana Patel



Charles Sellers



T.J. Zane



Marian Kim-Phelps
Superintendent