



# **THE SCHOOL DISTRICT OF PHILADELPHIA**

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## **BOARD OF EDUCATION POLICY COMMITTEE MEETING**

### **AGENDA**

**AUGUST 24, 2023; 4:00 PM**

#### **Call to Order**

#### **Roll Call**

#### **Agenda Items -**

##### **Adoption of Minutes**

April 27, 2023

##### **Opening Remarks**

##### **Review of Policies**

Policy 001 - Name and Classification

Policy 002 - Authority and Power

Policy 003 - Functions

Policy 003.1 - Goals and Guardrails

Policy 003.2 - Policy Setting

Policy 003.3 - Employment of the Superintendent

Policy 004 - Membership

(Eliminate) Policy 004.1 - School Board Committees

It is recommended that Policy 004.1: School Board Committees be eliminated because the content is redundant of Policy 006: Meetings.

Policy 004.1 - Non-Voting Student Board Representatives

Policy 004.2 - Parent and Community Advisory Council

Policy 005 - Organization

Policy 006 - Meetings

Policy 006.1 - Attendance at Meetings via Electronic Communications

Policy 007 - Public Engagement

Policy 008 - Ethics Policy

Policy 009 - Principles of Governance and Leadership

Policy 1100 - Office of Auditing Services

Policy 1200 - Office of Inspector General

## **Public Participation**

Speakers List

## **Committee Recommendations**

## **Adjourn**

**THE SCHOOL DISTRICT OF PHILADELPHIA**  
**POLICY COMMITTEE MEETING OF THE BOARD OF EDUCATION**

**APRIL 27, 2023**  
**MINUTES**

A Policy Committee meeting was held on April 27, 2023 in a hybrid format including via the Zoom virtual meeting platform. The meeting was convened at 4:00 pm.

**Board President Streater** made announcements concerning recording, copyright, participation in, and viewing of the meeting. **Board President Streater** also made an announcement stating that he would be rolling off the Policy Committee and that taking his place would be **Board Member Lam** who would serve alongside **Board Member Wilkerson** as co-chair.

**Co-Chair Lam** took the roll.

**Committee Members present:** Chau Wing Lam (Co-Chair), Joyce Wilkerson (Co-Chair), Julia Danzy, and Cecelia Thompson (*remotely*)

**Other Board Members Present:** Leticia Egea-Hinton, Lisa Salley, Sarah-Ashley Andrews, Reginald Streater

**District Liaisons Present:** Sarah Galbally, Chief of Staff

**Co-Chair Lam** announced the following thirteen (13) policies that will be reviewed by the committee at the meeting:

- Policy 008 - Goals and Guardrails
- Policy 137 - Home Education Programs
- Policy 137.1 - Extracurricular Participation by Home Education Students
- Policy 227 - Controlled Substances/Paraphernalia
- Policy 235.1 - Student Surveys
- Policy 237 - Electronic Devices
- Policy 703 - School Cleanliness and Classroom Management
- Policy 712 - Naming of School District Properties
- Policy 717 - Mobile Communications Devices
- Policy 717.1 - Computers and Portable Computing Devices
- Policy 805.1 - Relations with Law Enforcement Agencies
- Policy 807 - Opening Exercises/Flag Displays
- Policy 808 - Food Services

The minutes of the **November 3, 2022** meeting of the Policy Committee were considered for approval by Committee members. A voice vote approved the minutes of the meeting by a vote of:

Yes: 4 and No: 0.

**Co-Chair Lam** stated that the minutes have been approved and are posted to the committee's webpage.

**Board Member Danzy** made a motion to amend the meeting agenda to allow public participation prior to the review of policies. **Co-Chair Wilkerson** seconded the motion.

The motion was considered for approval by Committee members. A voice vote approved the motion by a vote of:

Yes: 4 and No: 0.

**Co-Chair Lam** stated that the motion was approved and that public participation would occur prior to the review of policies.

**Co-Chair Lam** facilitated the public participation portion of the meeting.

**Co-Chair Wilkerson** shared a summary of the written testimony submitted to the Committee. This included one (1) submission from Leigh Purnell stating that the Board should communicate any changes to admissions procedures for the May Action Meeting ahead of the meeting so that members of the public can safely attend.

**Lisa Haver**, community member, stated she wanted to provide her testimony following the Committee's review of policies. **Co-Chair Lam** stated this was acceptable.

**Blair Ryan**, community member, stated concerns related to the special admissions process for special admissions high schools and asked for a plan to be presented showing how the District will be reconstructed. **Blair Ryan** also asked for the repeal of the lottery admissions system.

**Co-Chair Lam** invited **Board Member Egea-Hinton** and **Board Member Salley** to provide an overview of the Board's proposed Policy 008 Goals and Guardrails.

**Board Member Egea-Hinton** and **Board Member Salley** provided an overview of the Board's work on Goals and Guardrails and an outline of the contents of the proposed Goals and Guardrails policy.

**Board Members** asked clarifying questions related to the policy's definition of equity, the inclusion of Board Operating Guidelines, and the inclusion of management reviews in the policy. **Board Member Egea-Hinton** and **Board Member Salley** responded to these questions.

**Co-Chair Lam** thanked the **Board Members** for their presentation and invited **Co-Chair Wilkerson** to share additional questions submitted in writing by other Board Members who do not serve on the Policy Committee.

**Co-Chair Lam** noted that these questions would be submitted to the District and would be answered in writing.

**Co-Chair Lam** invited Chief of Staff **Ms. Galbally** to offer opening remarks and to provide a summary of the first policy up for review.

**Ms. Galbally** provided an overview of the agenda noting that District staff revised 11 policies and identified 1 policy for elimination. **Ms. Galbally** shared that new administrative procedures for many of the policies on the agenda have been created as the District and Board work toward developing concise policies that are reflective of legal requirements whereas the procedures outline how the District operationalizes policies. **Ms. Galbally** shared that in response to Board Member request at the last Policy Committee meeting, Board policies moving forward will include a direct link to the associated Administrative Procedures.

**Ms. Galbally** provided a summary of policies related to homeschooling which included Policy 137 - Home Education Programs and Policy 137.1 - Extracurricular Participation by Home Education Students. **Ms. Galbally** invited **John Baker**, Special Project Assistant for the Office of School Operations and Management, to answer Board Member questions.

**Ms. Galbally** noted that the District is recommending that Policy 227 be eliminated as the information contained is duplicative of other policies and procedures related to student conduct including Policy 122 Extracurricular Activities, Policy 123 Athletic Activities, Policy 218 Student Code of Conduct, Policy 233 Suspension and Expulsion, Policy 235 Student Rights and Responsibilities, and Policy 805.1 Relations with Law Enforcement Agencies. **Ms. Galbally** invited **Rachel Holzman**, Deputy Chief for the Office of Student Rights and Responsibilities to answer Board Member questions. **Co-Chair Wilkerson** asked that the resource provided be made available to the public.

**Ms. Galbally** provided a summary of Policy 235.1 Student Surveys. She noted that new administrative procedures were created for this policy, which outline the following: (1) guidance and expectations for District-administered surveys, school-based administered surveys, and internal and external surveys for research; (2) privacy and protection of student responses to survey questions; and (3) best practices for designing and delivering student surveys. **Ms. Galbally** invited **Joy Lesnick**, Deputy Chief of Research, Evaluation, and Academic Partnerships, to virtually answer Board Member questions.

**Ms. Galbally** provided a summary of Policy 237 Student Use of Electronic Devices. She noted that new administrative procedures were created for this policy that provide comprehensive guidance to school leaders for creating school protocols for student cell phone and electronic device use. These administrative procedures are intended to allow school leaders the flexibility to tailor school protocols to their unique school communities, while also providing leaders with an exhaustive list of factors to consider when designing and implementing those protocols. **Ms. Galbally** noted that, additionally, information was added to the administrative procedures about requesting exceptions or accommodations to school-level electronic device protocols, as well as information about loss or damage of student personal electronic devices while in the custody of the District (i.e., if it has been confiscated). She invited **Rachel Holzman**, Deputy Chief for the Office of Student Rights and Responsibilities to answer Board Member questions about off campus activities, class time use of devices, and implementation guidance to schools.

**Ms. Galbally** provided a summary of Policy 703 School Cleanliness and Classroom Management. She noted that the administrative procedures for Policy 703 were updated to include the following: (1) further details on the regular responsibilities of and partnership between school principals, Building Engineers, and Facilities Area Managers; (2) expectations and guidelines for teachers related to classroom cleaning and organization; and (3) information about vacancies of facilities and custodial staff which are handled in accordance with the 32BJ collective bargaining agreement. **Ms. Galbally** invited **Oz Hill**, Chief Operating Officer, to answer Board Member questions related to consolidating language related to regular inspection cycles and staff supervisory structures.

**Ms. Galbally** provided a summary of Policy 712 Naming of School District Properties. She noted that the administrative procedures were updated to significantly extend the timeline for making school name changes, as well as to provide additional details around the required community engagement a school must conduct before and in the process of making a school name change. The administrative procedures for this policy were also updated to include guidance and timelines for amended name changes and name changes for portions of properties. **Ms. Galbally** invited **Emily Faxon**, Project Manager in the Office of School Operations and Management, to answer Board Member questions.

**Ms. Galbally** provided a summary of Policy 717 Mobile Communications Devices and Policy 717.1 Computers and Portable Computing Devices. She noted that Policy 717 includes new administrative procedures that capture the following information that was formerly included in the policy: (1) staff eligibility for District-issued cell phones; (2) procurement of cell phones by the Office of Information Technology and Data Management; and (3) management and oversight of the use of District-issued cell phones by IT. Additionally, information was added to the administrative procedures around staff responsibility over District-issued cell phones (e.g., theft, loss, and damage). She also noted that in Policy 717.1 new administrative procedures were created that capture the following information that was formerly included in the policy: (1) student and staff eligibility for District-issued computers; (2) acceptable software and internet controls applied to all District-issued computers; and (3) student and staff responsibility over District-issued computers (e.g., theft, loss, and damage). Additionally, the following new information was added to the administrative procedures: (1) considerations for students and schools related to the new 1:1 Chromebook model; (2) the process for procurement of computers and computing devices by IT; and (3) IT's process for assigning computers to staff and students. **Ms. Galbally** invited **Melanie Harris**, Chief Information Officer, **Stephanie Sullivan**, Deputy Chief of Technology Services, and **Fran Newberg**, Deputy Chief of Educational Technology, to answer Board Member questions related to recovery of lost or stolen devices, pagers and radio devices, and insurance.

**Ms. Galbally** invited **Kevin Bethel**, Chief of School Safety, to share a presentation and take questions from Board Members on Policy 805.1 Relations with Law Enforcement Agencies. The presentation noted the following changes to the administrative procedures: 1) publishing of current MOU, 2) additional information to align with priorities and current practice such as welcoming and sanctuary schools, support for diversion, and collaboration on training, 3) added priority to facilitate positive school programming engagement of law enforcement officers in schools. Board Member questions were related to diversion program offenses, charter school and special education implications, and the parameters defined by the MOU with the Philadelphia Police Department.

**Ms. Galbally** provided a summary of Policy 807 Opening Exercises/Flag Displays. She noted that new administrative procedures were created that outline general guidelines for displaying U.S. flags on school campuses and in classrooms in accordance with the United States Flag Code. Additionally, clarification was added that both students and staff have the legal right to decline to recite the Pledge of Allegiance or National Anthem and decline to salute the flag. **Ms. Galbally** invited **Karen Kolsky**, Special Assistant in the Office of School Operations and Management, to respond to Board Member questions.

Lastly, **Ms. Galbally** shared a summary of Policy 808 Food Services. She noted that new administrative procedures were created that capture the information that was formerly included in the policy related to professional standards for food service personnel, food safety guidelines, and requirements for inspections. **Ms. Galbally** invited **Lisa Norton**, Executive Director of Food Services, to respond to Board Member questions.

**Co-Chair Lam** invited the final registered speaker, **Lisa Haver**, to make her remarks.

**Lisa Haver**, community member, spoke on Policy 008 Goals and Guardrails. She noted that the policy should not be the Board's governance model as it is data-centered and not student-centered.

**Co-Chair Wilkerson** asked **Board Member Egea-Hinton** and **Board Member Salley** to provide additional context on how the Board intends to use data in its framework.

**Co-Chair Lam** provided an overview of all requests and feedback provided regarding policies on the agenda.

**The committee** made a final recommendation that the following policies be sent to the full Board for review at the May 25, 2023 Action Meeting:

- Policy 008 - Goals and Guardrails
- Policy 137 - Home Education Programs
- Policy 137.1 - Extracurricular Participation by Home Education Students
- Policy 227 - Controlled Substances/Paraphernalia
- Policy 235.1 - Student Surveys
- Policy 237 - Electronic Devices
- Policy 703 - School Cleanliness and Classroom Management
- Policy 712 - Naming of School District Properties
- Policy 717 - Mobile Communications Devices
- Policy 717.1 - Computers and Portable Computing Devices
- Policy 805.1 - Relations with Law Enforcement Agencies
- Policy 807 - Opening Exercises/Flag Displays
- Policy 808 - Food Services

**Co-Chair Lam** asked **Ms. Galbally** to share any last remarks and the list of proposed draft policies expected to be discussed at the policy committee meeting in November, these included:

- Policy 102 - Multiracial, Multicultural, and Gender Education
- A new Equity Policy

- A new Non-Professional Staff Evaluations Policy
- Policy 210 - Use of Medication/Medical Technology
- Policy 210.1 - Possession/Use of Emergency Medications
- Policy 217 - Graduation Requirements
- Policy 314.1 - HIV Infection in Employees
- Policy 324 - Personnel Files
- Policy 702 - Grants, Gifts, Donations, and Student Fundraising
- Policy 702.1 - Scholarships
- Policy 702.2 - School-Based Fundraising and Crowdfunding
- Policy 804 - School Day
- Policy 815 - Acceptable Use of Internet, Technology, and Network Resources
- Policy 830 - Breach of Computerized Personal Information
- A new Cybersecurity Policy

**Co-Chair Lam** thanked all who attended and announced that the meeting was adjourned.

Meeting adjourned at 6:48 pm.



# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 001 -  
Name and Classification  
ADOPTED:  
REVISED:

## **POLICY 001 - NAME AND CLASSIFICATION**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 001 Name and Classification

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 001

SECTION: Board Bylaws

TITLE: Name and Classification

ADOPTED: August 16, 2018

REVISED:

## 001- NAME AND CLASSIFICATION

### Purpose

#### Name

The governing body of The School District of Philadelphia (**“District”**) shall be known officially as the Board of Public Education, hereinafter, sometimes referred to as **the** “~~The~~Board.” [1][2][3]

~~Members of the Board may sometimes be referred to as “Board Member” or “Officers of the Board of Public Education.”~~

### Authority

#### Composition

The ~~School District of Philadelphia~~ is comprised of all lands that lie within the municipal boundaries of the City of Philadelphia and Philadelphia County.

### Purpose

The ~~School District of Philadelphia~~ is organized for the purpose of providing a program of public education to serve the needs of the students of the Commonwealth. The Board is the governing body responsible for overseeing all major policy and budgetary decisions; for the ~~School District of Philadelphia~~. [1][2][3][4][5][6][7][8][9]

### *Intermediate Unit*

The ~~School District of Philadelphia~~ is assigned to Philadelphia Intermediate Unit No. 26. [10][11] [2]

### *Classification*

The ~~School District of Philadelphia~~ is classified as a school district of the first class. [12]

### *Address*

The official address of the Board of Education of the ~~School District of Philadelphia~~ shall be 440 North Broad Street, Suite 101, Philadelphia, PA 19130.

### Legal References:

1. [Home Rule Charter](#) – §12-100
2. [Home Rule Charter](#) - §12-200
3. [Pennsylvania Constitution](#) – PA Const. Art. III Sec. 14
4. [24 P.S. § 5-501](#)

5. [24 P.S. § 5-502](#)
6. [24 P.S. § 5-503](#)
7. [Home Rule Charter](#) - §12-209
8. [Home Rule Charter](#) - §12-300
9. [Home Rule Charter](#) - §12-303
10. [24 P.S. § 9-901-A](#)
11. [24 P.S. § 9-902-A](#)
12. [24 P.S. § 2-202](#)

**Legal References:**

1. [Pennsylvania Constitution](#) — PA Const. Art. III Sec. 14
2. [Public School Code](#) — 24 P.S. Sec. 201, 202, 501, 502, 503, 901-A, 902-A
3. [Home Rule Charter](#) — Sec. 12-100, 12-200

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 002 -  
Authority and Power  
ADOPTED:  
REVISED:

## **POLICY 002 - AUTHORITY AND POWER**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 002 Authority and Power

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0020

SECTION: Board Bylaws

TITLE: **Authority and Power**

~~Foundations & Basic~~

~~Commitments~~

ADOPTED: August 16, 2018<sup>1</sup>

REVISED:

## 0002: **AUTHORITY AND POWER** ~~FOUNDATIONS & BASIC COMMITMENTS~~

### Purpose

~~A school~~ **The Board of Education (“Board”)** is a legal entity for providing a system of public education within the City of Philadelphia. ~~each school district in the Commonwealth of Pennsylvania. This policy sets forth generally the Board’s authority, powers, and core duties of the Board and individual Board Members.~~

### Authority

The Board of Education (“~~The Board~~”) is the **collective body constituted to: (1) serve as the governing body responsible for overseeing all policies and budgetary decisions of the School District of Philadelphia (“The District”); Additionally, the Board serves (2) appoint, manage, direct, and evaluate the Superintendent; and (3) as the authorizer for all charter schools in Philadelphia. The Board is made up of nine Board Members who serve collectively in the best interest of every student in Philadelphia.** [1][2][3][4][6][5]

### Definitions

**~~Administrative Procedures~~** – written documents based on policy that outline and describe the means by which a policy should be implemented, specific responsibilities or action steps, consequences for violations, and could include sample forms or guides.

**~~Board Policies~~** – general written statements by the Board defining its expectations or position on a particular matter and authorizing or delegating responsibilities to implement appropriate actions to govern those expectations. Board policies authorize a framework within which the Superintendent and staff can implement assigned duties with positive direction. Policies are broad principles adopted by the Board to chart a course of action. Policies are guides for action by the administration, who then sets the rules and regulations to provide specific directions to school district personnel through administrative procedures.

### Authority

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<sup>1</sup> This policy was originally adopted as Policy 000: Foundations and Basic Commitments

The Board shall have all of the powers and duties granted to it by the Public School Code of 1949 as amended, Article III of the Pennsylvania Constitution, Article XII of the Philadelphia Home Rule Charter and applicable federal and state laws and regulations.

[1][2][3][4][5][6][7][8][9][10][11][12][13][14][15][16][17]

~~The Board, in accordance with its statutory mandate, shall adopt policies for its own operation and the guidance of the Superintendent in the operation of the District in a Policy Manual. Board policies shall be consistent with law, have a rational and substantial relationship to a legitimate purpose of the Board, and be directed towards the maintenance and support of a thorough and efficient system of public education in this district.~~ [1][3][4][5][20]

The Board shall establish and/or approve such schools, District and charter, as are required for the education of every student residing in the City of Philadelphia between the ages of six (6) and twenty-one (21) years who may attend school; **and shall adopt rules and regulations for the management of school affairs and the conduct and deportment of employees and students; and shall levy and collect taxes as may be necessary, in addition to the annual state appropriation, for the exercise of aforesaid**

**powers.** [2][4][5][6][7][8][9][10][11][12][13][14][15]

[2][4][11][12][13][15][17][18][19][20][21][22][23][24][25][26][27][28]

~~Collective authority is granted to~~ The Board ~~to represents~~ the residents of Philadelphia in matters of public education. It shall establish educational goals and academic standards for District schools and govern an educational program designed to meet those goals and standards to support student achievement. The Board shall provide direction for establishing, maintaining and evaluating educational programs in **District** public schools, and for enforcing mandatory laws and regulations ~~through the maintenance of a Policy Manual.~~ **Pursuant to this authority, the Board has authorized Goals and Guardrails, its governance framework, as a tool to align and prioritize District resources to support student achievement.**

[3][4][7][8][9][11][12][13][14][18][23][27][29]

The powers of the Board are not vested in the individual **Board** Member or Officer(s). No such individual is authorized to act on behalf of the Board to carry out any of the Board's authorized powers, except for those acts stated in law. [1][3][4][6][7]

The Board shall adopt **and memorialize policies in a Policy Manual** to manage its own operations and ~~set a clear, positive direction for to guide~~ the Superintendent in **the** operation of the ~~school dDistrict; that, where applicable, align to the Board's Goals and Guardrails operation of the school district.~~ [18][30] Policies shall be periodically amended by the Board, pursuant to statutory mandates, in keeping with applicable laws. Board policies shall be consistent with law, have a rational and substantial relationship to a legitimate purpose of the Board, and be directed towards the maintenance and support of a thorough and efficient system of public education in this district.

~~As applicable, all members of the school community are expected to comply with both Board policy and administrative procedures, subject to stated limitations and exceptions. However,~~  
~~f~~Failure of the Board or the Administration to comply with policy, **Board Operating**

**Guidelines**, or administrative procedures shall not invalidate any lawful action taken. ~~[1][5]~~  
~~[3][4][6][7][12][13][18]~~

### **Delegation of Responsibility**

~~The composition, organization, duties, and powers of the Board are prescribed by the Public School Code of 1949, Home Rule Charter, and other applicable law. The Board shall exercise its collective authority in public meetings through a majority vote. [1][2][3][4][5]~~

~~As a collective body, the Board shall set clear, aligned goals that drive decision-making and policy-making to foster strategic planning and investments in support of student achievement.~~

In carrying out their **core** duties as the governing body, the Board shall:

1. Adopt operating and capital budgets; **[31]**
2. Approve investments that align with the Board's **Goals and Guardrails** ~~priorities~~; **[14]**
3. Appoint and evaluate the Superintendent of Schools; **[32]**
4. **Adopt policies for its own operation and for the guidance of the Superintendent in the operation of the District; [31]**
5. Consider the values and ~~interests~~ **voice** of all stakeholders;
6. Evaluate **and audit** progress towards the District's goals; **[14]**
7. Communicate to the public the Board's ~~priorities~~, **Goals and Guardrails**, policies, and accomplishments; **[33]**
8. **Serve as authorizer of Philadelphia Charter Schools pursuant to the Charter School law; [34]**
9. **Serve as Board of Directors for Intermediate Unit 26 [35]**
10. Establish and communicate a process by which to seek public input; **[34]**
11. **Establish and maintain non-voting Student Representatives; [29][36] and**
12. **Establish and maintain a Parent and Community Advisory Committee. [37][38]**

As individual members and public officials, it is the duty of Board Members to build public confidence in their management of the ~~School~~ District and operate under the highest ethical standards. **[39]**

In carrying out their duties as a member of the Board, a Board Member shall:

1. Participate in Board meetings and follow parliamentary procedures;
2. Govern by adopting Board policies; ~~and~~
3. Act in a reasonable manner in the best interest of the Philadelphia's public school students; ~~and~~
4. **Follow the Board's Principles of Governance and Leadership. [40]**

~~The Board may include language within each policy to delegate responsibilities to the Superintendent or designee to create, implement, and review administrative procedures. Administrative procedures are not part of Board policy and may be altered by the administration without formal action by the Board. Administrative procedures shall not conflict with Board policy or with applicable law.~~

### **Limitations**

~~Board policies and administrative procedures are not intended and shall not be construed to supersede or preempt any applicable law. All Board policies and administrative procedures shall be interpreted and administered consistent with applicable law. The Board shall make the final interpretation of its policies, and the administration shall make the final interpretation of its procedures, subject to any review as determined by the Board.~~

~~Board policies and administrative procedures are not intended to create a cause of action not independently established in law.~~

~~Board policies and administrative procedures shall not preempt, create, supplant, expand or restrict the rights or liabilities of students, employees, residents or others within the school community beyond those established by law.~~

#### *Rules Of Construction*

~~In ascertaining the intent of the Board in adopting a policy of the Administration in establishing a procedure, the following presumptions, among other legally applicable presumptions, may be used:~~

- ~~a. That neither the Board nor the administration intends a result that is absurd, impossible to execute, unreasonable~~
- ~~b. That neither the Board nor the administration intends to violate federal or state Constitutions, Home Rule Charter or any other applicable law.~~
- ~~c. That the Board and the administration intend that the language used be interpreted using its ordinary meaning unless the policy or procedure explicitly defines the language otherwise.~~

~~If any policy or administrative procedure can be given multiple interpretations, the Board and the administration intend that only constitutional and lawful interpretations shall be valid, and that neither an unconstitutional nor an unlawful interpretation was intended.~~

#### **Legal References:**

1. [PA Const. Art. III Sec. 14](#)
2. [Home Rule Charter](#) §12-100 et seq.
3. [24 P.S.](#) §2-211
4. [24 P.S.](#) §3-301
5. [Home Rule Charter](#) §12-301
6. [24 P.S.](#) §4-407
7. [24 P.S.](#) §5-510
8. [Home Rule Charter](#) §12-209
9. [Home Rule Charter](#) §12-300
10. [Home Rule Charter](#) §12-303
11. [First Class City Public Education Home Rule Act](#) – 53 P.S. § 13201 et seq.
12. [State Board of Education Regulations](#) – 22 PA Code §4.12
13. [State Board of Education Regulations](#) – 22 PA Code §4.13
14. [Policy](#) 003.1 - Goals and Guardrails
15. [24 P.S.](#) §5-503
16. [24 P.S.](#) §5-507
17. [24 P.S.](#) §5-501
18. [24 P.S.](#) §5-502



19. [Home Rule Charter](#) §12-201
20. [Home Rule Charter](#) §12-305
21. [24 P.S.](#) §5-502.1
22. [24 P.S.](#) §5-511
23. [24 P.S.](#) §8-801
24. [24 P.S.](#) §8-803
25. [24 P.S.](#) §13-1301
26. [24 P.S.](#) §13-1302
27. [24 P.S.](#) §14-1411
28. [24 P.S.](#) §18-1844
29. [Home Rule Charter](#) §12-200
30. [Policy](#) 003.2 - Policy Setting
31. [Policy](#) 604 - Budget Adoption
32. [Policy](#) 003.3 - Employment of the Superintendent
33. [Policy](#) 007 - Public Engagement
34. [24 P.S.](#) §17-1717A
35. [24 P.S.](#) §9-902A
36. [Policy](#) 004.1 - Non-Voting Student Board Representatives
37. [Policy](#) 004.2 - Parent and Community Advisory Council
38. [Home Rule Charter](#) §12-311
39. [Policy](#) 008 - Ethics Policy
40. [Policy](#) 009 - Principles of Governance and Leadership

**Related Information:**

1. [Pennsylvania Sunshine Act](#)
2. [Public Official and Employee Ethics Act](#)

**Legal References:**

1. ~~Public [School Code](#) — 24 P.S. Secs. 211, 407, 501, 502, 502.1, 503, 510, 511, 693, 696, 801, 803, 1301, 1717-A, 1844~~
2. ~~[Pennsylvania Constitution](#) — PA Const. Art. III Sec. 14~~
3. ~~[Home Rule Charter](#) — Secs. 12-209, 12-300, 12-308, 12-200, 12-209, 12-300, 12-305, 12-308, 12-500~~
4. ~~[First Class City Public Education Home Rule Act](#) — 53 P.S. Sec. 13201 et seq.~~
5. ~~[State Board of Education Regulations](#) — 22 PA Code Sec. 4.13~~
6. ~~Board Policy — 000, 001, 002~~

**Related Information:**

1. ~~Pa Sunshine Act~~
2. ~~Public Official and Employee Ethics Act~~

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 003 -  
Functions  
ADOPTED:  
REVISED:

## **POLICY 003 - FUNCTIONS**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 003 Functions

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0023

SECTION: Board Bylaws

TITLE: Functions

ADOPTED: August 16, 2018<sup>1</sup>

REVISED:

## 0023: FUNCTIONS

### Purpose

The Board of Education (“**Board**”) shall govern The School District of Philadelphia (“**District**”) and **conduct** its duties as Philadelphia’s charter authorizer by performing **the functions and key** ~~its legislative and executive responsibilities set forth as outlined~~ within this policy. [1][2][3][4]

### Definitions

~~**Administrative Procedures** – written documents based on policy that outline and describe the means by which a policy should be implemented, specific responsibilities or action steps, consequences for violations, and could include sample forms or guides.~~

~~**Board Policies** – general written statements by the Board defining its expectations or position on a particular matter and authorizing or delegating responsibilities to implement appropriate actions to govern those expectations. Board policies authorize a framework within which the Superintendent and staff can implement assigned duties with positive direction. Policies are broad principles adopted by the Board to chart a course of action. Policies are guides for action by the administration, who then sets the rules and regulations to provide specific directions to school district personnel through administrative procedures.~~

~~**Policy Manual** – a governance tool that contains all policies adopted by the Board of Education.~~

### Authority

~~The Board of Education shall to execute its duties and responsibility as the governing body of the District and charter authorizer in Philadelphia, by exercising its adopting policy making and executive power. The Board shall establish policies and evaluation criteria to manage its legislative and executive duties. [1][2][3][4]~~

The Pennsylvania Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of The School District of Philadelphia (“**District**”) and its operations. [1][2][3]

### Legislative Responsibility

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<sup>1</sup> This policy was originally adopted as Policy 002: Functions

The Board is the policy making body for the ~~School District of Philadelphia~~. The Board shall establish, review, and adopt policies for the organization and operation of the District. Board policies must be maintained in a Policy Manual which is accessible to the public, employees, students, family members, community members, and Philadelphia residents. ~~[1][2][3][4][5][6][7][8][9][10][11][15][16][18][19]~~

~~Board policies must guide Board actions and be used as a tool to communicate the Board's standards and expectations to the public. All Board policies shall be adopted, amended, or repealed by a majority vote of the Board. The adoption, modification, repeal or suspension of a Board policy shall be recorded in the minutes of the Board meeting. Proposed policies shall be submitted for consideration to the Board by the Superintendent or the Board's Policy Committee. [1][2]~~

### **Fiduciary Responsibilities**

**The Board shall exercise its fiduciary responsibilities and duties as required by applicable law, including but not limited to the following [20][21][22][23][24][25][26]:**

- **Review of budgets, financial statements, and accounting practices;**
- **Ensure proper internal controls, compliance, safeguarding of assets; and**
- **Authorize the District's budgetary and financial decisions.**

### **Executive Responsibility**

The Board shall exercise its governance responsibility by the appointment of a District Superintendent, who shall enforce the statutes of the Commonwealth, Board policies, and all applicable laws and regulations. The Superintendent shall be appointed and annually evaluated by the Board in accordance with established Board **Operating Guidelines** ~~procedures~~ and evaluation criteria. ~~[1][2][3][4][5][7][8][12][13][14][15][16][17][27][28][29]~~

The Superintendent shall be responsible for implementing Board policies and establishing ~~Administrative p~~**Procedures** for the operation of the ~~school d~~**District**. Administrative ~~p~~**Procedures** shall **not** be inconsistent with state and federal statutes or regulations and Board policies. **The Board reserves the right to review and to direct revisions of Administrative Procedures when it considers the procedures to be inconsistent with Board policy or District practices. However, the Board shall not adopt Administrative Procedures unless required by law or requested by the Superintendent.** ~~[3][15][16][17]~~

The Board delegates authority to the Superintendent to take necessary action in circumstances not provided for in Board policy. The Superintendent shall promptly inform the Board of such actions and the Superintendent's decision may be subject to review by the Board.

**The Superintendent shall implement a procedure to inform Board Members and designated employees of their responsibility under the Ethics Law. [30]**

Whenever responsibility is delegated to the Superintendent, the Superintendent may designate a representative to act on ~~his/her~~ **their** behalf.

**The Board establishes and oversees the Office of the Board of Education and delegates administrative operations of this office to the Board Chief of Staff.**

**The Board shall receive direct support from the General Counsel who dual reports to the Board and Superintendent.**

**The Board also establishes and oversees the Charter Schools Office, Office of Auditing Services, and the Office of Inspector General. [31][32][33]**

### Review

The Board may ~~have~~ **exercise** jurisdiction over controversies or disputes arising within ~~their school district~~. The Board's jurisdiction may be conveyed by statute or reserved by the Board through contract or Board policy. ~~[1][2][3][4][5][6][7][10][11][15][20][21]~~

Pursuant to its jurisdiction **and in furtherance of its adjudicatory function**, the Board may hold hearings **in accordance with law** which shall offer the parties to a dispute, on notice duly given, a fair and impartial forum for the resolution of the matter. [[2 Pa. C.S.A. 551 et seq](#)][34]

The Board shall comply with and adhere to the necessary requirements of due process. Hearings may vary in form and content. To the extent permitted by law, the Board may delegate the responsibility of conducting hearings to a hearing officer, while still retaining legal obligations for final adjudication of the dispute.[34]

### Legal References:

1. [24 P.S. §5-505](#)
2. [24 P.S. - §5-510](#)
3. [Home Rule Charter](#) - §12-209
4. [Public School Code](#) – 24 P.S. §4-407
5. [Public School Code](#) – 24 P.S. §5-508
6. [Public School Code](#) – 24 P.S. §5-511
7. [Public School Code](#) – 24 P.S. §5-514
8. [Public School Code](#) – 24 P.S. §6-696
9. [Public School Code](#) – 24 P.S. §11-1106
10. [Public School Code](#) – 24 P.S. §17-1717-A
11. [Public School Code](#) – 24 P.S. §17-1729-A
12. [Public School Code](#) – 24 P.S. §10-1001
13. [Public School Code](#) – 24 P.S. §10-1081
14. [Public School Code](#) – 24 P.S. §17-1715-A
15. [Home Rule Charter](#) – §12-300
16. [Home Rule Charter](#) – §12-301
17. [Home Rule Charter](#) – §12-400
18. [65 P.S. §67.701](#)
19. [Policy 003.2](#) - Policy Setting
20. [Home Rule Charter](#) – §12-303
21. [Home Rule Charter](#) – §12-304
22. [Policy 007](#) - Public Engagement

23. [Policy](#) 602 - Budget Planning
24. [Policy](#) 603 - Budget Preparation
25. [Policy](#) 604 - Budget Adoption
26. [Policy](#) 616 - Payment of Bills
27. [Policy](#) 003.3 - Employment of the Superintendent
28. [Policy](#) 003.1 - Goals and Guardrails
29. [Action Item 28](#) from December 10, 2020 meeting
30. [Public Officials and Employee Ethics Act](#) – 65 Pa. C.S.A. Sec. 1101 et seq.
31. [Policy](#) 400 - Charter School Monitoring Structures
32. [Policy](#) 1100 - Office of Auditing Services
33. [Policy](#) 1200 - Office of Inspector General
34. [Local Agency Law](#) – 2 Pa. C.S.A. Sec. 551 et seq.

**Legal References:**

1. [Public School Code](#) – 24 P.S. Secs. 407, 508, 510, 511, 514, 696, 1001, 1081, 1106, 1715-A, 1717-A, 1729-A
2. [Home Rule Charter](#) – 12-209, 12-300, 12-301, 12-400
3. [Local Agency Law](#) – 2 Pa. C.S.A. Sec. 551 et seq.
4. [Public Officials and Employee Ethics Act](#) – 65 Pa. C.S.A. Sec. 1101 et seq.
5. Board Policy 000, 002.1, 002.2

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 003.1 -  
Goals and Guardrails  
ADOPTED:  
REVISED:

## **POLICY 003.1 - GOALS AND GUARDRAILS**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 003.1 Goals and Guardrails

Board Operating Guidelines 003.1 Goals and Guardrails

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0083.1

SECTION: Board Bylaws

TITLE: Goals and Guardrails

ADOPTED: June 29, 2023

REVISED:

## 0083.1 GOALS AND GUARDRAILS

### **Purpose**

The Board of Education's ("Board") vision guides the work of The School District of Philadelphia's ("District") administration and staff and focuses priorities on student achievement, educational equity, and safe learning environments. The purpose of this policy is to define Goals and Guardrails as the Board's governance model for the District to institutionalize. This governance model shall be student outcomes focused, putting students first and aligning decision-making to support current and future student achievement and to hold the District accountable for achieving this.

### **Definitions**

For purposes of this policy, terms are defined as follows:

**Goals and Guardrails:** A strategic governance framework that is focused on student outcomes through a strategic vision to be reviewed at least every five (5) years.

**Goals:** The targets used to monitor student learning and measure the District's progress towards accomplishing discrete benchmarks of academic achievement and college and career readiness.

**Guardrails:** The nonnegotiable conditions that must exist in schools to support achieving the Goals.

### **Authority**

The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of the District and its operations. [1][2][3]

It is the Board's responsibility to set the vision and direction for the District. To do this, the Board is committed to governing with a clear focus on student outcomes; establishing clear and specific goals for the District; dedicating significant time to monitoring progress toward the achievement of goals; and to review its five-year Goals and Guardrails targets at least every five (5) years to improve academic achievement for all students.



This is a collective responsibility shared by members of the Board and through the engagement of District employees, parents/guardians and caregivers, members of the Philadelphia community, and all those in a position to affect this work.

Goals and Guardrails reflect the Board's commitment to educational equity in safe and nurturing school communities; setting high academic standards; and holding itself and the District accountable for improvements in student achievement.

### **Mandatory Regulatory Procedures**

#### **Core Requirements**

To effectuate its governance model, the Board shall commit itself and the District to:

- Foster a culture that is centered around the Goals and Guardrails
- Align strategic planning to the Goals and Guardrails
- Regularly monitor progress toward achievement of the Goals and Guardrails
- Audit the effectiveness of monitoring and governance structures
- Perform management reviews to annually evaluate the Superintendent, self-evaluate the Board's own adherence to this governance framework, and assess strategic plan implementation

At least every five (5) years, the Board shall adopt through resolution specific interim targets for achieving each of the below Goals and Guardrails and expects the District to meet those targets:

- Goals
  - All students read on **or above** grade level
  - All students ~~are proficient~~ **performs on or above grade level** in math
  - All students graduate college and career ready
- Guardrails
  - Every school will be a safe, welcoming, and healthy place where ~~our~~ students, staff, and community want to be and learn each day. This means that ~~our~~ schools will be: 1) environmentally safe and clean; and 2) spaces with inclusive climates that provide students with access to robust social, emotional, and mental health supports.
  - Every student will have a well-rounded education with co-curricular opportunities, including arts and athletics, integrated into the school experience.
  - Every parent and guardian will be welcomed and encouraged to be partners in their child's school community.
  - ~~Our~~ **s**Students' potential will not be limited by practices that perpetuate systemic racism and hinder student achievement.

Board Members shall assess action items, budgets, and District initiatives through the lens of how each supports the above Goals and Guardrails.

To modify the above Goals and Guardrails, the Board shall follow its existing policy setting process in addition to **an additional** public engagement process with students, parents and family

members, staff, and community members. This public engagement process shall inform any changes that are made to the Goals and Guardrails. [4]

**Legal References:**

1. [24 P.S.](#) - Sec. 5-505
2. [24 P.S.](#) - Sec. 5-510
3. [Philadelphia Home Rule Charter](#) - Sec. 12-209
4. [Policy 003.2](#) - Policy Setting

**Related Information:**

1. 0083.1 Goals and Guardrails Board Operating Guidelines

Effective: June 29, 2023

Revised:

## **Board Operating Guidelines for Board of Education Goals and Guardrails**

(Attachment for Policy No. 0083.1)

### **Purpose**

The purpose of these Board Operating Guidelines is to effectuate Policy 0083.1: Goals and Guardrails, which reflect the Board of Education's ("Board") student outcomes-focused governance model to ensure educational equity in a safe and nurturing school community; the setting of high academic standards; and, accountability for improvements in student achievement.

### **Board Procedures**

#### **Foster a Culture**

To foster a Board culture that establishes a shared commitment to governing with a focus on student outcomes, each Board Member's onboarding will include an overview of the Goals and Guardrails governance model. After receiving adequate background and orientation to this **governance** framework ~~of governance~~, Board Members will sign a commitment letter stating their acknowledgement of the activities required for it to be successful.

Board Members also have access to professional development through The School District of Philadelphia ("District"), Pennsylvania School Board Association (PSBA), Council of Great City Schools, area universities, and other organizations.

#### **Strategic Planning Framework**

At least every five (5) years, the Board shall adopt, through resolution, specific targets for achieving each of the Goals and Guardrails.

Budgets are value statements and any request for and approval of District funding must be made in accordance with the defined Goals and Guardrails.

As such, all Action Items during monthly meetings should include reference to which Goal/s and Guardrail/s the Action Item will directly support.

Additionally, annual budget development will be conducted and presented in alignment to the Board's Goals and Guardrails.

To ensure the Goals and Guardrails are achieved, it is also necessary for the Board to develop and implement short- and long-term communications and coalition building strategies to ensure buy-in from key stakeholder groups.

This communications and coalition building strategy should include, but not be limited to:

- 1. Aligning the work of the Office of the Board of Education to the Goals and Guardrails**
- 2. Implementing regular communications from the Board**
  - a. Quarterly Board newsletter
  - b. Structured social media strategy
  - c. Goals and Guardrails-aligned branding
  - d. Regular press and opinion pieces
- 3. Maintaining a communications toolkit that promotes shared messaging for public education in Philadelphia, including:**
  - a. Social media content
  - b. Website information
  - c. One pagers
  - d. Frequently asked questions (FAQs)
- 4. Framing budget conversations and budget asks in the context of the Goals and Guardrails**
- 5. Translating all Goals and Guardrails documents, including but not limited to, the below into plain English language and major SDP languages:**
  - a. Monitoring calendar
  - b. Board self-evaluation
  - c. Superintendent evaluation
  - d. Goals and Guardrails presentation materials
  - e. Monitoring reports

~~Maintaining a communications toolkit that promotes shared messaging for public education in Philadelphia, including:~~

- ~~f. Social media content~~
- ~~g. Website information~~
- ~~h. One pagers~~
- ~~i. Frequently asked questions (FAQs)~~

~~Framing budget conversations and budget asks in the context of the Goals and Guardrails~~

~~Implementing regular communications from the Board~~

- ~~j. Quarterly Board newsletter~~
- ~~k. Structured social media strategy~~
- ~~l. Goals and Guardrails-aligned branding~~
- ~~m. Regular press and opinion pieces~~

~~Aligning the work of the Office of the Board of Education to the Goals and Guardrails~~

The key audiences that should be engaged in the above activities include, but are not limited to:

- Internal
  - Students (including disengaged and at-risk youth)
  - Parents and family members
  - Staff (school- and central office-based)
  - Board's Parent and Community Advisory Council (PCAC)
- External
  - Community members

- Education advocates
- Community organizers and parent-led organizations
- Elected officials
- Editorial boards and radio hosts
- Charter schools

To modify these Goals and Guardrails, the Board will conduct an extensive public engagement strategy with the above internal and external stakeholders. This engagement strategy shall be conducted in a way that allows individuals who speak a language other than English to meaningfully participate, including live interpretation where appropriate.

This public engagement process will include, but not be limited to:

- A Listening tour
- Town halls
- A digital and paper survey

### Progress Monitoring

The Board will receive and review a Quarterly School Manager Report providing updates on the District's finances. As requested, the District will provide briefings on this report.

In order to regularly monitor progress toward achieving the Board's Goals and Guardrails, it is necessary to identify, vet, and finalize indicators to regularly monitor.

At ~~a monthly~~ **regular** public meetings, the Board will monitor the District's progress toward achieving the Goals and Guardrails. Each ~~month~~ **meeting** will focus on the identified interim indicator/s for the Goals and Guardrails.

Designated Board Member facilitators will work with the Chief of the Office of Research and Evaluation to agree on these indicators for each Goal and each Guardrail. This same group will prepare with the Office of Research and Evaluation before each ~~month's~~ regular monitoring session.

During the progress monitoring session, the designated Board Member facilitators will:

1. Announce the Goal/s or Guardrail/s to be monitored
2. Introduce the District staff who will walk through the prepared presentation
3. Facilitate questions and answers from Board Members on the presentation
4. Summarize what was discussed and any necessary follow up or next steps for the District

The indicators currently used to regularly measure progress include:

<b>Goals</b>		
<b>Goal</b>	<b>Interim Target</b>	<b>Interim Leading Indicator/s</b>
<b>Goal #1</b> <i>(All students read on or above grade level)</i>	The percentage of students in grades 3-8 who are proficient on the state ELA assessment will grow from 35.7% in August 2019 to 65.0% by August 2026.	<del>The percentage of students in grades 3-8 who score at or above grade-level on the District's within-year reading assessment in Fall, Winter, and Spring each year.</del>  <b>Leading Indicator 1.1: The percentage of students in grades 3-8 who are At Target on the District's within-year reading assessment.</b>
		<del>Closing the Gap: The percentage of students, by subgroup, in grades 3-8 who score at or above grade-level on the District's within-year reading assessment in Fall, Winter, and Spring each year.</del>  <b>Leading Indicator 1.2: The percentage of students in grades 3-8 with high growth on the District's within-year reading assessment.</b>
<b>Goal #2</b> <i>(All students read on or above grade level)</i>	The percentage of 3rd grade students who are proficient on the state ELA assessment will grow from 32.5% in August 2019 to 62.0% by August 2026.	<del>The percentage of students in grades K-3 who score at or above grade-level on the District's within-year reading assessment in Fall, Winter, and Spring each year.</del>  <b>Leading Indicator 2.1: The percentage of students in grade 3 who are At Target on the District's within-year reading assessment.</b>
		<del>Closing the Gap: The percentage of students, by subgroup, in grades K-3 who score at or above grade-level on the District's within-year reading assessment in Fall, Winter, and Spring each year.</del>  <b>Leading Indicator 2.2: The percentage of students in grades K-2 who are At Target on the District's required reading Curriculum-Based Measures.</b>
<b>Goal #3</b> <i>(All students perform on or above grade level <del>are</del> proficient in math)</i>	The percentage of students in grades 3-8 who are proficient on the state Math assessment will grow from 21.5% in August 2019 to 52.0% by	<del>The percentage of students in grades 3-8 who score at or above grade-level on the District's within-year math assessment in Fall, Winter, and Spring each year.</del>  <b>Leading Indicator 3.1: The percentage of students in grades 3-8 who are At Target on the</b>

	August 2026.	<p><b>District's within-year math assessment.</b></p> <p><del>Closing the Gap: The percentage of students, by subgroup, in grades 3-8 who score at or above grade level on the District's within-year math assessment in Fall, Winter, and Spring each year.</del></p> <p><b>Leading Indicator 3.2: The percentage of students in grades 3-8 with high growth on the District's within-year math assessment.</b></p> <p><b>Leading Indicator 3.3: The percentage of students in grades K-2 who are At Target on the District's required math Curriculum-Based Measures.</b></p>
<p><b>Goal #4</b> <i>(All students graduate ready for college <del>or</del> and career)</i></p>	<p>The percentage of students who are proficient on all three state high school assessments (Algebra, Literature, and Biology) by the end of their 11th grade year will grow from 22.2% in August 2019 to 52.0% by August 2026.</p>	<p><del>The percentage of students in grades 9-11 who score at or above grade level on the District's within-year math and reading assessments in Fall, Winter, and Spring each year.</del></p> <p><b>Leading Indicator 4.1: The percentage of students who are proficient on all three state high school assessments (Algebra, Literature, Biology) by the end of their 10th grade year.</b></p> <p><del>The percentage of students who are proficient on all three state high school assessments (Algebra, Literature, and Biology) by the end of their 10th grade year.</del></p> <p><b>Leading Indicator 4.2: The percentage of first-time 9th grade students who are meeting the District's 9th Grade Firmly On-Track metric.</b></p> <p><del>Closing the Gap: The percentage of students, by subgroup, who are proficient on all three state high school assessments (Algebra, Literature, and Biology) by the end of their 10th grade year.</del></p>
<p><b>Goal #5</b> <i>(All students graduate ready for college <del>or</del> and career)</i></p>	<p>The percentage of Career and Technical Education (CTE) students who pass an industry standards-based competency assessment by the end of their 12th grade year will grow</p>	<p><del>The percentage of 11th grade CTE students who pass their CTE Level 2 coursework (with a grade of A or B).</del></p> <p><b>Leading Indicator 5.1: The percentage of eligible students who take and pass the NOCTI.</b></p>

	from 49.9% in August 2019 to 80.0% in August 2026.	<p>The percentage of 10th grade CTE students who pass their CTE Level 1 coursework (with a grade of A or B):</p> <p><b>Leading Indicator 5.2: The percentage of CTE students who have a documented job placement and/or postsecondary opportunity.</b></p>
<b>Guardrails</b>		
<b><i>Guardrail</i></b>	<b><i>Interim Target</i></b>	<b><i>Interim Leading Indicator/s</i></b>
<b>Guardrail #1</b>	Every school will be a safe, welcoming and healthy place where our students, staff and community want to be and learn each day. This means that our schools will be: 1) environmentally safe and clean; and 2) spaces with inclusive climates that provide students with access to robust social, emotional, and mental health supports.	<p><del>The percentage of schools with both a high Overall District Wide Survey Climate rating and a high Overall District Wide Survey Instruction rating will grow from 17.7% (38 schools) in August 2020 to 58.6% (126 schools) by August 2026.</del></p> <p><b>Indicator 1.1: The percentage of school-based positions filled each year by October by employees with standard credentials in the 50 lowest performing schools.</b></p>
		<p><del>The percentage of schools certified as Lead-Safe and identified as No Asbestos Detected (NAD) will grow from X% in August 2020 to Y% by August 2026. (Data Availability TBD)</del></p> <p><b>Indicator 1.2: The average completion time for Work Orders specific to restrooms and hydration stations.</b></p>
		<p><del>The percentage of schools with at least two FTE (full-time equivalent) positions, per 500 students, to support student mental and behavioral needs will grow from 43.3% (93 schools) in August 2020 to 71.2% (153 schools) by August 2026.</del></p>
<b>Guardrail #2</b>	Every student will have a well-rounded education with co-curricular opportunities, including arts and athletics, integrated into the school experience.	<p><del>The percentage of K-8 students enrolled in visual or performing arts courses at each school will grow from 89.9% in August 2020 to 100.0% by August 2026.</del></p> <p><b>Indicator 2.1: The percentage of K-12 students enrolled in a visual or performing arts course at each school.</b></p>
		<p><del>The percentage of high school students participating in co-curricular activities, including</del></p>



		<p><del>athletics, at each school will grow from X% in August 2020 to Y% by August 2026. (Data Availability TBD)</del></p> <p><b>Indicator 2.2: The percentage of K-12 students participating in co-curricular activities, including athletics, at each school.</b></p>
<b>Guardrail #3</b>	Every parent and guardian will be welcomed and encouraged to be partners in their child's school community.	<p><del>The percentage of schools with a high Overall District Wide Survey School Relationship rating will grow from 20.0% (43 schools) in August 2020 to 61.9% (133 schools) by August 2026.</del></p> <p><b>Indicator 3.1: The number of school-sponsored community events held at each school.</b></p>
		<p><del>The percentage of schools that have a School Advisory Council (SAC) that holds three or more meetings per year will grow from 89.3% (192 schools) in August 2020 to 100.0% (215 schools) by August 2026.</del></p> <p><b>Indicator 3.2: The percentage of staff trained to use language access services.</b></p>
<b>Guardrail #4</b>	Our sStudents' potential will not be limited by practices that perpetuate systemic racism and hinder student achievement.	<p><del>Among 8th grade students who are qualified to attend Special Admission High schools, the percentage who are Black/African American or Hispanic/Latinx will grow from 33.8% in August 2020 to at least 52.0% (making progress towards being proportional to population as a whole) by August 2026.</del></p> <p><b>Indicator 4.1(a): The percentage of 5th and 8th grade students who are qualified to attend Criteria-based Schools, by student group.</b></p>
		<p><del>The percentage of suspensions received by Black/African American students will decrease from 72.6% in August 2020 to no more than 48.3% (proportional to population as a whole) by August 2026.</del></p> <p><b>Indicator 4.1(b): The percentage of qualified 5th and 8th grade students who applied and attend Criteria-based Schools, by student group.</b></p>
		<b>Indicator 4.2: The number of K-8 schools offering Algebra and World Languages.</b>

## Auditing

The Pennsylvania School Board Association (PSBA) has developed best practices related to the “Principles of Governance and Leadership”. These principles will be reviewed by Board Members on an annual basis to check in on each member’s adherence to these established best practices.

This self-evaluation allows time for reflection and changes in practice in the coming school year to ensure the Board maintains a focus on student outcomes and achievement. Part of this evaluation will include analyzing how the Board spends its time during public meetings to ensure a clear focus on student outcomes.

This evaluation tool measures several core principles, including:

- Earnest Advocacy
- Responsible Leadership
- Effective Governance
- Thoughtful Planning
- Continuous Evaluation
- Clear Communication
- Ethical Action
- Focus on Student Outcomes

## Management Review

~~A small work group of Board Members will meet annually.~~ In the Fall, prior to the Superintendent’s evaluation and the December organization meeting, **the Board will to review the implementation of the Board’s** its governance practices ~~are implemented with fidelity to continuously improve effective governing structures.~~ This includes a review of the Board’s:

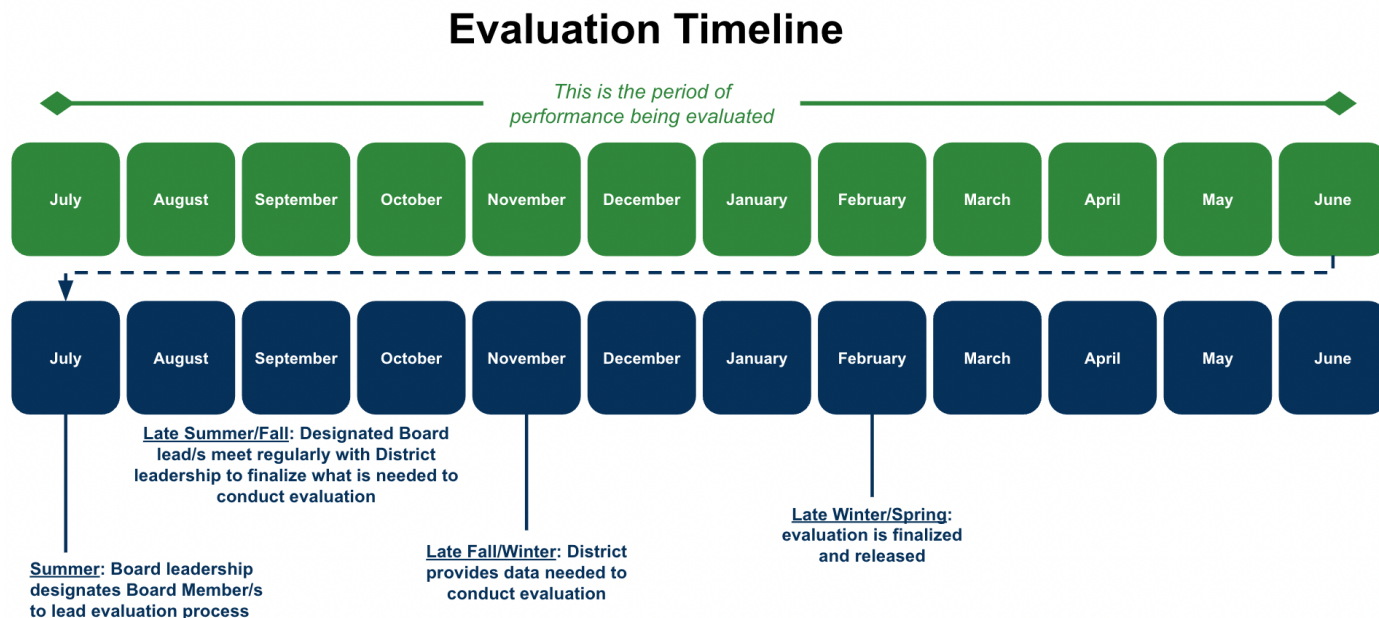
- Goals and Guardrails monitoring
- Financial oversight strategies
- Board governance policies (series 000)
- Audit patterns
- Board’s committee structure
- Office of the Board of Education structure and operations
- Communications and customer service strategies

To ensure District operations are aligned to Goals and Guardrails, the annual evaluation of the Superintendent will be conducted in accordance with the procedures outlined below.

Every August, Board leadership will designate a Board Member/s to lead the evaluation process for the previous, full school year. Throughout the Fall, ~~these~~ **this** Board Member/s will work with District leadership to ensure all the data necessary will be available to the Board in the Winter.

In the Winter, this data will be made available to the Board to input into its ~~adopted~~ Superintendent evaluation template. The evaluation will be written throughout the Winter and finalized for release in the Spring.

These timelines are further outlined in the graphic below:



## District Procedures

### Foster a Culture

To ensure that Goals and Guardrails are the foundation of the District's culture, the Superintendent will work with their leadership team to incorporate Goals and Guardrails into District-wide initiatives and activities. This includes, but is not limited to:

- School Progress Report on Education and Equity (SPREE)
- Philly School Experience Survey (formerly the District-wide Survey)
- ~~Office of Family and Community Engagement (FACE)~~

All central program offices should also align their work to the Board's Goals and Guardrails and the related targets and indicators.

### Strategic Plan

The Superintendent will develop and maintain a 5-year strategic plan for the District that **supports** ~~ensures~~ District achievement of the Goals and Guardrails. This strategic plan will be **adopted** ~~approved~~ by the Board every 5 years and reviewed on an annual basis to make improvements and updates as necessary.

### Progress Monitoring

The Superintendent will provide, ~~at least monthly,~~ **regular** reports and presentations showing District progress toward achieving the Goals and Guardrails.

Leading up to each ~~month's~~ public monitoring session, the Office of Research and Evaluation will meet with the designated Board Member facilitators guiding this work to discuss the outline of the presentation. Each presentation should tell a story to the public **which can include but not be limited to:**

1. Brief overview of the Goal or Guardrail
2. Any necessary technical background or context on the associated indicator/s
3. Overview of past District trends in relation to the indicator/s
4. Overview of the District's current state and progress toward achieving the indicator/s
  - a. Including how ~~we know our~~ investments are/are not working
5. An update on what the District will be doing in the future to ensure continued progress in achieving the indicator/s and, therefore, the Goal or Guardrail
  - a. Including present and future budget implications and anticipated action items

### Auditing

While monitoring occurs on a ~~monthly~~ **regular** basis, there is also a need to occasionally consider deeper analysis as to how the District is progressing toward the Goals and Guardrails. At least annually, the District will assess the indicators and targets used to monitor achievement of the Goals and Guardrails and make recommendations when changes are warranted. The Superintendent may engage external resources as needed to make the necessary assessments.

### Management Review

Annually, the Superintendent will provide a briefing to the Board on the implementation and effectiveness of the District's strategic plan. This will include how the District's current organizational structure and initiatives support the achievement of the Goals and Guardrails. It also will provide an opportunity to identify high risk challenges that could potentially impede progress toward implementation of the Goals and Guardrails.

This briefing will occur between the end of each school year and prior to the start of the following school year.

The Superintendent will also provide an update to the public on the District's implementation of its strategic plan at least annually.

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 003.2 -  
Policy Setting  
ADOPTED:  
REVISED:

## **POLICY 003.2 - POLICY SETTING**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 003.2 Policy Setting

Board Operating Guidelines 003.2 Policy Setting

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 00+3.2+

SECTION: Board Bylaws

TITLE: Policy ~~Manual~~ **Setting**

ADOPTED: August 16, 2018<sup>1</sup>

REVISED:

## 003.2 POLICY ~~MANUAL~~ **SETTING**

### Purpose

~~The Board of Education adopts policies that will be contained in the Policy Manual as a governance tool for the Board of Education and as a resource for district administrators and employees, students, parents/guardians, residents and community members.[1][2]~~

**This policy sets forth the policy setting process by which the Board of Education (“Board”) serves as the policy making body for The School District of Philadelphia (“District”).**

### Definitions

**Administrative Procedures:** written documents that outline and describe the means by which **the District should implement** a policy ~~should be implemented~~. Examples include documents that outline specific responsibilities or action steps, consequences for violations, or sample forms and guides.

**Board Operating Guidelines:** written documents that outline and describe the means by which **the Board should implement** a policy. Examples include documents that outline specific responsibilities or action steps, consequences for violations, or sample forms and guides.

**Board Policies:** a general written statement by the Board defining its expectations or position on a particular matter and authorizing or delegating responsibilities to implement appropriate actions to govern those expectations. Board ~~p~~**Policies** authorize a framework within which the Superintendent and staff can implement assigned duties with positive direction. Policies are broad principles adopted by the Board to chart a course of action. Policies are guides for action by the administration, who then sets the rules and regulations to provide specific directions to ~~school~~ ~~d~~**District personnel through a****Administrative p****Procedures**.

**First Reading:** Policy item is on the agenda of a **meeting of the full Board** ~~or Policy Committee~~ meeting for review and public comment. No formal action can be taken on these items.

~~**Emergency** - any situation or set of circumstances which the Board has reason to believe will close the schools, jeopardize the safety or welfare of district students or employees, or result in~~

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<sup>1</sup> This policy was originally adopted as Policy 002.1: Policy Manual

~~the school dDistrict's noncompliance with state or federal laws.~~

**Second Reading:** Policy item is on the agenda of a meeting of the full Board for consideration and adoption by the Board. Items may only be considered for their ~~S~~second ~~R~~reading once they have been considered for a ~~F~~First ~~R~~Reading. Formal action shall be taken on these items.

**~~Policy Manual~~**—~~a governance tool that contains all policies adopted by the Board of Education.~~

### **Authority**

The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce such reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of the District and its operations.[1][2][3][4][5]

### **Delegation of Responsibility**

The Board shall review and implement Policies regarding the operations of the Board and the conduct of its members and develop Board Operating Guidelines as applicable. Board Operating Guidelines are not part of Board Policy and may be altered by staff of the Office of the Board of Education without official action by the Board. Policies and Board Operating Guidelines shall be consistent with local, state, and federal law or regulations and Board Policies.

The Board directs the Superintendent or their designee to periodically review each Board Policy. The Superintendent shall be responsible for implementing Board Policies regarding the operations of the District and establishing Administrative Procedures. The Board directs the Superintendent to include language within each Policy to delegate responsibilities to the appropriate individuals or offices within the District to develop Administrative Procedures describing the implementation of the Policy. Administrative Procedures are not part of Board Policy and may be altered by the Administration without formal action by the Board. Policies and Administrative Procedures shall be consistent with local, state, and federal law or regulations and Board Policies.

The Board may, upon review at a public meeting, direct the Superintendent or their designee to revise, rescind, or alter Administrative Procedures when it considers the procedures to be inconsistent with Board Policy, District practice, or when adopting a new Policy.

All Board Members, Board staff, and District staff will comply with all applicable Policies contained in the Policy Manual.

Board Policies and Administrative Procedures must be disseminated to students, family members/guardians, and staff who are affected by them each time updates are made and by updating the Policy Manual on the Board website and as set forth in the updated Policy itself.

### **Core Requirements**

**Board Policies shall be used as a tool to communicate the Board's standards and expectations to the public. All Board Policies shall be adopted, amended, or repealed by a majority vote of the Board. The adoption, modification, repeal, or suspension of a Board Policy shall be recorded in the minutes of the Board meeting. Proposed Policies shall be submitted for consideration to the Policy Committee prior to its First Reading.**  
[3]

**Policies shall be periodically amended by the Board, pursuant to statutory mandates, in keeping with applicable laws. Board Policies shall be consistent with law, have a rational and substantial relationship to a legitimate purpose of the Board, and be directed towards the maintenance and support of a thorough and efficient system of public education in this District.**

The Policy Manual shall be considered a public record and shall be available for inspection and access by **the public citizens** on the Board of Education website and in the Board's of Education offices during regular office hours. [3][5][6][7]

Those ~~p~~**P**olicies which are not dictated by state or federal law, regulations of the State Board of Pennsylvania Department of Education, or ordered by a court of competent authority may be adopted, amended, or repealed at any meeting of the Board, provided the proposed ~~p~~**P**olicy has been presented for a ~~F~~**F**irst ~~R~~**R**eadings and is on the agenda for its ~~S~~**S**econd ~~R~~**R**eadings.

Changes to a proposed Board ~~p~~**P**olicy, ~~except for minor editorial revisions,~~ at the ~~S~~**S**econd ~~R~~**R**eadings **which are inconsistent with the underlying purpose of the proposed Policy or proposed amendment** shall cause that reading to constitute a ~~F~~**F**irst ~~R~~**R**eadings. **Otherwise, the Policy may proceed to adoption at the Second Reading.** [1]

The Board may, upon a majority vote, cause to suspend at any time the operation of a Board ~~p~~**P**olicy, provided the suspension does not conflict with legal requirements. Such suspension shall be effective until the next meeting of the Board, unless an earlier time is specified in the motion to suspend.

Board ~~p~~**P**olicies may be adopted or amended at a single meeting of the Board, by waiving **consideration by the Policy Committee and the Ffirst Rreadings.**

### ***Policy Committee***

~~The Board shall establish a Policy Committee to maintain a manual for all policies adopted by the Board.~~

The Policy Committee shall review existing ~~p~~**P**olicy ~~and,~~ **review** recommended revisions, or **review** new policy ~~and when necessary and ensure compliance with applicable municipal, county, state and federal statutes and regulations.~~ The Policy Committee shall make recommendations to the Board of Education on the changes necessary to maintain a current Policy Manual. [1][2][3][6][9]

All recommendations for ~~p~~**P**olicy creation or revision sent by other ~~b~~**B**oard committees will receive priority consideration and review by the ~~p~~**P**olicy ~~e~~**C**ommittee in order to expedite



recommendations for the consideration of the ~~b~~Board. [9]

~~All Board policies shall be adopted, amended, or repealed by a majority vote of the Board. The adoption, modification, repeal or suspension of a Board policy shall be recorded in the minutes of the Board meeting. All current pPolicies shall be maintained in the Board's of Education Policy Manual and disseminated appropriately. [4][6][8]~~

### **Delegation of Responsibility**

~~The Superintendent shall be responsible for implementing Board policies and establishing administrative procedures for the operation of the school district. Administrative procedures shall be consistent with state and federal statutes or regulations and Board Policies.~~

~~The Board reserves the right to review and to direct revisions of Administrative Procedures when it considers the procedures to be inconsistent with Board policy, District practice, or when adopting a new policy. The Board reserves the right to alter or rescind any Administrative Procedures that do not adhere to Board policies.~~

~~Board policies and Administrative Procedures must be disseminated each time updates are made to students, family members/guardians, and staff who are affected by them by updating the Policy Manual on the Board website. [1][2][3][4]~~

### **Legal References:**

1. [Public School Code](#) – 24 P.S. §4-407
2. [Public School Code](#) – 24 P.S. §5-510
3. [Home Rule Charter](#) – §12-209
4. [Home Rule Charter](#) – §12-200
5. [Home Rule Charter](#) – §12-300
6. [Board Policy Manual](#)
7. [Right-to-Know Law](#) – 65 P.S. §§67.101 et seq.
8. [Policy](#) 007 - Public Engagement
9. [Policy](#) 006 - Meetings

### **Related Information:**

1. [Board Review Cycle Overview](#)
2. 003.2 Policy Setting Board Operating Guidelines

### **Legal References:**

- 1.—[Public School Code](#)—24 P.S. Sees. 407, 510
- 2.—[Home Rule Charter](#)—12-209
- 3.—[Right-to-Know Law](#)—65 P.S. Sees. 67.101 et seq.
- 4.—[Pa Sunshine Act](#)—65 Pa.C.S. Sees. 701-716
- 5.—Board of Education Policy—000, 002, 801

Effective:

Revised:

## **Board Operating Guidelines for Board of Education Policy Setting (Attachment for Policy 003.2)**

### **Purpose**

The purpose of these Board Operating Guidelines is to effectuate Policy 003.2: Policy Setting, which sets forth the policy setting process by which the Board of Education (“Board”) serves as the policy making body for The School District of Philadelphia (“District”).

### **Procedures**

#### **Policy Manual - Public Access and Feedback**

The Board’s [Policy Manual](#) can be found on the District’s website. The public can review and provide feedback on any policy at any time via a Google Form available on the [Board’s website](#). Submissions will be reviewed when received and routed to the appropriate District office to consider during policy revisions.

Board policies can also be reviewed by visiting the Office of the Board of Education at 440 N. Broad Street, Philadelphia, PA, 19130, Suite 101 from Monday - Friday, 9:00am to 5:00pm.

If a member of the public wishes to view a policy in their native language, they may contact the Board Office at 215-400-4010 or [schoolboard@philasd.org](mailto:schoolboard@philasd.org) who will have the requested policy translated into the desired language.

#### **Policy Setting Process**

Each Board policy shall be reviewed at least every five (5) years unless a policy is mandated by law to be reviewed more frequently. The Superintendent or their designee will, at least twice annually, set the policy revision schedule. In the header of each policy will be the policy number, policy section, title of the policy, the date it was originally adopted, and the date it was last revised.

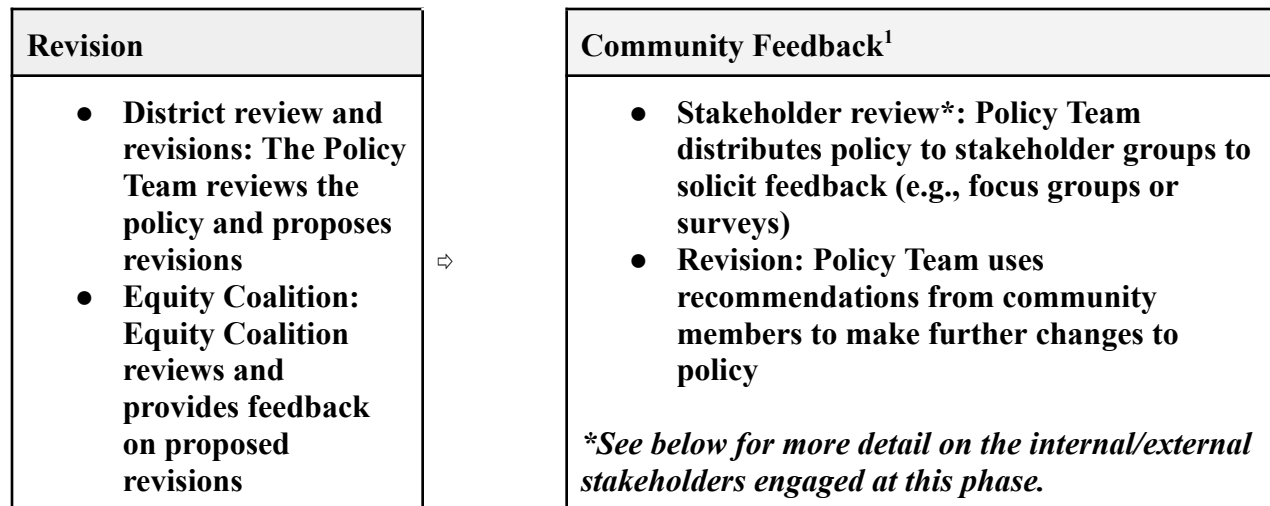
There are 3 ways new policy might be developed or an existing policy might be revised ahead of the every-5-year timeline, these include:

1. New legal requirements or changes (e.g., a change to the Pennsylvania Public School Code)
2. District response to current issues or updated practices (e.g., the District updates their process for issuing personal computers to students)
3. Board request (e.g., the Board makes a formal request for the District to eliminate a policy, create a new policy, or modify an existing policy)

Every Board policy is reviewed and revised by the Policy Team. The Policy Team is made up of at least one representative from 1) the Superintendent’s Office, 2) the Board Office, 3) the department/office that owns the policy, and 4) the Office of General Counsel. A designated lead staff person in the Superintendent’s office will project manage the policy setting process and ensure policies are reviewed and updated in accordance with Policy 003.2 and its Board Operating Guidelines.

The review and feedback process before a Board policy is voted on by the Board is robust. Prior to policies coming before the Board, there are two steps that take place as new policies are developed and when existing policies are revised and shared with relevant community stakeholders for input.

These first 2 steps include:



The internal and external stakeholders that are engaged in the “Community Feedback” phase can include but are not limited to:

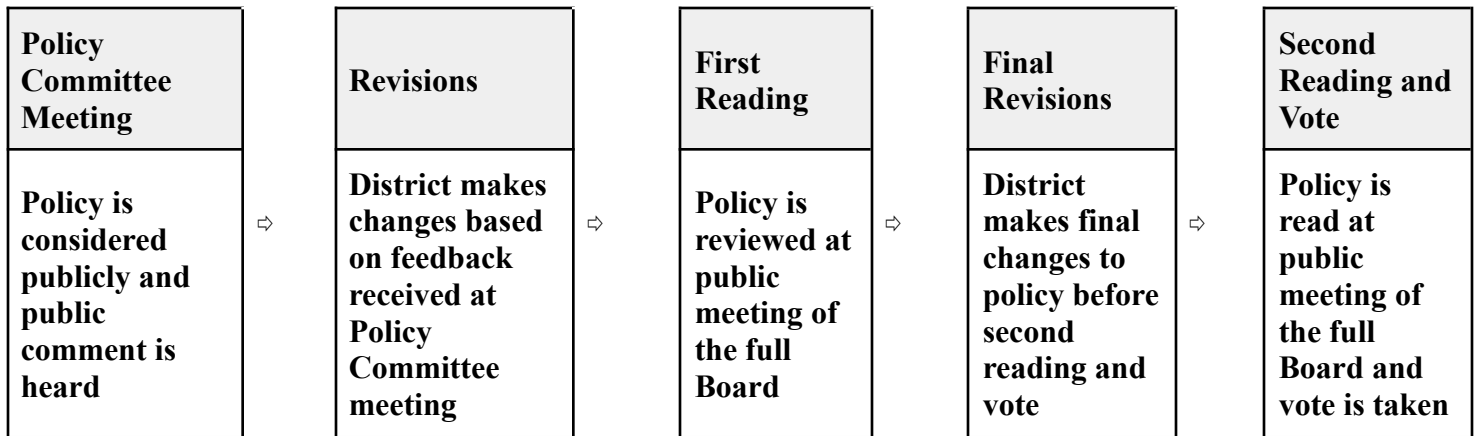
- **Internal stakeholders:** can include stakeholder groups to provide relevant feedback including students, teachers, school leaders, families, and other school staff
- **External stakeholders:** can include stakeholder groups to provide relevant feedback including City agencies, nonprofits, community partners, and advocacy groups
- **District offices:** the Office of Evaluation, Research, and Accountability reviews all policies/Administrative Procedures to provide input on implementation, accountability, and progress monitoring measures. Other District offices that are impacted by or share responsibility over a given policy are also engaged for input throughout the revision process.
- **For Board 000 series policies:** the Pennsylvania School Board Association (“PSBA”) will provide relevant feedback to ensure alignment with the relevant law and best practice.
- **For Board 400 series charter-related policies:** appropriate engagement will be conducted with the charter sector community.

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<sup>1</sup> If a specific stakeholder group is impacted by any particular policy (i.e. a student electronic devices policy that impacts students), then intentional engagement will be conducted to engage that stakeholder group during the policy development process

Following the above two preliminary processes, the proposed policy/policy revisions are made available to the Board. This process starts with Policy Committee Members. Policy Committee Members individually review the policies and submit questions and feedback in writing to the District for written response prior to the Policy Committee meeting. This allows time for the District to make additional updates to policies that will be reviewed at the next scheduled Policy Committee meeting.

Below are the final five steps to the policy setting process:



### Communicating Policy Changes

All newly added and revised policies and their respective Administrative Procedures shall be uploaded to the Board's [Policy Manual](#) following approval by the Board at a second reading and vote at a public meeting.

A designated staff lead in the Office of the Board of Education will upload newly revised policies to the Board's policy manual when they have been voted on and approved by the Board. This will include removing the outdated policy and storing it in the Board's records for future review/reference and uploading the newly revised or newly adopted policy with an updated policy header including an updated "revised" or "adopted" date.

In addition, a District-wide email shall be sent announcing the policy change/s. The department/office that owns the policy also communicates new/revised policies directly to impacted stakeholders about how the updates impact them/their practice.

### Records Retention

As outlined above, the Office of the Board of Education will maintain copies of previous versions of policies for future review/reference. Only the most current adopted version of each policy will be available on the policy manual. These records retention practices shall be in compliance with applicable Board policy.

### Limitations

All Board policies and Administrative Procedures shall be interpreted and administered in a lawful manner. The Board shall make the final interpretation of its policies, and the administration shall make the final interpretation of its Administrative Procedures.

**Board policies and Administrative Procedures are limited by legal constraints, as are the rights of those to whom Board policies and Administrative Procedures apply, and are not intended to give an individual a cause of action not independently established in law.**

### **Rules Of Construction**

**In ascertaining the intent of the Board in adopting a policy, or of the administration in establishing an Administrative Procedure, the following presumptions, among other legally applicable presumptions, may be used:**

- 1. That neither the Board nor the administration intends a result that is absurd, impossible of execution, or unreasonable.**
- 2. That neither the Board nor the administration intends to violate federal or state Constitutions or any other applicable law.**

**If any policy or Administrative Procedure can be given multiple interpretations, the Board and the administration intend that only constitutional and lawful interpretations shall be valid, and that neither an unconstitutional nor an unlawful interpretation was intended.**

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 003.3 -  
Employment of the  
Superintendent  
ADOPTED:  
REVISED:

## **POLICY 003.3 - EMPLOYMENT OF THE SUPERINTENDENT**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 003.3 Employment of the Superintendent

Board Operating Guidelines 003.3 Employment of the Superintendent

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0023.32

SECTION: Board Bylaws

TITLE: Employment of  
Superintendent

ADOPTED: June 27, 1994<sup>1</sup>

REVISED: August 16, 2018

## 003.3 EMPLOYMENT OF SUPERINTENDENT

### Purpose

~~The Board of Education places the primary responsibility and authority for the administration of the district in the Superintendent. Therefore, selection of a Superintendent is critical to the effective leadership and management of the District.~~<sup>[1]</sup>

~~The Superintendent shall be the chief administrative and instructional officer of the District and shall be responsible for the implementation of all actions of the Board, the administration and operation of the schools subject to the policies of the Board, and the supervision of all matters pertaining to instruction in all programs under the direction of the Board.~~<sup>[18]</sup>

**This policy sets forth the Board of Education's ("Board") recruitment, pre-employment, employment, renewal, removal/severance, and succession/transition planning policies for the Superintendent of The School District of Philadelphia ("District").**

### Authority

**The Public School Code and Home Rule Charter authorize the Board, by majority vote of all its members, to elect and fix the compensation of the Superintendent of Schools, whose term shall be not more than six years, renewable at the discretion of the Board.** ~~During the last year of the Superintendent's term or any other time the position of Superintendent becomes vacant, the Board shall meet to appoint, by a majority vote of all members of the Board, a properly qualified District Superintendent.~~<sup>[1][2][3][4][5]</sup>

~~The Board shall set the compensation and term of office for the Superintendent. The term shall be three to five years from the first day of July next following the appointment, renewable at the discretion of the Board.~~<sup>[3][24]</sup>

Whenever the Board finds it impossible or impractical to immediately fill a vacancy in the office of Superintendent, the Board **is authorized to** ~~may~~ appoint an acting Superintendent to serve not longer than one (1) year from the time of appointment.<sup>[4][6]</sup>

~~In the event the Board appoints an acting Superintendent, the Board shall approve and document the recruitment and assessment procedures to be used to permanently fill such vacancy in~~

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<sup>1</sup> This policy was originally adopted as Policy 002.2: Employment of the Superintendent

accordance with Board policy.

**Mandatory Regulatory Procedures:**  
**Core Requirements**

*Search Preparation*

**The Board shall engage the larger Philadelphia community when developing the job specifications for recruiting, hiring, and on-boarding a new Superintendent. This public engagement shall include, but not be limited, to: community listening sessions and the development of a Superintendent Search Advisory Committee. The Board may procure the services of a search firm to assist with search preparation. [7][8][9]**

*Recruitment and Assessment of Candidates*

The Board shall actively seek candidates who meet the qualifications and requirements for the position of Superintendent **as established by the Public School Code Pennsylvania Department of Education regulations, and the Board.** It may be aided in this task by a ~~committee work group of Board members~~ and/or the services of a **search firm** ~~professional consultants.~~ [8][9]

When undertaking a search to fill the position of Superintendent, recruitment procedures shall be prepared and may include the following:

1. Preparation of a job description for the position, written in accordance with the requirements of federal and state laws and regulations **and in alignment to the Board's Goals and Guardrails.**[5][10][11]
2. Preparation of written qualifications, in addition to applicable state requirements, for all applicants. [6][7][8][9][10][12][13][14][15][16]
3. Preparation of informative materials describing the District, the Superintendent position, and the District's educational goals.
4. Opportunity for selected applicants to visit ~~the~~ District schools; **and** meet with internal staff and external stakeholders at the Board's invitation.

Recruitment, screening, and evaluation of candidates shall be conducted in accordance with Board policy, Board established leadership criteria, and **local**, state and federal law.[5][10]

The Board shall determine prior to interviewing finalists which expenses associated with such interviews will be reimbursed by the ~~school d~~District.

A candidate's misstatement of fact material to qualifications for employment or determination of salary shall constitute grounds for dismissal by the Board **either before or after hiring, in accordance with law.**

*Pre-Employment Requirements*

The ~~d~~District shall conduct an employment history review in compliance with state law prior to issuing an offer of employment to a candidate. Failure to accurately report required information shall subject the candidate to discipline up to, and including, denial of employment or termination if already hired, and also may subject the candidate to civil and criminal penalties. The ~~d~~District may



use the information for the purpose of evaluating an applicant's fitness to be hired or for continued employment and may report the information as permitted by law. [11][17]

A candidate shall not be employed until the individual has complied with the mandatory background check requirements for criminal history and child abuse and the ~~ed~~District has evaluated the results of that screening process. [12][13][25][18][19][20]

Each candidate shall report, on the designated form, all arrests and convictions as specified on the form. Candidates shall likewise report arrests and/or convictions that occur subsequent to initially submitting the form. Failure to accurately report such arrests and convictions may subject the individual to denial of employment, termination if already hired, and/or criminal prosecution. [13][25][19][20]

**After receiving a conditional offer of employment but prior to beginning employment, the candidate shall undergo medical examinations, as required by law and as the Board may require.** [21][22][23]

Before entering the duties of the office, the Superintendent shall meet state requirements and take and subscribe to the oath of office prescribed by law. [14][24]

~~After receiving a conditional offer of employment but prior to beginning employment, the candidate shall undergo medical examinations, as required by law and as the Board may require.~~ [15]

### *Employment Contracts*

An individual shall not be employed as Superintendent unless **they have** ~~s/he has~~ signed an employment contract expressly stating the terms and conditions of employment. The written contract shall: [3][4]

1. Contain the mutual and complete agreement between the Superintendent and the Board with respect to the terms and conditions of employment.
2. Consistent with state certification requirements, specify the duties, responsibilities, job description, and performance expectations, including performance standards and assessments as required by law. [16][17][25][26]
3. Incorporate all provisions relating to compensation and benefits to be paid to or on behalf of the Superintendent. [19][27]
4. Specify the term of employment and state that the contract shall terminate immediately, except as otherwise provided by law, upon the expiration of the term unless the contract is allowed to renew automatically as required by law. [3][4]
5. Specify the termination, buyout, and severance provisions, including all post employment compensation and the period of time in which the compensation shall be provided. Termination, buyout, and severance provisions may not be modified during the course of the contract or in the event a contract is terminated prematurely.
6. Contain provisions relating to outside work that may be performed, if any. [20][21][28][29]
7. State that any modification to the contract must be in writing.
8. State that the contract shall be governed by the laws of the Commonwealth.
9. Specify postretirement benefits and the period of time in which the benefits shall be

provided.

### ***Transition and On-Boarding Planning***

To ensure proper continuity of leadership, the Superintendent shall always have at least two (2) other executives on their leadership team sufficiently familiar with the Board and District matters and processes to enable either or both in combination to take over with reasonable proficiency as an acting Superintendent. Upon request by the Board, the Superintendent shall provide this succession plan to the Board in writing. If necessary, the Board, not the outgoing Superintendent, shall appoint an acting Superintendent to serve not longer than one (1) year from the time of their appointment. [6]

To identify a new Superintendent, the Board may authorize the use of a search firm. In on-boarding a new Superintendent the Board may also authorize internal and/or external transition support necessary to prepare the incoming Superintendent to assume and carry out their official duties. These can include but may not be limited to:

1. office space
2. expert or consultant services
3. travel, relocation, and/or legal expenses
4. communication services
5. equipment and supplies
6. printing and binding expenses
7. shipping and mail
8. briefings, workshops, or other orientation activities

To procure the aforementioned search firm and/or transition supports, the Board may waive, to the extent permitted by law, any requirements of Policy 610, Purchases Subject To Competitive Process. [8][9]

### ***Evaluation of the Superintendent***

On an annual basis, the Board shall evaluate the performance of the Superintendent in accordance with the Board's Goals and Guardrails Policy. [11][25]

### ***Renewal***

In order to renew the contract of a Superintendent, the Board shall notify the Superintendent of its intent to retain **or not retain them him/her** for a further term through a majority vote of the Board at a regular **public** meeting of the Board occurring at least ninety (90) days prior to the expiration date of the Superintendent's term of office. In the event that the Board fails to take such action, the Superintendent shall continue in office for a further term of one (1) year **subject to the same terms of their expiring contract**. Upon the conclusion of this **additional** year, the Superintendent's term of office shall terminate unless the Board has taken action, in accordance with this policy, to retain the Superintendent. [3][4]

### ***Removal/Severance***

A Superintendent may be removed from office and have ~~his/her~~ **their** contract terminated, after a hearing, by a majority vote of all members of the Board and in accordance with law. The Board shall publicly disclose at the next regularly scheduled meeting the removal from office of a Superintendent. ~~[22][23][30][31]~~

~~Any negotiated severance of employment prior to the end of the term of the Superintendent's specified contract term shall be limited to either: [3]~~

- ~~1. The equivalent of one (1) year's compensation and benefits due under the contract, if the severance agreement takes effect two (2) or more years prior to the end of the contract term; or~~
- ~~2. The equivalent of one-half (1/2) of the total compensation and benefits due under the contract for the remainder of the term, if the severance agreement takes effect less than two (2) years prior to the end of the contract term.~~

#### **Legal References:**

1. [24 P.S. §5-505](#)
2. [24 P.S. §5-510](#)
3. [Philadelphia Home Rule Charter](#) - §12-209
4. [24 P.S. §10-1073](#)
5. [Philadelphia Home Rule Charter](#) - §12-301
6. [24 P.S. §10-1079](#)
7. [Policy 007](#) - Public Engagement
8. [Policy 610](#) - Purchases Subject To Competitive Process
9. [Policy 611](#) - Exception to Purchases Subject to a Competitive Process
10. [Policy 348](#) - Harassment and Discrimination - Employees
11. [Policy 003.1](#) - Goals and Guardrails
12. [24 P.S. §10-1002](#)
13. [24 P.S. §10-1003](#)
14. [24 P.S. §10-1078](#)
15. [22 PA Code §49.41](#)
16. [22 PA Code §49.42](#)
17. [24 P.S. §11-111.1](#)
18. [23 Pa. C.S.A. §6344](#)
19. [24 P.S. §11-1111](#)
20. [Policy 304](#) - Employment of District Staff
21. [24 P.S. §14-1418](#)
22. [22 Pa. Code §23.43](#)
23. [22 Pa. Code §23.44](#)
24. [24 P.S. §10-1004](#)
25. [24 P.S. §10-10073.1](#)
26. [24 P.S. §10-1081](#)
27. [24 P.S. §10-10075](#)
28. [24 P.S. §10-1007](#)
29. [24 P.S. §10-1008](#)
30. [2 Pa. C.S.A. 551 et seq](#)
31. [24 P.S. §10-1080](#)

### **Related Information:**

1. [24 P.S. 108](#)
2. [24 P.S. 696](#)
3. [24 P.S. 1418](#)
4. [22 PA Code 8.1 et seq](#)
5. [22 PA Code 49.171](#)
6. [22 PA Code 49.172](#)
7. [28 PA Code 23.43](#)
8. [28 PA Code 23.44](#)
9. [28 PA Code 23.45](#)
10. [18 Pa. C.S.A. 9125](#)
11. [23 Pa. C.S.A. 6301 et seq](#)
12. [42 U.S.C. 12101 et seq](#)
13. [Philadelphia Home Rule Charter - 12-400](#)
14. [State Superintendent PK-12 Letter Requirements](#)
15. [003.3 Employment of the Superintendent](#) Board Operating Guidelines
16. [Procurement Manual](#)

### **Legal References:**

- ~~1. 24 P.S. 1001~~
- ~~2. 24 P.S. 1071~~
- ~~3. 24 P.S. 1073~~
- ~~4. 24 P.S. 1079~~
- ~~5. Pol. 104 - Nondiscrimination in Employment Practices~~
- ~~6. 24 P.S. 1002~~
- ~~7. 24 P.S. 1003~~
- ~~8. 24 P.S. 1078~~
- ~~9. 22 PA Code 49.41~~
- ~~10. 22 PA Code 49.42~~
- ~~11. 11. 24 P.S. 111.1~~
- ~~12. 23 Pa. C.S.A. 6344~~
- ~~13. 24 P.S. 111~~
- ~~14. 24 P.S. 1004~~
- ~~15. Pol. 314 - Physical Examinations~~
- ~~16. 24 P.S. 1073.1~~
- ~~17. 24 P.S. 1081~~
- ~~18. Pol. 002 - Functions~~
- ~~19. 20. 24 P.S. 1075~~
- ~~20. 24 P.S. 1007~~
- ~~21. 24 P.S. 1008~~
- ~~22. 2 Pa. C.S.A. 551 et seq~~
- ~~23. 24 P.S. 1080~~

**Related Information:**

~~24 P.S. 108~~

~~24 P.S. 696~~

~~24 P.S. 1418~~

~~22 PA Code 8.1 et~~

~~seq 22 PA Code~~

~~49.171~~

~~22 PA Code 49.172~~

~~28 PA Code 23.43~~

~~28 PA Code 23.44~~

~~28 PA Code 23.45~~

~~18 Pa. C.S.A. 9125~~

~~23 Pa. C.S.A. 6301 et seq~~

~~42 U.S.C. 12101 et seq~~

~~Philadelphia Home Rule Charter - 12-400~~

Effective:

Revised:

## **Board Operating Guidelines for Board of Education Employment of the Superintendent (Attachment for Policy 003.3)**

### **Purpose**

The purpose of these Board Operating Guidelines is to effectuate Policy 003.3: Employment of the Superintendent, which sets forth the Board of Education's ("Board") recruitment, pre-employment, employment, renewal, removal/severance, and succession/transition planning of the Superintendent of The School District of Philadelphia ("District").

### **Procedures**

#### **Search Preparation**

Successfully managing the departure of a Superintendent and the recruitment, hiring and onboarding of a new Superintendent requires substantial planning from the Board. Given the Board is composed entirely of volunteers, it is best practice to procure the services of a search firm to assist with all recruitment, hiring, and onboarding project phases. As such, the Board is authorized through policy to procure such services.

A successful succession plan will account for two different scenarios:

- **A planned transition**

In a planned transition, the Superintendent remains until the end of their contract and a search for their successor would take place while they are still in the role. This allows for a seamless transition between Superintendents.

- **An emergency transition**

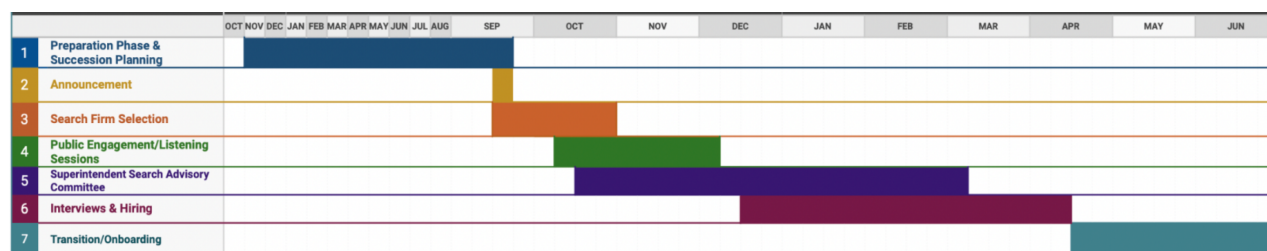
In an emergency transition, the Superintendent does not remain until the end of their contract and a search for their replacement would have to take place with an acting Superintendent appointed to fill the gap in leadership.

In the event that a Superintendent resigns or indicates an impending resignation, the Board President will immediately designate one or two Board Members to lead a Superintendent Transition Team to replace the Superintendent. These designated Board Members will work alongside Board staff, the Office of General Counsel, and any procured search firm to plan for and conduct the search.

A strong succession plan has multiple phases of which some may or may not happen simultaneously depending on the timing of the transition. These phases, to be guided by the designated Board Member-led Transition Team, are as follows:

1. Preparation phase and succession planning
2. Announcement
3. Search firm selection, if needed
4. Public engagement/listening sessions
5. Superintendent Search Advisory Committee
6. Interviews/hiring
7. Transition/onboarding

A sample detailed timeline of the above 7 phases can be found below. This sample Superintendent search was completed over the course of 21 months.



In order to inform the job description and search process for a new superintendent, the Board will engage with external stakeholders by partnering with community organizations to host listening sessions as well as releasing a survey for those unable to attend a listening session. In these engagements, the Board will ask individuals to describe the attributes and skills that they seek in the next Superintendent for the District.

The listening sessions will be held both virtually and in-person at locations across the City that include several sessions at schools. The Board will also hold sessions with employee groups in addition to the sessions held with external organizations. These should include sessions with District leadership, assistant superintendents, central office staff, and any collective bargaining unit whose leadership is interested in participating.

This phase of the search will culminate in a public report documenting what was heard through the engagement process as well as with the publishing of a final job description. The job description should align to and clearly state the expectations of the Board's Goals and Guardrails and the qualifications and requirements established by the Public School Code and Pennsylvania Department of Education regulations.

A Superintendent Search Advisory Committee will be created to bring together diverse stakeholders across the city of Philadelphia to aid the Board in selecting Superintendent candidates. The Superintendent Search Advisory Committee will meet multiple times under the guidance of a search firm and/or Board Members/staff in order to design and prepare for the interview process candidates.

**Members of the Committee shall:**

- **Demonstrate passion for the success of public education in Philadelphia**
- **Have a connection to the District in multiple ways (parent/guardian, caregiver, educator, volunteer, graduate, etc.) and with schools that reflect the many neighborhoods and types of schools that exist across the City**
- **Have experiences with multiple school settings in Philadelphia including charter schools**
- **Be current Philadelphia residents**

**The Committee will include individuals such as: teachers; principals; labor partners; members of the business, educational advocacy, and higher education communities; parents, guardians, and caregivers; and students.**

**The Board will work with key partners such as the Philadelphia Federation of Teachers (“PFT”) and Commonwealth Association of School Administrators (“CASA”) in order to invite individuals who fit these descriptions to apply for the Committee.**

**Recruitment and Assessment of Candidates**

**All individuals engaged in the search process will sign nondisclosure agreements committing them to confidentiality regarding the identity of all superintendent candidates.**

**The Board will provide all candidates with professional, sensitive, and timely communication about the search process. Candidates, regardless of their status within the search, will receive regular and professional updates about the search process and their own status and advancement within the process.**

**The Board or its designee will review candidate applicant files and identify a subset of the applications to receive a first round virtual or in-person interview.**

**The Board may also conduct other checks on the candidate/s including, but not limited to, social media vetting and notable press mentions.**

**The Board or its designee will then conduct first round virtual or in-person interviews with candidates and select a group of semi-finalist candidates who will travel to Philadelphia for in-person interviews with the Superintendent Search Advisory Committee.**

**The Superintendent Search Advisory Committee will then conduct in-person interviews with the semi-finalist candidates, debrief each candidate as a committee, and submit notes and feedback on each of the semi-finalist candidates to the Board for its review. The Board will use these notes and feedback to make its selection of finalist candidates.**

**The Board will select finalist candidates to participate in additional interviews in Philadelphia before making a final decision on the next Superintendent. If any public interviews are carried out, they shall be conducted in a way that allows individuals who speak a language other than English to meaningfully participate, including live interpretation where appropriate.**



## **Employment Contracts**

Preparing for the contracting process will take significant time in advance of the final hiring process. In order to be prepared to quickly and efficiently negotiate a contract, the designated Board Member Transition Team will spend time researching contracts across the country and identifying the key provisions they would like to see in a new contract. The District's Office of General Counsel will be involved in the drafting of all contract drafts and will review and vet all final contract offers before they are presented to the candidate for consideration.

Contract negotiations with the Board's final chosen candidate should be conducted prior to a public announcement. Following the public announcement of the new Superintendent, a special meeting will be held by the Board of Education to authorize the contract with the new Superintendent.

## **Transition and On-Boarding Planning**

To ease preparation, the search, and onboarding in both of the succession scenarios, the current Superintendent will always have at least two other executives on their leadership team sufficiently familiar with the Board and District matters and processes to enable either or both in combination to take over with reasonable proficiency as an acting Superintendent. Upon request by the Board, the Superintendent shall provide this succession plan to the Board in writing.

The transition and onboarding process is intended to support the new Superintendent in a smooth entry into the organization by providing them with the support and independence needed to establish a strong Administration.

Core goals for every transition should include:

- As needed, identifying an individual to serve as acting Superintendent between the current Superintendent's departure and new superintendent's arrival
- Working with the administration to identify and catalog all materials needed to onboard a new Superintendent
- Introducing the new Superintendent to key stakeholders
- Working with the new Superintendent to prepare for submission of a 30-60-90 day plan
- Planning for clear communications to employees and stakeholders before and during the transition
- Providing the new Superintendent with the supports needed for a successful transition and on-boarding

## **Evaluation of the Superintendent**

The Board's Goals and Guardrails [policy](#) and its related [Board Operating Guidelines](#) specify the process, timeline, and components of the Superintendent's annual evaluation.

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 004 -  
Membership  
ADOPTED:  
REVISED:

## **POLICY 004 - MEMBERSHIP**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 004 Membership

Board Operating Guidelines 004 Membership

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0034

SECTION: Board Bylaws

TITLE: Membership

ADOPTED: August 16, 2018<sup>1</sup>

REVISED:

## 0034- MEMBERSHIP

### Purpose

**This policy sets forth the composition of the Board of Education (“Board”) for The School District of Philadelphia (“District”) including the number of Board Members, qualifications and expectations, appointment processes, the role of Student Board Representatives, vacancies, term limits, and removal.**

### Authority

Membership of the Board of Education (“the Board”) is prescribed by the Philadelphia Home Rule Charter. [1][2][3]

### Number of Board Members

The Board shall consist of nine members. There shall also be a **two (2)** non-voting ~~s~~Student ~~advisory member~~ **Representatives** of the Board of Education **appointed and installed by the Board from among the students enrolled in the Philadelphia public schools** and an **identified** alternate ~~appointed by the Board from among the students enrolled in the Philadelphia public schools.~~ **The Superintendent shall have a seat on the Board and the right to speak on all matters, but not the right to vote.** [1][2][4][5]

### Board Member Qualifications

Members of the Board shall be ~~residents registered voters~~ of the City of Philadelphia. No person shall be eligible to be appointed for more than three **(3)** full terms. [3]

**Board Members shall be of good moral character, at least 18 years of age [6], and reflect the diversity of backgrounds, experience and training that is representative of the City, including but not limited to: being the parent(s) of a current or former public school student(s); having training or experience in the areas of business, finance, education, public housing, or community affairs; or, having any other such training or expertise relevant and beneficial to the operations and management of the public school system. [3]**

**The authority of individual Board Members is limited to participating in actions taken by the Board as a collective body. Board Members shall have authority only when acting as the**

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<sup>1</sup> This policy was originally adopted as Policy 003: Membership

collective body unless otherwise permitted by law or Board policy.

### **Board Member Expectations**

Each Board Member shall:

1. File a ~~S~~statement of ~~F~~financial interests ~~form with the State Ethics Commission and Board Member Conflict of Interest Disclosure forms~~ before taking the oath of office or entering upon ~~his/her~~ **their** duties and annually by May 1.
2. Take and subscribe to the oath or affirmation prescribed by statute before entering the duties of the office. ~~[1][2][7]~~
3. ~~Not be engaged in a business transaction with the school district, be employed by the school district, or receive pay for services from the school district, except as provided by law.[3]~~
4. **Not have been removed from any office of trust under federal, state or local laws for any malfeasance in such office.** ~~[8][9]~~
5. Adhere to **all applicable Board policies including signing an acknowledgement of the Board's Ethics and Goals and Guardrails policies** ~~District's Employee Code of Ethics. [10][11][12]~~
6. Complete **and maintain** all mandatory clearances required of volunteers by Child Protective Services Law **including the below** ~~[13][14]~~
  - **Department of Human Services Child Abuse History Clearance**
  - **Pennsylvania State Police Request for Criminal History Records Check**
  - **Federal Criminal History Record Information (CHRI)**
7. **Be prepared for and attend all business meetings of the Board in compliance with established norms and policies including Policy 009.** ~~[15][16][17]~~

### **Board Member Appointments**

Board Members shall be appointed by the Mayor from lists of names submitted to ~~them~~ ~~him/her~~ by the Educational Nominating Panel, and approved by resolution by members of City Council, and in accordance with law. ~~[1][2][18][19]~~

### **Non-~~v~~Voting Student Representatives**

Appointment of the **two (2)** non-voting ~~s~~Student ~~r~~Representatives ~~and alternate student representative~~ shall be approved by a majority vote of Board Members. ~~during the Spring, for a one-year term beginning July 1 of that same year.~~

**To facilitate effective communication and to enhance the opportunity for students to participate in District governance,** ~~the Board shall adopt a policy to establish the selection process and clarify~~ **set forth** the duties and responsibilities of the ~~s~~Student ~~r~~Representatives. ~~[4][5]~~

### **Board Member Vacancies**

~~A vacancy shall be filled for the balance of the unexpired term in the same manner by which each member of the Board is appointed in accordance with law.~~ **Vacancies in the office of**

**Member of the Board shall be filled as provided by law. A vacancy in the office of Member of the Board shall be filled for the balance of the unexpired term. [20]**

### **Board Member Term**

The term of office of each Board Member shall be four years, commencing on May 1 of the year a Mayor's term of office begins<sup>†</sup>. ~~[[~~[21]

~~A Board Member's term shall remain coterminous with the appointing Mayor's term.~~

~~A Board Member may serve up to three successive terms, if re-appointed by the Mayor. No person shall be eligible to be appointed or elected to more than three (3) full terms. [3]~~

### **Removal**

Members of the Board shall serve at the pleasure of the Mayor. [8]

### **Core Requirements**

#### ***Orientation and Training***

The Board believes that the preparation of each Board Member for the performance of their duties is essential to the effectiveness of the Board's functioning. In order to contribute to productive and thoughtful governing, Board Members are expected to:

1. Understand state and federal mandates that guide policymaking;
2. Familiarize themselves with the language and implications of the District's collective bargaining agreements;
3. Familiarize themselves with Board policies;
4. Understand revenue streams, current budget allocations, and key District-wide investments; and
5. Understand the Board's role as authorizer of charter schools in Philadelphia.

All newly appointed Board Members and reappointed Board Members shall be required to complete the state- and legally-mandated orientation and training as outlined in the Board Operating Guidelines.

The Office of the Board of Education shall establish and implement a program to execute and manage necessary training and orientations for Board Members.

#### ***Expenses***

Board Members serve without compensation; however, District funds may be used to pay for or reimburse Board Members for reasonable and necessary expenses incurred in the furtherance of their duties. [22]

The Board President or their designee must preauthorize the expense or the reimbursement before a Board Member incurs any expenses. Expenses incurred prior

to authorization are subject to denial and will be approved only at the discretion of the Board President. Reimbursements shall only be approved for necessary expenses incurred while conducting official Board business. The Board Vice-President shall review and preauthorize expenses and reimbursements for the Board President. [22]

These expense authorizations may include relevant membership in professional associations and attendance at relevant conferences. When attending professional associations and/or conferences paid for by the Board, Board Members shall participate in their official capacity as Board Members and not in a personal capacity or any other role. [23][24]

Expenses of spouses or other persons who have no official Board responsibilities or duties but are accompanying Board Members during a Board Member's Board-related activities shall not be reimbursed.

#### **Legal References:**

1. [Home Rule Charter](#) §12-200
2. [Home Rule Charter](#) §12-201
3. [Home Rule Charter](#) §12-202
4. [24 P.S.](#) §10-1081
5. [Policy](#) 004.1 - Non-Voting Student Board Representatives
6. [24 P.S.](#) §3-322
7. [24 P.S.](#) §3-321
8. [Home Rule Charter](#) §12-204
9. [24 P.S.](#) §3-323
10. [Policy](#) 300 - Employee Code of Ethics
11. [Policy](#) 008 - Ethics Policy
12. [Policy](#) 003.1 - Goals and Guardrails
13. [Policy](#) 916 - Volunteers
14. [23 Pa. C.S.](#) §6344 et seq
15. [Policy](#) 009 - Principles of Governance and Leadership
16. [Policy](#) 006 - Meetings
17. [Policy](#) 005 - Organization
18. [Home Rule Charter](#) §12-206
19. [Home Rule Charter](#) §12-207
20. [Home Rule Charter](#) §12-205
21. [Home Rule Charter](#) §12-203
22. [Policy](#) 331 - Expense Reimbursement
23. [24 P.S.](#) §5-516
24. [24 P.S.](#) §5-516.1

#### **Related Information:**

1. 004 Membership Board Operating Guidelines

#### **Legal References:**

1. [Home Rule Charter](#) —12-200, 12-201, 12-202, 12-203, 12-204, 12-205, 12-206, 12-207, 12-208, 12-209, 12-300

- 2.—[Public School Code](#)—24 P.S. Secs.301, 302, 401, 403
  - 3.—[Public Officials and Employee Ethics Act](#)—65 Pa. C.S.A. Sec. 1101 et seq.
  - 4.—Board Policy 003.1, 300
- 

<sup>4</sup>The School Reform Commission will dissolve on June 30, 2018. Governance will shift to The Board of Education commencing July 1, 2018. Board Member terms will remain coterminous with the appointing Mayor's term.

Effective:

Revised:

## **Board Operating Guidelines for Board of Education Membership (Attachment for Policy 004)**

### **Purpose**

The purpose of these Board Operating Guidelines is to effectuate Policy 004: Membership, which provides information on the composition of the Board of Education (“Board”).

### **Procedures**

#### **Board Member Expectations**

Below is an overview of the procedures related to each of the Board Member expectations outlined in Policy 004: Membership.

#### ***Statement of Financial Interests Form***

The Board’s [Policy 008: Ethics Policy](#) outlines in greater detail the processes, timelines, and stipulations of the Statement of Financial Interests Form.

#### ***Oath of Office***

The oath of office is administered to new Board Members by a Judge of the Superior Court of Pennsylvania after they receive their letter of appointment from the Mayor and before on-boarding begins.

Board staff will make every attempt to coordinate schedules so that all new Board Members can convene at one time for the oath of office. However, competing schedules might require more than one session to be convened.

The oath of office is administered in private in the Board’s Committee Room and then signed and notarized. Board staff should coordinate with District notaries to attend the scheduled session in-person.

The Board Chief of Staff should reach out to the Judge directly to coordinate their schedule.

The Mayor should also be invited and attend; which involves the Board Chief of Staff coordinating with the Mayor’s Chief of Staff’s office.

#### ***Adherence to Applicable Board Policies***

Board Members are expected to adhere to all Board policies found in the 000 series of the Board’s [Policy Manual](#).



Upon taking the oath of office, Board staff will coordinate each Board Member signing an acknowledgement of the [Board's Policy 008: Ethics Policy](#).

Upon receiving adequate background and orientation to the Goals and Guardrails governance framework, Board Members also will sign a commitment letter stating their acknowledgement of the activities required for it to be successful. More information on this commitment letter can be found in [Policy 003.1: Goals and Guardrails](#).

### *Mandatory Clearances*

Upon taking the oath of office, Board staff will work with Board Members to coordinate their completion of the necessary background clearances. Board staff will also process reimbursements for costs incurred by Board Members while obtaining these background clearances.

### *Meeting Preparation and Attendance*

Board Members are expected to prepare for and attend all business meetings of the Board. These expectations are further outlined in [Policy 009: Principles of Governance and Leadership](#). Guidance on requesting to attend a meeting/s virtually can be found in [Policy 006.1: Attendance at Public Meetings via Electronic Communications](#).

Additional information related to the Board's meetings can be found in [Policy 006: Meetings](#).

### Board Member Vacancies

If a Board Member chooses to resign from their term, they shall submit a letter of resignation in writing to the Board President and to the Mayor with a copy to the City Council President.

### Orientation

The Office of the Board of Education ("Board staff") shall arrange for each Board Member to receive a robust orientation. The orientation shall include both legally-mandated training and supplemental information to best serve them in their new role.

Board staff will take the steps necessary to establish an online [myPSBA account](#) for each Board Member to allow the Board Member to complete the below state-mandated training:

- Newly appointed Board Members, during the first year of service:
  - Instruction and academic programs, one (1) hour of which must be on best practices related to trauma-informed approaches;
  - Personnel;
  - Fiscal Management;
  - Board Goals and priorities;
  - Operations;
  - Governance; and
  - Ethics and Open Meetings.
- Reappointed Board Members, within one (1) year after re-appointment:
  - Relevant changes to federal and state public school law and regulations;

- **Fiscal Management;**
- **Trauma-informed approaches; and**
- **Other information deemed necessary by the Pennsylvania Department of Education.**

**Board staff will schedule all new Board Members for supplemental orientation briefing sessions such as:**

- **Board Goals and Guardrails**
- **Board Norms and Organization**
- **Board Policy Work**
- **Office of General Counsel**
- **Finance**
- **Organizational Structure of The School District of Philadelphia (“District”)**
- **Charter Schools**
- **Office of the Inspector General**
- **Office of Auditing Services**
- **District Performance**
- **Office of Talent**
- **Government Relations**
- **The Fund for the School District of Philadelphia**

**Finally, there are self-guided orientation resources always available to Board Members through their myPSBA account. Some sample offerings include:**

- **Academic Requirements and Testing**
- **Board's Role in Finance and Budgeting**
- **Conflicts of Interest and Ethics Act**
- **Effective State and Local Advocacy**
- **Evaluating Your Superintendent**
- **Facilities Planning**
- **Introduction to Governance Plans and Documents**
- **Legal Landscape of Public Education**
- **Overview of Public School Labor Relations**
- **Policy and Administrative Regulations**
- **Special Education**
- **Sunshine Act & Executive Session**
- **Transportation**
- **Intersections - Racism, Protests and Schools: Building the Equity Foundation Through Policy**
- **Intersections - Understanding the Board's Role**
- **Culturally Responsive Leadership in the New Normal**
- **Cybersecurity in Digital Meetings and Online Learning**
- **Emergency Connectivity Funding for Off-Campus Internet and Laptops/Tablets**
- **Supporting the Mental Health of Professional Staff**
- **Webinar - Innovative Online Learning at School Districts**
- **Webinar - Keeping Board Meetings Effective**
- **Webinar: Superintendent Evaluation**

## **Expenses**

From time to time, Board Members may incur expenses in the furtherance of their duties for which they may be reimbursed if pre-approval was obtained in advance by the Board President or their designee. There are different types of expenses that Board Members can either have prepaid in advance or be retroactively reimbursed for when attending to District business. Expenditures not deemed necessary or reasonable will not be reimbursed.

The pre-approved expenses that may be prepaid on behalf of the Board Member include but are not limited to:

1. In-town cab service
2. Conference registration or professional association fees
3. Air and train travel

Board Members can be reimbursed for the following pre-approved expenses:

1. Rideshare services such as Uber and Lyft
2. Out-of-town travel (*out-of-town cab service, reasonable hotel accommodations, and food/beverage not including alcohol and within District reimbursement limits*)

## ***Pre-Approval***

Pre-approval *must* first be obtained from the Board President or their designee for all requests for pre-payment and/or reimbursement of expenses. Requests for reimbursement of expenses that are not pre-approved may be subject to denial. All requests are documented by Board staff and shared with the Board President for approval and the Board Chief of Staff for record keeping and auditing purposes. Pre-approval shall be requested as follows:

1. Requesting Board Member submits pre-approval request to Board President using designated Google Form in accordance with the below timelines:
  - In-town cab service requests must be made at least 3 business days in advance
  - Conference registration, professional association fees, and air and train travel requests must be made at least 10 business days in advance
2. Board President or their designee reviews, approves, and signs expenditure pre-approval form

The Board Vice-President will review and preauthorize expenses and reimbursements for the Board President.

### ***Expense Prepayment or Reimbursement***

**Upon receipt of evidence of pre-approval, Board staff will work with the requesting Board Member to process all requests for prepayment or expense reimbursement in accordance with the Administrative Procedures to Board Policy 331.**

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: (Eliminate)  
Policy 004.1 - School  
Board Committees  
ADOPTED:  
REVISED:

## **(ELIMINATE) POLICY 004.1 - SCHOOL BOARD COMMITTEES**

### **Recommendation:**

It is recommended that Policy 004.1: School Board Committees be eliminated because the content is redundant of Policy 006: Meetings.

### **Administrative Procedures:**

Policy 004.1 School Board Committees

# ~~THE SCHOOL DISTRICT OF PHILADELPHIA~~

No. 004.1

SECTION: Board

Procedures/Bylaws

TITLE: School Board Committees

ADOPTED: August 16, 2018

REVISED: January 27, 2022

## 004.1 SCHOOL BOARD COMMITTEES

### **Purpose**

~~The objective of School the Board Committees is to improve governance practices by increasing the number of public access points to the Board, and aligning the work of the Board to key District initiatives. Board Committees are an opportunity for Board Members to establish, review, analyze, and discuss recommendations prior to consideration by the full Board.~~

### **Authority**

~~The Board may establish committees (standing or ad hoc) through a majority vote of the Board to assist in its governance of the School District and its charter authorizing business. Board committees shall operate in accordance with the provisions of the Sunshine Act. [1][2]~~

~~All committee meetings shall be open to the public unless the committee meets in Executive Session or in conference, as provided by the Pennsylvania Sunshine Act. Minutes shall be kept for each standing committee meeting. [2]~~

~~Standing committees shall meet periodically throughout the school year. Meeting dates, times, and agendas shall be posted publicly at the start of each school year. [2], with the understanding that they might be subject to change.~~

~~The Board may authorize the creation of ad hoc committees to meet on an as-needed basis to complete specific Board business, keep the Board informed of community opinion, and provide representation of stakeholders on specific issues. Reports or recommendations from an ad hoc committee must be formally received by the Board at a regular or special meeting of the Board. Recommendations or reports of ad hoc committees shall not reduce the responsibility of the Board, which shall be free to accept or reject such recommendations. Ad hoc committees shall be created, given a specific charge, and assigned a fixed termination at the completion of their duties, which may be extended by the Board President.~~

~~Opportunities for public participation shall be included as part of the agenda of each committee meeting. By participating in committee meetings or by submitting written testimony in advance of meetings, members of the public acknowledge that their name, comments, and written testimony~~

~~are part of the public record and may be made available with the minutes of each meeting.~~

~~The Board shall review its Committee structure during its annual organization meeting on the first Monday of December. While appointing members to each committee, the Board President must ensure at least one current committee member is re-appointed to that committee.~~

~~The members of each standing Board Committee shall consist of at least three (3) Board members, including a Chairperson or co-Chairpersons appointed by the Board President. Committee members shall serve until the next organization meeting of the Board. Board members who are not appointed to a committee may attend any meeting of the committee but must not participate in the decision-making of recommendations to the full Board.~~

~~Each Board standing committee shall be convened by a chairperson or co-chairpersons, who shall report for the committee, and be appointed by the Board President. Board members may express their interest in acting as a chairperson or member of a standing committee to the Board President.~~

~~Board standing committees shall also be assigned a staff liaison, who is appointed by the Superintendent or designee.~~

~~Board Standing Committees responsibilities include, but are not limited to, the following:~~

~~I. — Policy Committee~~

- ~~○ Meets twice during the school year;~~
- ~~○ Discusses and recommends the development and review of all Board policies; and~~
- ~~○ Oversees the implementation of all policies adopted by the Board.~~

**Legal References:**

- 1.-[Home Rule Charter](#) — 12-1209
- 2.-[Pa Sunshine Act](#) — 65 Pa. C.S.A. Sec. 701-716

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 004.1 -  
Non-Voting Student Board  
Representatives  
ADOPTED:  
REVISED:

## **POLICY 004.1 - NON-VOTING STUDENT BOARD REPRESENTATIVES**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 004.1 Non-Voting Student Board Representatives

Board Operating Guidelines 004.1 Non-Voting Student Board Representatives



# THE SCHOOL DISTRICT OF PHILADELPHIA

No. ~~003.1~~ **004.1**

SECTION: Board Bylaws

TITLE: Non-Voting Student  
Representatives

ADOPTED: August 16, 2018<sup>1</sup>

REVISED: May 30, 2019

## ~~003.1~~ **004.1** NON-VOTING STUDENT REPRESENTATIVES

### Purpose

**This policy** ~~To establish~~ the position of the non-voting ~~sStudent rRepresentatives member~~ of the Board of Education (“**Board**”) of **The School District of Philadelphia (“District”)**. The non-voting ~~sStudent rRepresentatives~~ **shall serve** on the Board in an advisory capacity to **engage with and** represent the interests of all students in Philadelphia. [1]

### Authority

**The Public School Code and Philadelphia Home Rule Charter permit the Board to** ~~Members of the Board of Education shall~~ appoint by a majority vote **of those present and voting, from among the students enrolled in Philadelphia public schools, two (2) non-voting sStudent rRepresentatives of the Board.** ~~to be non-voting members of the Board of Education. Board Members must appoint both student representatives during the Spring, for a term commencing on July 1 of that same year. [1][2]~~

~~The Board of Education will designate a Board Member to serve as a mentor to the appointed student representatives, with assistance from the Board of Education staff.~~

~~Appointments of student representatives shall be made in accordance with procedures outlined by this policy.~~

### Delegation of Responsibility

**The Office of the Board of Education shall develop and disseminate Board Operating Guidelines for the application and selection process of the Student Representative positions. Notice shall be sent to District and charter school students, parents/guardians, and staff with information on the application process and related procedures.**

### Core Requirements

**The Board shall appoint and install two (2) non-voting Student Representatives. The Board shall appoint the Student Representatives for a one (1) school year term, commencing in**

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<sup>1</sup> This policy was originally adopted as Policy 003.1: Non-Voting Student Board Representatives

**August. Additionally, one (1) alternate shall be appointed as an alternate non-voting Student Representative. The alternate Student Representative will be installed only should a vacancy be created.**

### ***Qualifications***

**Student Representatives must attend a District or charter high school in Philadelphia and be a current resident of the City of Philadelphia. Student Representatives must be enrolled in their tenth (10th) or eleventh (11th) grade year while serving as the Board Student Representative.**

### ***Roles and Responsibilities***

**The appointed and installed non-voting sStudent rRepresentatives shall:**

- **Advise the Board of Education on matters in the best interest of all students in Philadelphia, including Action Item vote recommendations and recommending the development or amendment of Board policies.**
- **Serves on the Superintendent's Student Advisory Council and the Board of Education.**
- **Serve as leaders that represent the student voice for all Philadelphia public schools (District and cCharter).**
- **Make every effort to attend and participate in all public meetings of the Board of Education held outside of their school day.**
- **Receive orientation, training, and support from the Office of the Board of Education, in relation to fulfilling their role on the Board.**
- **Advise on the impact of Board Policies on the students of Philadelphia.**
- ~~Advise on the development or amendment of Board Policies.~~

**The non-voting sStudent rRepresentatives and alternate shall not:**

- **Participate in any official votes conducted by the Board.**
- **Participate in confidential Board executive sessions.**
- **Publically represent the intent of the Board.**
- **Contract on behalf of the Board or the School District.**

### ***Orientation and Training***

**The Board is committed to keeping appointed Student Representatives well informed and prepared to perform the respective duties and responsibilities outlined in their role. All appointed Student Representatives shall participate in an orientation and training following their appointment.**

### ***Mentoring and Support***

**The Board President shall select from interested Board Members one (1) Board Member to serve as the Board's Liaison to the Student Representatives. This Board Liaison shall serve as a mentor to appointed Student Representatives to educate and ensure that Student Representatives understand the work of the Board and acquire non-confidential knowledge**

of matters related to the operation of schools. The Board Liaison shall also report back to the Board on the work of the Student Representatives, provide relevant updates to the public, and coordinate necessary staff support.

The Chief of Staff of the Board of Education shall designate one (1) member of the staff of Office of the Board of Education to serve as the primary point of contact for the Student Representatives, supporting them in the functions of their roles.

#### *Vacancies*

The alternative Student Representative shall be installed by the Board in the event that a Student Representative is unable to complete their term. If both Student Representatives are unable to complete their terms, the Board shall install the one (1) alternate Student Representative to carry out the duration of the term in accordance with the procedures of this policy.

#### *Qualifications*

~~Student representatives must attend a District or charter high school in Philadelphia and be a current resident of the City of Philadelphia. Student representatives must be enrolled in their eleven (11th) or twelve (12th) grade year while serving as the Board student representative.~~

#### **Delegation of Responsibility**

~~The Superintendent or designee shall develop and disseminate administrative procedures for the application and selection process of the student representative positions. An annual notification must be sent to students, parents/guardians, and staff with information on the application process and related procedures.~~

#### *Vacancies*

~~An alternative student representative may be appointed by the Board of Education in the event that a student representative is unable to complete their term. If both student representatives are unable to complete their terms, the Board of Education shall appoint two new student representatives in accordance with the procedures of this policy.~~

#### *Term*

~~Appointed student representatives shall serve not more than a single one-year term beginning July 1, ending June 30th.~~

#### *Orientation and Training*

~~The Board of Education is committed to ensuring appointed student representatives are well informed and prepared to perform the respective duties and responsibilities outlined in their role. The District's Office of Student Support Services will serve as a mentor to appointed student representatives to encourage understanding of the function of the Board and acquire knowledge of matters related to the operation of the schools.~~

#### **Legal References:**

1. [Home Rule Charter](#) – §12-201
2. [24 P.S.](#) §4-407

**Related Information:**

1. [004.1](#) Non-Voting Student Board Representatives Board Operating Guidelines
2. [Policy](#) 004 - Membership

**Legal References:**

1. ~~[Home Rule Charter](#) — 12-201~~
2. ~~Board Policy 003 Membership~~

Effective:

Revised:

**Board Operating Guidelines for  
Board of Education Non-Voting Student Board  
Representatives  
(Attachment for Policy No. 004.1)**

**Purpose**

The purpose of these Board Operating Guidelines is to effectuate Policy 004.1: Non-Voting Student Representatives regarding students serving as non-voting members of the Board of Education (“Board”) of The School District of Philadelphia (“District”) in an advisory role.

**Procedures**

The Board encourages the participation of students in District governance and believes that student voice and involvement in the governance process is critical to the success of the District.

When the application window opens, Board staff will distribute application materials over various platforms such as posting on the [District’s website](#)<sup>1</sup>, through social media, announcements during Board meetings, and email.

**Qualifications**

To serve as a non-voting Student Representative students shall meet the following requirements, at a minimum:

1. be a current resident of the City of Philadelphia;
2. attend a District or Philadelphia charter school;
3. apply during their ninth or tenth grade at a District or Philadelphia charter high school to serve during their tenth or eleventh grade year;
4. have a minimum GPA of 2.5 or higher and in good standing;
5. be able to demonstrate a willingness to actively participate in the work of Student Representatives to include bi-weekly meetings with Board staff to maintain the work of a Student Representative;

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<sup>1</sup><https://www.philasd.org/schoolboard/aboutus/#student>

6. demonstrate an ability and willingness to work collaboratively with their counterpart in pursuit of successfully carrying out the work of Student Representatives;
7. be actively involved in their school community and willing to work to support Philadelphia's public schools, on behalf of their peers, on a regular basis;
8. be willing to represent their peers by communicating student opinions to the Board, and reporting Board deliberations and actions to the student body;
9. be available to meet with the Board on a monthly basis, to communicate the concerns of their peers, and make an effort to be at every public meeting.

### **Application Materials**

During the application window (generally in the Spring), students enrolled in ninth and tenth grade at District and charter high schools may submit a completed application to the Office of Student Support Services via email to [studentleaders@philasd.org](mailto:studentleaders@philasd.org). When the application window opens, Board staff will make the application materials available on the [District's website](#)<sup>2</sup>.

A completed application includes the following materials:

- Completed application
- Current/most recent transcript
- Two reference letters; at least one of these references must come from a current teacher or administrator
- Applicants must obtain approval signature from parent/guardian
- Completed essay

The application for non-voting Student Representatives is shared through the below channels and other channels:

- Principals
- School counselors
- Direct student emails

### **Selection Process**

The selection of two (2) Student Representatives and one (1) alternate shall include an interview process carried out by the non-voting Student Representative Selection Committee that may comprise of individuals representing the following organizations/offices (but not limited to):

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<sup>2</sup> <https://www.philasd.org/schoolboard/aboutus/#student>

- Former non-voting Student Representatives
- Other student leaders
- Charter Schools Office
- Office of the Board of Education
- Office of Student Support Services
- Mayor's Office of Youth Engagement

All students who submit a completed application will receive a preliminary interview as a part of this process.

Members of the Student Representative Selection Committee will work collaboratively to identify the top final applicants to recommend for a final round interview with the Board President.

### **Final Selection**

The current presiding Board President shall interview student applicants recommended by the non-voting Student Representative Selection Committee identifying two (2) Student Representatives and one (1) alternate to serve for the duration of the upcoming school year.

Student applicants who are selected to serve as non-voting Student Representatives will be asked to sign a letter of commitment for the duration of their role.

### **Student Board Representative Supports**

To ensure that Student Board Representatives have the supports they need to carry out their duties, the below supports are provided to them during their term:

- Transportation to/from the 440 N. Broad Street Education Center for meetings
- Meals during Board meeting days
- Necessary technology

### **Orientation**

Orientation topics vary year-to-year based on the past experiences and interests of the appointed Student Representatives. Typical topics include but are not limited to overviews of:

- Board Members and current Board priorities
- Goals and Guardrails and board governance
- School District of Philadelphia's central office structure

**There will also be opportunities to meet with different District student leaders and past student representatives.**

**Orientation typically culminates in project planning for the year to outline what objectives the Student Representatives want to accomplish by the end of their term.**

### **Check-In's**

**Student Board Representatives will check in with the relevant Board and staff liaisons at the beginning, middle, and end of their term to provide feedback on additional areas they'd like to engage in and/or where they need additional support.**

**Student Board Representatives will also provide the full Board, during a public meeting, a final report wherein they can provide public feedback on the role of the Student Board Representatives.**

### **Vacancies**

**In the event that one or both of the non-voting Student Representatives are unable to complete their term for any reason, the alternate Student Representative shall be installed to the position of Student Representative for the remainder of the one-year term.**



# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 004.2 -  
Parent and Community  
Advisory Council  
ADOPTED:  
REVISED:

## **POLICY 004.2 - PARENT AND COMMUNITY ADVISORY COUNCIL**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 004.2 Parent and Community Advisory Council

Board Operating Guidelines 004.2 Parent and Community Advisory Council

# **THE SCHOOL DISTRICT OF PHILADELPHIA**

**No. 004.2**

**SECTION: Board Bylaws**

**TITLE: Parent and Community  
Advisory Council**

**ADOPTED:**

**REVISED:**

## **004.2 PARENT AND COMMUNITY ADVISORY COUNCIL (PCAC)**

### **Purpose**

**This policy establishes a Parent and Community Advisory Council (“PCAC”) to advise the Board of Education (“Board”) on matters related to public education in Philadelphia and sets forth its roles and responsibilities, eligibility, and composition.**

### **Authority**

**The Public School Code and Philadelphia Home Rule Charter authorize the Board to convene at least twice-yearly a Parent and Community Advisory Council comprised of stakeholders from across the City to consult on issues pertaining to educational policy and family and community engagement in schools. [1]**

### **Delegation of Responsibility**

**The Office of the Board of Education shall develop and disseminate Board Operating Guidelines for the application and selection process of PCAC members.**

### **Core Requirements**

**The Board President shall select from interested Board Members at least one (1) Board Member to serve as a PCAC Liaison. The PCAC Liaison(s) shall serve as the primary point of contact for PCAC members. The PCAC Liaison will report back to the Board on the work of PCAC, provide a monthly update to the public at Board meetings on the work of PCAC, and coordinate support provided to PCAC’s Board staff.**

### ***Roles and Responsibilities of PCAC Members***

**PCAC members serve in an unpaid, volunteer position to perform the following responsibilities:**

- **Advise and provide feedback to the PCAC Liaison(s) on Board policies;**
- **Provide the PCAC Liaison(s) with input and guidance on the interests and concerns of Philadelphia public school parents, guardians, caregivers, and community members;**
- **Attend and participate in monthly meetings led by the PCAC Liaison(s); and**
- **Work in partnership with the Board to engage The School District of Philadelphia**

(“District”) stakeholders.

### *Eligibility*

PCAC members shall be the following:

- A resident of the City of Philadelphia;
- At least eighteen (18) years of age; and
- Affiliated with a Philadelphia District or charter school (parent/guardian *or* a community member with a demonstrated commitment to improving the quality of education for the children of Philadelphia).

### *Composition*

PCAC shall be made up of members representing diverse stakeholder groups and geographies selected by the Board through an application process. Members should represent stakeholder groups including: parents, guardians, caregivers, teachers, staff, and community members.

### *Term*

PCAC members shall be appointed to serve a two-year term, beginning with the school year in which they are appointed. Members may not serve for more than two (2) consecutive terms.

### Legal References:

1. [Home Rule Charter](#) § 12-311

### Related Information:

1. 004.2 Parent and Community Advisory Council Board Operating Guidelines
2. [Policy](#) 920 - School Advisory Councils

Effective:

Revised:

**Board Operating Guidelines for  
Board of Education Parent and Community Advisory  
Council  
(Attachment for Policy 004.2)**

**Purpose**

The purpose of these Board Operating Guidelines is to effectuate Policy 004.2: Parent and Community Advisory Council (“PCAC”), which establishes PCAC as the link between school communities and the Board of Education (“Board) by promoting engagement with the Board and The School District of Philadelphia (“District”).

**Procedures**

The Board encourages the participation of parents and community in District governance and believes their voice and involvement in the governance process is critical to the success of the District. PCAC consists of members representing a diverse stakeholder groups and geographies who each serve for a two-year term.

When the application window opens, Board staff will distribute application materials over various platforms such as posting on the [District’s website](#)<sup>1</sup>, through social media, announcements during Board meetings, and email.

**Qualifications**

To serve as a member of PCAC, individuals shall meet the following requirements, at a minimum:

1. be a current resident of the City of Philadelphia;
2. be at least (18) years of age; and
3. be affiliated with a District or charter school (parent/caregiver or a community member with a demonstrated commitment to improving the quality of education for the children of Philadelphia).

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<sup>1</sup><https://www.philasd.org/schoolboard/aboutus/#advisory>

## **Expectations**

**PCAC members shall be expected to:**

- 1. Act as champions for public education in Philadelphia, supporting District governance by communicating the interest and concerns of public school communities to the Board;**
- 2. Take on responsibility to encourage stakeholder engagement and awareness of the decision making process through the hosting of community conversations and other means;**
- 3. Represent a diversity of stakeholder voices including, but not limited to: caregivers, community members, teachers, and others; and**
- 4. Be available to attend and participate in monthly PCAC meetings, where a light meal and/or refreshments will be made available at in-person sessions as well as parking when possible.**

## **Application**

**An individual who is a current resident of the City of Philadelphia, at least (18) years of age, and affiliated with a District or charter school may complete the online application form available on the Board's website during the application time window or submit a completed application to the Office of the Board of Education via email to [schoolboard@philasd.org](mailto:schoolboard@philasd.org).**

**All application materials and forms will be available in the District's English and non-English languages and will be written using accessible language.**

**The application process will be communicated to the public in the Spring through a communications toolkit including flyers, social media, District-wide and community-facing email communications, the FACE office, press releases, trusted messenger communications through existing PCAC members, and updates on the Board's website.**

## **Final Selection**

**Board staff will conduct the initial screening of applicants including reviewing submitted applications and conducting phone screenings. Selected applicants will be offered an initial interview with the designated Board PCAC Liaison(s) and Board staff.**

**Board staff, in collaboration with the PCAC Liaison(s) will identify applicants for a second and final round interview with the Board President.**

**The Board President and PCAC Liaison(s) will then interview and select the individuals to serve on the Parent and Community Advisory Council for a two-year term.**

**It is the intent of PCAC, based on the applicant pool, to select individuals that represent a variety of zip codes to include diversity of voice.**

**Applicants who are selected to serve as a Parent and Community Advisory Council member will be asked to sign a letter of commitment for the duration of their term.**

### **Vacancies**

**In the event that a PCAC member is unable to complete their term for any reason, their seat will remain unfilled until another member is appointed during the next application time window.**

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 005 -  
Organization  
ADOPTED:  
REVISED:

## **POLICY 005 - ORGANIZATION**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 005 Organization

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0045

SECTION: Board Bylaws

TITLE: ~~Board Norms and~~  
Organization

ADOPTED: August 16, 2018<sup>1</sup>

REVISED: January 30, 2020

## 0045: ~~BOARD NORMS AND~~ ORGANIZATION

### Purpose

~~The Board of Education (“Board”) believes that its collective authority in school governance is strengthened by the diversity of knowledge and skills demonstrated by each Board Member. This policy outlines the general norms and beliefs held by the Board in conducting its business and interacting with one another.~~

**This policy sets forth how the Board of Education (“Board”) conducts organization meetings and officer elections.**

### Authority

~~As public officials and members of the Board, each Board member shall commit to following the norms and beliefs outlined in this policy in conducting Board business and leading the School District of Philadelphia (“District”).~~

~~In general, Board members shall commit to arriving prepared and promptly to all official business of the Board. Board meetings shall begin promptly at their advertised start time, with the exception of exigent circumstances.~~

**The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce such reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of The School District of Philadelphia (“District”) and its operations.[1][2][3][4][5][6]**

### Core Requirements

#### *Organization Meeting*

**The Board ~~shall must~~ hold an ~~annual~~ organization meeting ~~during on~~ the first ~~week Monday~~ of December<sup>2</sup>. [5] **The organization meeting shall be a regular meeting. [5][7][8] The Board****

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<sup>1</sup> This policy was originally adopted as Policy 004: Board Norms and Organization

<sup>2</sup> ~~With the exception of its first year of operation, at which time the Board must hold the Organization meeting prior to any other Board business and may identify a pro tempore officer of the Board to facilitate the Organization meeting.~~



shall also hold an organization meeting subsequent to a mayoral election and appointment of a new Board.

### *Order*

All organization meetings shall be called to order by the current President or Vice-President. If there is not a current President or Vice-President, the Superintendent, in their role as Secretary of the Board, shall call the meeting to order. [7]

### *Officers*

~~and~~ At each organization meeting, the Board shall by majority vote of all its members elect a President and a Vice-President from among its members. **Where no such majority is achieved on the first ballot, a second ballot shall be cast for the two (2) candidates who received the greatest number of votes.** ~~[1][2][5][7]~~

Vacancies in any office shall be filled by Board election; such officers shall serve for the remainder of the unexpired term.

Officers of the Board serve at the pleasure of the Board and may be removed from such office by the affirmative vote of a majority of those present and voting.[9][10].

The same Board Member may not hold more than one (1) office of the Board. [5][7]

~~The Board must hold public meetings each month during the school year. All meetings of the Board must be public except when meeting in Executive Session, in accordance with applicable law. [1]~~

~~The Board, Mayor, and City Council shall also meet publicly at least twice during the school year in City Council chambers to review and discuss the administration, management, operations, and finances of the School District in order to develop and adopt plans to coordinate their activities for the improvement and benefit of public education in Philadelphia. [1]~~

### *Officers*

President - ~~Shall be elected from among members of the Board by majority vote.~~ As the executive officer of the Board, the President shall preside at all meetings of the Board. **The President may call special meetings of the Board and shall call a special meeting whenever so requested by any three (3) members of the Board.** The President shall execute any and all deeds, contracts, reports, and other documents pertaining to the business of the Board which require the signature of the President. In addition, the President shall perform any duties as assigned by the Board and those responsibilities specifically delineated in the relevant portions of statutory law. [11][12] ~~[1]~~

Vice-President - ~~Shall be elected from among members of the Board of Education by majority vote.~~ The Vice-President shall act in the absence of the President and as directed by the Board **shall execute any and all deeds, contracts, and other papers pertaining to the business of the Board, and perform all other duties imposed on the President.** In the absence of the ~~Cehairpersonman~~ or ~~covice-eChairpersonman~~ of a standing committee, the Vice-President shall serve as the

~~Ce~~hairpersonman. [13+]

Secretary and Treasurer - The Superintendent of Schools shall serve as Secretary and Treasurer of the Board. The Superintendent of Schools shall attend all meetings of the Board, and may attend all meetings of any Board committees, except those concerned with the Superintendent's own salary, benefits, or tenure. The Superintendent shall have the right to advise on any question or matter under consideration but shall have no right to vote. As Secretary and Treasurer of the Board, the Superintendent shall perform such duties pertaining to the business of the ~~ed~~District as are required by law or as the Board may direct. [7][14][+]

### *Resolutions*

**The Board may at the organization meeting, but shall prior to July 1, designate:**

- **Depositories for school funds. [15]**
- **Newspaper(s) of general circulation as defined in law. [16]**
- **Normal day, place and time for regular meetings. [17]**
- **Normal day, place and time for public standing committee meetings.**

### **Delegation of Responsibility**

#### *~~School Board Committees~~*

~~Board Committees are an opportunity for Board Members to engage in public dialogue and establish, review, analyze, and discuss policy recommendations prior to consideration by the full Board.~~

~~The Board may establish Committees (standing or ad hoc) through a majority vote of the Board to assist in its governance of the School District and its charter authorizing business, in accordance with its own policy.~~

#### *~~Expenses~~*

~~While Board Members serve without compensation, district funds may be used to reimburse them for reasonable and necessary expenses incurred in the performance of their official duties.~~

~~The Board President must authorize the Board business before a Board Member incurs any expenses. Reimbursements shall be approved for necessary expenses incurred for Board business.~~

~~Travel expenses of spouses or other persons who have no responsibilities or duties to perform of the Board when they accompany Board Members during their Board-related activities shall not be reimbursed.~~

~~The District may issue to Board Members resources, including but not limited to transportation, necessary to review their documents and perform their duties.~~

~~The Board President shall execute this policy in adherence to Board Operating Guidelines~~

~~adopted by the Board.~~

### *~~Communications~~*

~~It is the intent of the Board to engage in effective communication and public engagement by establishing a timely and organized system for delivery of information about new initiatives; emergency communications, changes to Board policies, and statements on behalf of the Board. The Board shall adopt a policy that delegates responsibility to the Office of the Board of Education to manage and support effective communication between the Board and constituents.~~

### *~~School Visits~~*

~~Board members recognize that school visits are a fundamental component of their work. Board members commit to prioritizing regular school visits organized include to a diverse range of schools. Board members shall conduct school visits to inform official business of the Board and shall follow protocols to respect the day-to-day operations of schools.~~

### *~~Orientation~~*

~~The Board believes that the preparation of each Board Member for the performance of **their** duties is essential to the effectiveness of the Board's functioning. In order to contribute to productive and thoughtful governing, Board Members are expected to:~~

- ~~1. Understand state and federal mandates that guide policymaking;~~
- ~~2. Familiarize themselves with the language and implications of the District's collective bargaining agreements;~~
- ~~3. Familiarize themselves with Board policies;~~
- ~~4. Understand revenue streams, current budget allocations, and key District-wide investments; and~~
- ~~5. Understand the Board's role as authorizer of charter schools in Philadelphia.~~

~~All newly appointed Board Members are required to complete, during the first year of service, a training program consisting of five (5) hours of training including:~~

- ~~1. Instruction and academic programs, one (1) hour of which must be on best practices related to trauma-informed approaches;~~
- ~~2. Personnel;~~
- ~~3. Fiscal Management;~~
- ~~4. Board Goals and priorities;~~
- ~~5. Operations;~~
- ~~6. Governance; and~~
- ~~7. Ethics and Open Meetings.~~

~~All reappointed Board Members must complete three (3) hours of instruction, within one (1) year after re-election or re-appointment, including:~~

- ~~1. Relevant changes to federal and state public school law and regulations;~~
- ~~2. Fiscal Management;~~
- ~~3. Trauma-informed approaches; and~~
- ~~4. Other information deemed necessary by the Pennsylvania Department of Education~~

~~The Office of the Board of Education shall establish and implement a program to execute and~~

~~manage necessary trainings and orientations for Board members.~~

**Legal References:**

1. [24 P.S. §4-407](#)
2. [24 P.S. §4-422](#)
3. [24 P.S. §4-423](#)
4. [PA Sunshine Act](#) – 65 Pa.C.S. §710
5. [Home Rule Charter](#) §12-209
6. [Home Rule Charter](#) §12-300
7. [Home Rule Charter](#) §12-208
8. [24 P.S. §4-421](#)
9. [P.A. Const.](#) Art. 6 §7
10. [Policy](#) 006 - Meetings
11. [24 P.S. §4-426](#)
12. [24 P.S. §4-427](#)
13. [24 P.S. §4-428](#)
14. [24 P.S. §4-431](#)
15. [24 P.S. §4-621](#)
16. [24 P.S. §4-106](#)
17. [24 P.S. §4-421](#)

**Related Information:**

1. [005 Organization](#) Board Operating Guidelines

**~~Legal References:~~**

- ~~1. [Home Rule Charter](#) – 12-1208, 12-1209~~
- ~~2. [Public School Code](#) – 24 P.S. Secs. 401, 403, 421, 422, 423~~
- ~~3. [PA Sunshine Act](#) – 65 Pa.C.S. Secs. 701-716~~
- ~~4. Board Policy 004.1~~

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 006 -  
Meetings  
ADOPTED:  
REVISED:

## **POLICY 006 - MEETINGS**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 006 Meetings

Board Operating Guidelines 006 Meetings

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0056

SECTION: Board Bylaws

TITLE: 005 Meetings

ADOPTED: August 16, 2018<sup>1</sup>

REVISED: March 26, 2020

## 0056 MEETINGS

### Purpose

This policy ~~sets forth~~ **governs** the conduct and order of business for all Board of Education (“Board”) meetings. The Board reaffirms the right of the public to be present at all public regularly scheduled and special meetings of the Board. The Board also reaffirms the right of the public to have a reasonable opportunity to comment on matters of concern, matters being considered for official action of the Board, and matters that are or may come before the Board.[1][2][3][4][5][6][7][8][9][10]

The Board encourages the public to attend Board meetings and to participate in public comment opportunities, and believes the public’s involvement in education issues is critical to **the** academic success of ~~the School District’s~~ **of Philadelphia’s (“District”)** students.

### Authority

**The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce such reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of the District and its operations.[10][11][12][13][14]**

### Core Requirements

#### *Parliamentary Authority*

All Board meetings shall be conducted in an orderly and business-like manner. **A parliamentary procedure based on Robert’s Rules of Order Newly Revised** shall govern the Board in its deliberations in all cases where it is not inconsistent with applicable law or **other** Board policy. The Board’s General Counsel shall function as the parliamentarian for the Board.

#### *Quorum*

A quorum of the Board shall be a majority of the Board ~~m~~**Members** appointed ~~[1][2][3][4][5]~~. No business shall be transacted at a meeting without a quorum of the Board present, but the Board ~~m~~**Members** present at such a meeting may adjourn to another time. ~~[1][2]~~

#### *Presiding Officer*

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<sup>1</sup> This policy was originally adopted as Policy 005: Meetings

The Board President shall preside over all Board meetings. In the absence, disability, or disqualification of the Board President, the Vice-President shall act instead. If neither person [6][7][8] is present, a Board ~~m~~Member shall be elected President pro tempore by a majority of those present **and voting** to preside at that meeting only. **Where no such majority is achieved on the first vote, a second vote shall be cast for the two (2) candidates who received the greatest number of votes.** The acts of any person so designated shall be legal and binding. [1][2][15][16]

### *Meeting Notificationsee*

Notice of all open public Board meetings, including committee meetings, shall be given by publication of the date, place, and time of such meetings in the newspaper of general circulation designated by the Board and the posting of such notice at the administrative offices of the Board.[9][10][17]

1. Notice of regular meetings shall be given by publication and posting of a schedule showing the date, place and time of all regular meetings for the calendar year at least three (3) days prior to the time of the first regular meeting.
2. Notice of all special meetings shall be given by publication and posting of notice at least twenty-four (24) hours prior to the time of the meeting, except that such notice shall be waived when a special meeting is called to deal with an actual emergency involving a clear and present danger to life or property.
3. Notice of all rescheduled meetings shall be given by publication and posting of notice at least twenty-four (24) hours prior to the time of the meeting.
4. Notice of all recessed or reconvened meetings shall be given by posting a notice of the place, date and time of meeting **and sending copies of such notice to interested parties as required by the Sunshine Act.**
5. Notice of all public meetings shall be given to any newspaper circulating in Philadelphia County, ~~and~~ a radio, or television station which so requests.
6. Notice of all public meetings shall be given to any individual who so requests and provides a stamped, addressed envelope for such notification.

Written notice of all regular and special Board meetings shall be given to Board ~~m~~Members not later than twenty-four (24) hours prior to the time of the meeting.[1][3][10][17]

Notice of executive sessions, if not previously announced, shall be provided in writing to Board ~~m~~Members at least twenty-four (24) hours prior to the executive session.[3][4]

### *Agenda Notifications*

**The agenda for all open meetings of the Board or Board committees at which deliberation or official action may take place shall be posted no later than twenty-four (24) hours prior to the time of the meeting, as follows:[17]**

1. **On the Board's website.**
2. **At the location of the meeting.**
3. **At the District's administrative office.**

**The posted agenda shall list each matter of agency business that will or may be the subject of deliberation or official action at the meeting. [17]**

### *Additions to the Agenda*

The Board may take official action on matters not included in a posted agenda only under the following circumstances: [18]

***Emergencies*** – The matter of business relates to a real or potential emergency involving a clear and present danger to life or property. [18][19]

***Business Arising Within Twenty-Four (24) Hours Prior to the Meeting*** – The matter of business has arisen within twenty-four (24) hours prior to the meeting, is de minimis (minor) in nature, and does not involve the expenditure of funds or entering into a contract or agreement. [18]

***Business Raised by Residents or Taxpayers During the Meeting*** – When a matter of Board business is raised by a resident or taxpayer during a meeting: [18]

1. The Board may take official action to refer the matter to staff, if applicable, to conduct research and include on a future Board meeting agenda; or
2. If the matter is de minimis (minor) in nature and does not involve the expenditure of funds or entering into a contract or agreement, the Board may take official action on the matter.

***Majority Vote*** – During a meeting, the Board may add a matter of business to the posted agenda by a majority vote of the Board Members present and voting. The reason for adding an item to the posted agenda must be announced at the meeting before conducting the vote. Once announced and approved by majority vote, the Board may take official action on the item of business. The agenda shall be amended to reflect the new item of business and the amended agenda shall be posted to the Board's website and the Board Office no later than the first business day following the meeting at which the agenda was amended. [18]

The public posting of agenda requirements and rules for adding items to a posted agenda apply to both regular and special open meetings of the Board. These requirements and rules do not apply to: [17][18][20]

1. Conference sessions.
2. Executive sessions.

#### *Action Meetings*

Action meetings are **regular** meetings of the full Board which shall be public and shall be held at specific locations in accordance with the schedule established by the Board for the calendar year, which shall include at least one (1) Board meeting **every two (2) months**. [8]

The order of business for all ~~regular~~ **Action** meetings shall be set out in an agenda that is made available to the public in advance of the meeting, **and in accordance with law. The Board President in coordination with the Superintendent or their designee shall determine the agenda for all Action meetings.** The order of business for ~~regular~~ **Action** meetings shall be as ~~follows outlined in the Board Operating Guidelines~~, unless altered by the **Board President.** [10]

- ~~1. Call to Order~~
- ~~2. Roll Call~~
- ~~3. Approval of Minutes~~
- ~~4. Committee Reports~~



- ~~5. Superintendent Update~~
- ~~6. Staff presentations~~
- ~~7. Registered Speakers~~
- ~~8. Discussion of Action Items & Votes~~
- ~~9. Adjournment~~

The agenda, together with all relevant reports, shall be provided to each Board ~~m~~Member before the meeting.

### *Special Meetings*

Special meetings may be called after the Board's regular schedule of meetings has been established to address either general or specific issues and shall be open to the public **except when conducted as an executive session for purposes authorized by law. The Board President shall call for a special meeting upon receiving written requests for a special meeting from three (3) Board Members. Upon the Board President's failure or refusal to call a special meeting, such meeting may be called at any time by a majority of the Board members. [1][3][4][5][20].**

The Board President may also call for special meetings at ~~his/her~~ **their** discretion and as necessary to conduct District business. ~~The Board President shall call for a special meeting upon receiving written requests for a special meeting from three (3) Board members. Upon the Board President's failure or refusal to call a special meeting, such meeting may be called at any time by a majority of the Board members.[5][21]~~

The Board President shall determine the agenda for all special meetings. ~~The agenda for a special meeting shall be made available to the public no later than twenty-four (24) hours before the special meeting is convened. The order of business for special meetings shall be determined according to the stated purpose of the special meeting.~~

No business may be conducted at a special meeting except for that named in the call sent to Board ~~m~~Members for such special meeting, provided that meetings may be called for general purposes.[3]

### *Emergency Meetings*

The Board President may call for an emergency meeting when there is a real or potential emergency involving a clear and present danger to life or property. Although public notice of emergency meetings is not required by law, reasonable efforts shall be made to inform the public in a timely fashion when an emergency meeting is called.[17][18]

### *Committee Meetings*

**The Board has the authority to approve Board committees. The Board shall establish its committee structure during its at least annual organization meeting. The Board may revise this committee structure throughout the year as needed.**

All committee meetings shall be open to the public unless the committee meets in ~~Executive S~~session or in conference as provided by the Pennsylvania Sunshine Act. [2][3][5][4][20][21]

**Board committees authorized by the Board to take official action or render advice on District business shall operate in accordance with the applicable provisions of the Sunshine Act. [10]**

**Board Members who are not appointed to a committee may attend any meeting of the committee**

but are not eligible to vote.

Each Board committee shall be convened by the Chairperson or one of the co-Chairpersons, who shall be designated as such by the Board President and shall lead and report for the committee. Board committees shall also be assigned a District staff liaison, who is appointed by the Superintendent or designee.

Reasonable opportunity for public participation including written and spoken comment shall be included as part of the agenda of each committee meeting in accordance with this policy.

The Board is free to accept or reject recommendations or reports from committees.

Board standing committees shall be authorized by the Board to meet periodically throughout the school year. Board standing committees shall also be listed in the Board Operating Guidelines of this policy. The Board may also authorize the creation of ad hoc committees to meet on an as-needed basis. Dates, times, and agendas for committee meetings shall be posted publicly on the Board's website and in accordance with the Sunshine Act. [10]

~~Standing Committees shall meet periodically throughout the school year as outlined by Board policy. Meeting dates and times shall be posted publicly at the start of each calendar year, with the understanding that they are subject to change. [4]~~

### ***Board/Mayor/City Council Meetings***

The Board, Mayor, and City Council shall meet publicly at least twice during the school year in City Council chambers to review and discuss the administration, management, operations, and finances of the District in order to develop and adopt plans to coordinate their activities for the improvement and benefit of public education in Philadelphia. [8][9]

### ***Public Participation***

The Board reaffirms the right of the public to deliver comments, **both written and verbally**, to the Board on matters of general concern, of ~~formal~~ **official** actions of the Board, or on deliberations regarding matters that are or may be before the Board **prior to the Board taking official action.**[22]

**When addressing the Board, speakers must comply with law, as well as the Board policies and Board Operating Guidelines posted on the Board's website.** ~~Speakers present at a Board meeting may address the Board in accordance with law, and Board policy and administrative procedures posted on the Board website. [3][4]~~

By speaking at meetings or by submitting written testimony in advance of meetings, members of the public acknowledge that their name, comments, and written testimony are part of the public record and may be made available within the minutes of each meeting.

~~If a motion from the floor is made to amend, revise or edit a resolution on the list of proposed resolutions, or to propose a substitute for it, and the public has had a reasonable opportunity to comment on the original resolution, then the Board may proceed to vote on the amended or substituted resolution without further public comment, if the amendment, revision, edit, or substitute resolution pertains to the same subject which is addressed in the original resolution.~~

~~If a motion from the floor is used to propose a resolution which does not pertain to a subject that is already addressed in a resolution that has been posted in advance of that meeting, the Board may vote on the proposed resolution made from the floor at the next or later Board action meeting after the public has been notified of the proposed resolution and has had an opportunity to comment on the proposed resolution.~~<sup>[3]</sup><sup>[4]</sup>

~~When a Board member proposes a new resolution by a motion from the floor and the President calls for a vote at that meeting, the Board will provide for public comment before the Board takes action. If no speakers request to be heard, then the Board may proceed to vote.~~

### *Voting*

All motions shall require for adoption a majority vote of the Board, except as provided by statute or Board policy. ~~†~~<sup>[2]</sup><sup>[7]</sup><sup>[8]</sup>

All votes on motions, **action items**, and resolutions shall be by an oral roll call vote **unless a voice vote is requested by the Board President and the minutes are not required to reflect how each Board Member voted on that item.**<sup>[7]</sup><sup>[8]</sup>

The Board President **shall establish the consent agenda for voting on resolutions or action items at regular meetings or special meetings. The Board President shall establish a process for Board Members to request items be removed from the consent agenda. Upon consideration of these requests and in advance of the meeting, the Board President will communicate to Board Members which items are on the consent agenda and which items have been separated out from the consent agenda. During the meeting, any Board Member may make a motion for a vote on any combination of submitted resolutions or to remove an item from the consent agenda to be acted upon separately during the meeting.** ~~at regular meetings or special meetings.~~

### *Abstention from Voting*

A Board Member shall be required to abstain from voting when the issue involves either one of the following:

1. Conflict of interest under the Ethics Act.<sup>[23]</sup><sup>[24]</sup>
2. Relative recommended for appointment to or dismissal from a teaching position.<sup>[25]</sup><sup>[26]</sup>

Prior to the vote being taken, the Board Member shall verbally disclose the nature of the conflict in public and a written memorandum stating the nature of the conflict shall be attached to the Board minutes as a public record. <sup>[23]</sup>

In accordance with the Board's Ethics Policy, Board Members shall seek the guidance of General Counsel for questions related to conflicts of interest. Board Members may also seek guidance from the State Ethics Commission. <sup>[23]</sup>

### *Minutes*

The Board shall cause to be made, and shall retain as a permanent record of the District, minutes of all ~~open~~ **public** Board meetings, **including committee meetings**. Said minutes shall be comprehensible and complete and shall include:<sup>[27]</sup><sup>[28]</sup><sup>[29]</sup>

- Date, place, and time of the meeting.
- Names of Board ~~m~~Members present.
- Presiding officer.

- Substance of all official actions taken.
- Record by individual Board ~~M~~member of the roll call votes taken.
- Names of all residents who appeared officially and the subject of their testimony.
- **Any matter added to a posted agenda, including the substance of the matter, the announced reason and the recorded vote, where applicable.**

Each Board ~~M~~member shall be provided with a copy of the minutes of the last meeting prior to the next regular meeting. The minutes of Board meetings shall be approved at the next succeeding meeting and signed by the Secretary.[2]

Notations and any audio or video recordings shall not be the official record of a public Board meeting but may be available for public access, upon request, in accordance with Board policy. Any notations and/or audiovisual recordings of a Board meeting shall be retained and disposed of in accordance with the law. [3][29]

#### *Recess/Reconvene*

The Board may at any time recess or reconvene to a reconvened meeting at a specified date and place, upon the majority vote of those present. The reconvened meeting shall immediately take up its business at the point in the agenda where the motion to recess was acted upon. Notice of the reconvened meeting shall be given in accordance with law and Board policy.[3][17][19]

#### *Executive Session* [9][10]

The Board may hold an executive session, which is not an **open public** meeting, before, during, at the conclusion of a public meeting, or at some other time.[4][19][20][30] [3]

The Board may discuss the following matters in executive session:

1. Employment issues.
2. Labor relations.
3. Purchase or lease of real estate.
4. Consultation with an attorney or other professional advisor regarding potential litigation or identifiable complaints **that may lead to litigation expected to be filed.**
5. Matters that must be conducted in private to protect a lawful privilege or confidentiality, **including quasi-judicial deliberations.**
6. **School safety and security, of a nature that if conducted in public, would:**
  - **Be reasonably likely to impair the effectiveness of school safety measures.**
  - **Create a reasonable likelihood of jeopardizing the safety or security of an individual or a school, including a building, public utility, resource, infrastructure, facility or information storage system.**

The General Counsel shall announce the reason for holding the executive session; the announcement can be made at the public meeting prior to or subsequent to the executive session.

~~Beginning with the public meeting or the first public meeting after amendments to this Policy are approved, and continuing thereafter, w~~When the Board holds an executive session regarding litigation or

issues on which identifiable complaints in litigation are expected to be filed:

1. As **it** regards litigation matters not yet formally commenced, the General Counsel or **their** ~~his/her~~ designee will announce the nature of any such complaint (but not the identity of the complainant) discussed at the executive session;
2. As **it** regards litigation matters that have been filed, the General Counsel or **their** ~~his/her~~ designee shall disclose the names of the parties, the docket numbers and the court in which the litigation has been filed. The General Counsel or **their** ~~his/her~~ designee will make available a written list of the name(s) of the parties, the court and the docket numbers of the litigation at the beginning of the public meeting at which the executive session was announced or shortly after the beginning of the public meeting.

Official action on discussions held in executive session shall be taken at a public meeting. ~~{3}~~[20]

**Legal References:**

1. [24 P.S. §4-421](#)
2. [24 P.S. §4-422](#)
3. [24 P.S. §4-423](#)
4. [24 P.S. §4-425](#)
5. [24 P.S. §4-426](#)
6. [24 P.S. §4-433](#)
7. [24 P.S. §5-508](#)
8. [Home Rule Charter §12-209](#)
9. [Home Rule Charter §12-310](#)
10. [PA Sunshine Act](#) – 65 Pa. C.S.A. §701 et seq.
11. [24 P.S. §4-407](#)
12. [24 P.S. §5-510](#)
13. [Home Rule Charter §12-200](#)
14. [Home Rule Charter §12-300](#)
15. [24 P.S. §4-405](#)
16. [24 P.S. §4-426](#)
17. [PA Sunshine Act](#) – 65 Pa. C.S.A. §709
18. [PA Sunshine Act](#) – 65 Pa. C.S.A. §712.1
19. [PA Sunshine Act](#) – 65 Pa. C.S.A. §703
20. [PA Sunshine Act](#) – 65 Pa. C.S.A. §707
21. [Policy 005](#) - Organization
22. [PA Sunshine Act](#) – 65 Pa. C.S.A. §710.1
23. [Policy 008](#) - Ethics Policy
24. [Ethics Act](#) - 65 Pa. C.S. 1101 et seq.
25. [24 P.S. §11-1111](#)
26. [24 P.S. §11-1129](#)
27. [24 P.S. §5-518](#)
28. [PA Sunshine Act](#) – 65 Pa. C.S.A. §706
29. [PA Sunshine Act](#) – 65 Pa. C.S.A. §711
30. [PA Sunshine Act](#) – 65 Pa. C.S.A. §708

**Related Information:**

1. [006 Meetings](#) Board Operating Guidelines

**Legal References:**

1. ~~Public School Code~~ — 24 P.S. Secs. 407, 421, 423, 433, 508, 518, 609, 696, 1075
2. ~~Home Rule Charter~~ — 12-208, 12-209, 12-310
  1. ~~Pa Sunshine Act~~ — 65 Pa. C.S.A. Sec. 701 et seq.
  2. ~~Board Policy~~ — 004.1, 801

**~~Administrative Procedures:~~**

~~005 Administrative Procedure~~

Effective ~~Date~~: January 6, 2021

Revised ~~Date~~: August 17, 2021

**~~Administrative Procedures~~**  
**Board Operating Guidelines for**  
**Board of Education Meetings**  
(Attachment for Policy No. 0065)

**Purpose:**

The **purpose of these Board Operating Guidelines is to effectuate Policy 006: Meetings, which** reaffirms the right of the public to be present at all public regularly scheduled and special meetings of the Board of Education (“Board”) and the Board’s commitment to welcoming and encouraging parents and guardians to be partners in their child’s school community. The Board also reaffirms the right of the public to have a reasonable opportunity to comment on matters of concern, matters being considered for official action of the Board, and matters that are or may come before the Board.

**Committee Procedures**

The Board President shall appoint Committee Members at the Board’s organization meeting or when committees are revised, where they shall serve until the next organization meeting of the Board.

The members of each Board committee shall consist of at least four (4) Board Members, including a Chairperson or two (2) co-Chairpersons appointed by the Board President. While appointing members to each committee, the Board President must ensure at least one (1) current committee member is re-appointed to that committee, unless no current committee members are seated on the Board.

Current standing Board committees include:

- I. Policy Committee
  - Meets at least twice during the year in April and November
  - Discusses and recommends the development and review of all Board policies
- II. Goals and Guardrails Committee of the Whole
  - Meets regularly throughout the school year
  - Conducts monitoring of progress toward achievement of the Goals and Guardrails, interim targets, and interim indicators

**Public Participation Procedures**

The Board believes the public’s involvement in education issues is critical to the academic success of The School District of Philadelphia (“District”) students and encourages the

public to attend Board meetings and to participate in public comment opportunities **in accordance with these procedures.** ~~and believes the public's involvement in education issues is critical to the academic success of the District's students.~~

**As a general rule, during all public meetings, all Board Members should refrain from engaging with the general public through social media, text message, and other electronic communications out of respect for the established means by which the public can engage with the Board.**

**Should a member of the public wish to attend a meeting and require translation services, they should call the Board of Education office at 215-400-4010 no later than 4:00 p.m. on the business day immediately preceding the meeting they would like to attend.**

**Meeting locations will always be physically accessible spaces to ensure that members of the public of all abilities are able to access and attend the Board's public meetings.**

## **Procedures**

### **Written Comment**

#### ***Action Meetings, Committee Meetings, Special Meetings, and Board Public Hearings***

**Written comments must be received no later than 4:00 p.m. on the business day immediately preceding the meeting or public hearing. A copy of properly submitted and timely received written comment will be provided to all Board Members, included in full in the record of the meeting or public hearing, and a summary of the comment will be read during the meeting or public hearing.**

**An exception to the above deadline will be made for members of the public who complete the speaker registration form but do not receive an email from the Office of the Board of Education confirming their registration. These individuals will be contacted by Board staff giving them until 9:00am of the day of the meeting or public hearing to submit written comment should they choose. Such written comment will be provided to all Board Members, included in full in the record of the meeting or public hearing, and a summary of the comment will be read during the meeting or public hearing.**

**Instructions to submit written comment can also be translated into non-English languages on the District's website, as needed.**

~~The public may submit comments to the Board~~ **Written comments may be submitted in the following ways:**

1. ~~in writing by emailing the Board at [schoolboard@philasd.org](mailto:schoolboard@philasd.org), including:~~
  - a. **the subject line "Board Comments;"**; and
  - b. **the name of the individual submitting the comments.** ~~The public may submit comments to the Board in writing and~~



2. ~~delivering them~~ **written comment** to the Board Office located at 440 N. Broad Street, Suite 101, Philadelphia, PA 19130, **including:**
  - a. **a clear indication that the writing is intended to be a written comment; and**
  - b. **the name of the individual submitting the comments.**

**In the instance that a written comment is submitted in a non-English language, Board staff will have the comment/s translated into English and the comment will be included in the record of the meeting in English.**

~~Comments should include the subject line “Board Comments,” the name of the individual submitting the comments, and the individual’s home address.~~

**Note: Individuals who do not wish to share public comment, but wish to raise a concern to be addressed by the District’s administration are encouraged to submit their concern to the Administration in accordance with Board Policy 906, *Addressing Student and Constituent Concerns* and its administrative procedures available on the Board’s [Policy Manual webpage<sup>1</sup>](#) on its website.**

~~All written testimony must be received 24 hours in advance of the action meeting or committee meeting at which it will be discussed. The Board will accept unlimited written testimony that has been timely submitted, and will include it in full in the record of the meeting, read a summary of the testimony during the meeting.~~

#### Speaker Comment and Registration

##### *Action ~~or~~ and Committee Meetings*

The public may share spoken comments with the Board by registering to address the Board at any regularly scheduled Action Meetings ~~and or~~ Committee Meetings. ~~The procedures for addressing the Board are~~ as follows:

1. **Speaker registration will open at 4:00 p.m. on the Monday (or the first business day) of the week in which the meeting will be held.**
2. ~~Individuals must register by submitting the speaker request form (for the meeting at which they wish to address the Board) [Board’s website](#) or by calling 215-400-5959 to register with Board staff.~~
3. ~~Speaker registration will open at 4:00 p.m. on the Monday (or the first business day) of the week in which the meeting will be held.~~
4. Individuals must register no later than 4:00 p.m. on the business day immediately preceding the meeting at which they would like to speak.
5. ~~Individuals will be registered on a first come, first served basis, subject to the following exceptions, with a limit of thirty (30) speakers per meeting. Each speaker~~

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<sup>1</sup> The Policy Manual is available at <https://www.philasd.org/schoolboard/policies/>

~~will be given two (2) minutes to address the Board.~~

**6. Non-Student Speakers:**

- **Individuals must register by submitting the speaker request form (for the meeting at which they wish to address the Board) available on the [Board's website](#)<sup>2</sup> or by calling 215-400-5959 to register with Board staff.**
- **Non-English speakers can translate these instructions to their native language on the Board's website.**
- **Individuals will be registered on a first come first served basis, subject to the following exceptions, with a limit of thirty (30) non-student speakers per meeting. Each speaker will be given two (2) minutes to address the Board.**

**7. Student Speakers:**

- **Students must register by submitting the student speaker request form (for the meeting at which they wish to address the Board) available on the [Board's website](#)<sup>2</sup> or by calling 215-400-5959 to register with Board staff.**
- **Non-English speakers can translate these instructions to their native language on the Board's website.**
- **Students will be registered on a first come first served basis, with a limit of fifteen (15) student speakers per meeting. Each speaker will be given three (3) minutes to address the Board.**

**8. Individuals will be registered on a first come, first served basis, subject to the following:** In order to prioritize new voices, speakers who did not speak at the ~~immediately prior~~ **most recent** public ~~aAction m~~Meeting will be given the opportunity to address the Board before speakers who spoke at the **most recent Board's last** public Action Meeting. Accordingly, speakers who spoke at the **most recent** Action ~~prior M~~meeting will **be registered** ~~spea~~k after those who did not, **subject to the maximum speaker limit.**

**9. No individual may register to speak more than once during a meeting, but may speak on multiple topics within the time limit.**

**10. All speakers are asked to remember that Board meetings are opportunities to engage in civil discourse. Individuals may be ruled out of order if they:** use vulgar, obscene, or physically threatening language.

- ~~They make any disparaging remarks of a personal nature regarding any individual, whether or not that person is present; in which case they will be directed to address their comments to the appropriate District administrator; or~~
- ~~Use any vulgar, profane, or physically threatening language.~~

**11. The presiding officer may:**

- **Interrupt or terminate a participant's statement or disconnect electronic access when the statement is exceeds the time period allotted under these procedures or is not related to the District, a matter being considered for official action by the Board, or a matter that may come before the Board. too lengthy, personally directed, abusive, obscene, or irrelevant.**

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<sup>2</sup> The website address is <https://www.philasd.org/schoolboard/speaker-request-form/>

- Request any individual to leave the physical meeting or disconnect electronic access when that person does not observe reasonable decorum.
- Call a recess or adjourn to another time when the lack of public decorum interferes with the orderly conduct of the meeting.
- Suspend or alter any of the procedures related to addressing the Board.

**If a speaker indicates when registering they speak a non-English language, a translator will be provided and the speaker's time will be doubled to allow for live translation to occur.**

### *Student Speakers*

~~Current students of Philadelphia District or charter-operated schools in Philadelphia may share spoken comments with the Board by registering to address the Board at any regularly scheduled Action Meetings and Committee Meetings. The procedures for addressing the bBoard are as follows:~~

- ~~1. Students must register by submitting the student speaker request form (for the meeting at which they wish to address the Board) **on the [Board's website](#)** or by calling 215-400-5959 to register with Board staff.~~
- ~~2. Student registration will open at 4:00 p.m. on the Monday (or the first business day) of the week in which the meeting will be held.~~
- ~~3. Students must register no later than 4:00 p.m. on the business day immediately preceding the meeting at which they would like to speak.~~
- ~~4. Students will be registered on a first come first served basis, with a limit of fifteen (15) speakers per meeting. Each speaker will be given three (3) minutes to address the Board.~~
- ~~5. In order to prioritize new voices, student speakers who did not speak at the immediately prior public action meeting will be given the opportunity to address the Board before speakers who spoke at the Board's last public action meeting. Accordingly, speakers who spoke at the prior meeting will speak after those who did not.~~
- ~~6. No individual may register to speak more than once during a meeting.~~
- ~~7. All student speakers are asked to remember that Board meetings are opportunities to engage in civil discourse. Individuals may be ruled out of order if:
 
  - ~~a. They make any disparaging remarks of a personal nature regarding any individual, whether or not that person is present; in which case they will be directed to address their comments to the appropriate District administrator; or~~
  - ~~b. Use any vulgar, profane, or physically threatening language.~~~~
- ~~8. The presiding officer may:
 
  - ~~a. Interrupt or terminate a participant's statement when the statement is too lengthy, personally directed, abusive, obscene, or irrelevant.~~
  - ~~b. Request any individual to leave the physical meeting or disconnect electronic access when that person does not observe reasonable decorum.~~
  - ~~c. Call a recess or adjourn to another time when the lack of public~~~~

- ~~decorum interferes with the orderly conduct of the meeting.~~
- d. ~~Suspend or alter any of the procedures related to addressing the Board.~~

### *Special Meetings & Board Public Hearings*

At Special Meetings and Board Public Hearings<sup>3</sup>, the Board of Education reserves the right to modify the speaker procedures and will make announcements about the speakers procedures for these meetings at the time of the meeting's publication.

### **Revisions or Additions to Agenda Items**

**If a motion is made to amend, revise or edit an action item or resolution on the agenda, or to propose a substitute for it, and the public has had a reasonable opportunity to comment on the original action item or resolution, then the Board may proceed to vote on the amended or substituted action item or resolution without further public comment, if the amendment, revision, edit, or substitute resolution pertains to the same subject which is addressed in the original action item or resolution.**

**When a resolution or action item is added to the agenda during the meeting or within 24 hours of the meeting, in accordance with the Sunshine Act and this policy, the Board will offer a further public comment opportunity limited to the added agenda item for up to four (4) members of the public who are physically present at the meeting. If no speakers request to be heard, then the Board may proceed to vote.**

### **Meeting Procedures**

#### **Voting**

**All motions require for adoption a majority vote of those Board Members present and voting, except as provided by statute or the below special voting requirements.**

#### ***Special Voting Requirements***

- 1. Actions requiring the affirmative votes of two-thirds of the full membership of the Board:**
  - a. Transferring, during the first three (3) months of the fiscal year, budgeted funds set apart or appropriated to a particular item of expenditure.[1]**
  - b. Appoint to a teaching position a person who has served as a Board member and who has resigned.[2][3]**
  - c. Conveying land or buildings to certain charities or other public agencies without following prescribed valuation procedures or with more favorable financing.[3][4]**

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<sup>3</sup> Public Hearings are meetings held pursuant to the requirement set forth in section 12-1310 of the Philadelphia Home Rule Charter

- d. **Incurring temporary debt (non-emergency).[5][6]**
  - e. **Dismissing a tenured professional employee after a hearing.[3][7]**
  - f. **Borrowing in anticipation of current revenue.[3][8]**
- 2. Actions requiring the affirmative votes of a majority of the full membership of the Board:**
- a. **Fixing the length of the school term.[3]**
  - b. **Adopting textbooks.[3][9]**
  - c. **Appointing the district Superintendent and Assistant Superintendent(s).[3][10][11]**
  - d. **Appointing teachers and principals.[3]**
  - e. **Adopting the annual budget.[3][6][12]**
  - f. **Appointing tax collectors and other appointees.[3]**
  - g. **Levying and assessing taxes.[3][13][14]**
  - h. **Purchasing, selling, or condemning land.[3][15]**
  - i. **Locating new buildings or changing the location of old ones.[3]**
  - j. **Creating or increasing any indebtedness.[3][16]**
  - k. **Adding or increasing appropriations to meet an emergency or catastrophe.[3][6]**
  - l. **Incurring temporary debt to meet an emergency or catastrophe.[3][6]**
  - m. **Adopting planned instruction.[3][17]**
  - n. **Establishing additional schools or departments.[3]**
  - o. **Designating depositories for school funds.[3][18][19]**
  - p. **Authorizing the transfer of any unencumbered balance, or portion thereof, from one appropriation to another, or from one spending agency to another.[6]**
  - q. **Entering into contracts of any kind, including contracts for the purchase of fuel or any supplies where the amount involved exceeds \$100 (including items subject to bid requirements).[3][20]**
  - r. **Fixing salaries or compensation of officers, teachers, or other appointees of the**

## **Board.[3]**

- s. **Entering into contracts with and making appropriations to the intermediate unit for the district's proportionate share of the cost of services provided or to be provided by the intermediate unit.[3]**
- t. **Dismissing, after a hearing, a Superintendent, Assistant Superintendent or non-tenured teacher.[3][21][22]**
- u. **Determining the location and amount of any real estate required by the school district for school purposes.[3][23][24]**
- v. **Vacating and abandoning property to which the Board has title.[3][25]**
- w. **Calling a special meeting when the President has failed to do so after written request of three (3) members of the Board.[26]**
- x. **Adopting, amending or repealing Board procedures and policy.[27]**
- y. **Combining or reorganizing into a larger school district.[28]**

## **Audience Protocols**

~~To ensure that all individuals attending public meetings of the Board have the opportunity to observe and hear the meeting and those individuals who have registered to address the Board,~~ all members of the public attending ~~at the~~ meetings shall be expected to follow the below audience protocols:

1. ~~Turn off or~~ **Electronic recording devices and cameras, in addition to those used as official recording devices, are permitted; however, all such devices, including hence all cell phones; and pagers, must be in silent mode and not be disruptive to others. ; and other electronic devices.**
2. Limit the displaying of signs, posters, or placards inside the room where the meeting is being held to appropriate locations.
3. Know that it is unlawful to disrupt public meetings and that individuals who do so may be prosecuted.
4. Understand that the presiding officer may instruct that an individual be removed if ~~s/he the~~ **the presiding officer determines that they are the individual is** disrupting the meeting. ~~Electronic recording devices and cameras, in addition to those used as official recording devices, shall be permitted at public meetings under guidelines established by the Board.~~

## **Action Meeting Agenda**

**Action Meetings will follow the below agenda, as applicable, unless altered by the Board President or appropriate parliamentary procedure:**

- 1. Call to Order**
- 2. Roll Call**

3. Approval of Minutes
4. Celebrating Success
5. Committee Reports
6. Registered Student Speakers
7. Superintendent Remarks
8. Presentations
9. Written Comment
10. Registered Speakers on General Topics
11. Action Items & Votes
12. New Business
13. Adjournment

#### Public Notice

- ~~1. Notice of regular meetings shall be given by publication and posting of a schedule showing the date, place and time of all regular meetings for the calendar year at least three (3) days prior to the time of the first regular meeting.~~
- ~~2. Notice of all special meetings shall be given by publication and posting of notice at least twenty four (24) hours prior to the time of the meeting, except that such notice shall be waived when a special meeting is called to deal with an actual emergency involving a clear and present danger to life or property.~~
- ~~3. Notice of all rescheduled meetings shall be given by publication and posting of notice at least twenty four (24) hours prior to the time of the meeting.~~
- ~~4. Notice of all recessed or reconvened meetings shall be given by posting a notice of the place, date and time of meeting.~~
- ~~5. Notice of all public meetings shall be given to any newspaper circulating in Philadelphia County and a radio or television station which so requests.~~
- ~~6. Notice of all public meetings shall be given to any individual who so requests and provides a stamped, addressed envelope for such notification.~~

#### Legal References:

1. 24 P.S. §6-609
2. 24 P.S. §3-324
3. 24 P.S. §5-508
4. 24 P.S. §7-707
5. 24 P.S. §6-634
6. HRC §12-303
7. 24 P.S. §11-1129
8. 24 P.S. §6-640
9. Board Policy 108
10. 24 P.S. §10-1076
11. HRC §12-301
12. Board Policy 604
13. Board Policy 605
14. HRC §12-305
15. Board Policy 706
16. HRC §12-306
17. Board Policy 107

- 18. 24 P.S. §6-621**
- 19. Board Policy 608**
- 20. Board Policy 610**
- 21. 24 P.S. §10-1080**
- 22. 24 P.S. §5-514**
- 23. 24 P.S. §7-702**
- 24. Board Policy 706**
- 25. 24 P.S. §7-708**
- 26. 24 P.S. §4-426**
- 27. HRC §12-209**
- 28. 24 P.S. §2-224**



# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 006.1 -  
Attendance at Meetings via  
Electronic  
Communications  
ADOPTED:  
REVISED:

## **POLICY 006.1 - ATTENDANCE AT MEETINGS VIA ELECTRONIC COMMUNICATIONS**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 006.1 Attendance at Public Meetings via Electronic Communications

Board Operating Guidelines 006.1 Attendance at Meetings via Electronic Communications

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0056.1

SECTION: Board Bylaws

TITLE: Attendance at **Public**  
Meetings via Electronic  
Communications

ADOPTED: August 16, 2018<sup>1</sup>

REVISED:

## 0056.1 ATTENDANCE AT **PUBLIC** MEETINGS VIA ELECTRONIC COMMUNICATIONS

### Purpose

Members ~~of the Board of Education (“Board”) of the Board~~ are expected to attend each **public** meeting in person. However, the Board recognizes that factors such as illness, travel, schedule conflicts and weather conditions can make impossible the physical presence of a Board Member at a Board meeting, and that electronic communications can enable a Board Member to participate in a meeting from a remote location. **This policy sets forth the parameters for Board Member attendance at public meetings via electronic communications.**

### Authority

The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce such reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of The School District of Philadelphia (“District”) and its operations.[1][2][3][4][5]

### Core Requirements

A Board Member shall be able to attend a meeting, and participate in Board deliberations and voting, through electronic communications, but only under limited circumstances. **The Board President may also permit other necessary participants to participate in meetings via electronic communications as the Board President deems appropriate.**

~~The Board authorizes the administration to provide the equipment and facilities required to implement this policy.~~

### Authority

A Board Member who attends a meeting through electronic communications shall be considered present only if the **Board Member’s electronic access allows them to hear the meeting and allows those in attendance to hear the Board Member.** ~~can hear everything said at the meeting~~

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<sup>1</sup> This policy was originally adopted as Policy 005.1: Attendance at Meetings via Electronic Communications

~~and all those attending the meeting can hear everything said by that member.~~

If the **Board President of the Board of Education** determines either condition is not occurring, ~~she~~ **they shall may** terminate the Board Member's attendance through electronic communications.

To attend a Board meeting through electronic communications, a Board ~~m~~**Member** shall comply with the following:

1. Where practical, submit a written request to the Board President or designee at least three (3) days prior to the meeting. The Board President or designee may excuse this requirement in the event of exigent circumstances. **The Board President or designee may also receive, review, and approve a request for attendance at all meetings for a set duration of time via electronic communications.**
- ~~2. Ensure that the remote location is quiet and free from background noise and interruptions.~~
3. Participate in the entire Board ~~of Education~~ meeting.
4. **For meetings held via video conferencing software, the Board Member must be visible on the screen.**
  - **Board Members who need to step away from the camera momentarily should notify the Board's Chief of Staff or their designee.**
5. **Participate in the meeting effectively, including:**
  - **Be aware of what is in the background while on a video conference.**
  - **Use a laptop with stable wired or wireless internet connection.**
  - **Participating in public meetings from the car or a distracting environment is not appropriate.**
  - **Mute the microphone when not speaking (and remember to un-mute when starting to speak).**
  - **Ensure no visually or audibly disruptive activities are occurring in the background or foreground of video that reduce overall meeting or participant productivity.**

If the Board President deems a Board Member violates this policy, they shall consider the Board Member not present and the Board Member will not be able to participate in the meeting.

The Board Vice-President shall review and approve requests for the Board President to participate in a meeting/s virtually.

The Board authorizes the administration to provide the equipment and facilities required to implement this policy.

### *Emergency Conditions*

In the event that City, county, state, federal public health officials or authorities, the Governor, or any similar authority with appropriate jurisdiction declares an emergency condition that prevents or discourages public gatherings due to a public health or safety concern, the Board shall be authorized to conduct meetings primarily or entirely via electronic communications to enable all Board Members and other necessary participants to fully participate in the conduct of official public Board business through

electronic communications.

Meetings held primarily or entirely via electronic communications shall be conducted in a manner that assures compliance with the public access and public comment requirements of the Sunshine Act. All rules normally applicable to in-person meetings of the Board, as well as the rules for Board Member participation in this policy, shall be observed in meetings held primarily or entirely via electronic means to the extent practicable and appropriate to the nature and features of the technology used.[6]

The requirement for Board Members to submit a request to participate in meetings through electronic communications shall be waived during such emergency conditions.

The Board authorizes the administration to utilize available technical resources to permit the public to attend and submit public comment during open meetings via electronic communications, in accordance with law and Board procedures and policy.[6][7]

**Legal References:**

1. [Public School Code](#) – 24 P.S. §4-407
2. [Home Rule Charter](#) – §12-209
3. [Home Rule Charter](#) - §12-200
4. [Home Rule Charter](#) - §12-300
5. [Public School Code](#) - 24 P.S. §5-510
6. [Sunshine Act](#) - 65 Pa. C.S. §701 et seq.
7. [Policy](#) 006 - Meetings

**Related Information:**

1. [006.1](#) Attendance at Public Meetings via Electronic Communications Board Operating Guidelines

**Legal References:**

- 1.—[Public School Code](#)—24 P.S. Sec. 407
- 2.—[Home Rule Charter](#)—12-209

Effective:

Revised:

**Board Operating Guidelines for  
Board of Education Attendance at Meetings via Electronic  
Communications  
(Attachment for Policy 006.1)**

**Purpose**

The purpose of these Board Operating Guidelines is to effectuate Policy 006.1: Attendance at Meetings via Electronic Communications, which allows Board of Education (“Board”) members to participate in Board deliberations and voting, through electronic communications, but only under limited circumstances.

**Procedures**

**Virtual Meeting Attendance**

Virtual meeting attendance for Board members who have requested and been approved by the Board President for this flexibility will be conducted through Zoom® audio and video software.

In advance of virtual meeting attendance, the Office of the Board of Education will be responsible for providing Board Members with the technology, calendar invitations, and other logistical support for effective virtual meeting attendance. This will require the Board Member to pick up any technical hardware from 440 N. Broad Street in advance of the meeting.

At the beginning of each meeting, an announcement will be made noting which Board Member/s will be participating virtually and affirming that their virtual attendance has been approved by the Board President.

**Requesting Virtual Meeting Attendance**

To request to attend a meeting(s) via electronic communications, the requesting Board Member will submit the written request through the designated form to the Board President at least three (3) days prior to the scheduled meeting. The Board President or designee may excuse this requirement in the event of exigent circumstances.

The form will ask questions including:

- Requesting Board Member name
- Reason for request
- Affirmation that the requesting Board Member will be able to participate in the meeting effectively as defined in the policy
- Whether the Board Member will be virtual for part or the entirety of the meeting

- **Duration of request (i.e. single meeting request or range of dates during which all meetings will be attended via electronic communications)**

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 007 -  
Public Engagement  
ADOPTED:  
REVISED:

## **POLICY 007 - PUBLIC ENGAGEMENT**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 007 Public Engagement

Board Operating Guidelines 007 Public Engagement

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0067

SECTION: Board Bylaws

TITLE: Public Engagement

ADOPTED: August 16, 2018<sup>1</sup>

REVISED:

## 0067 PUBLIC ENGAGEMENT

### Purpose

**This policy sets forth the mechanisms for** ~~Board Members recognize the importance of engaging in~~ meaningful, two-way communication **between members of the Board of Education (“Board”) and the public** about the issues impacting education in ~~the~~ The School District of Philadelphia (“District”). ~~Board Members shall engage in effective internal and external communications with key stakeholder groups, constituents, and members of the larger school community.~~

~~As public officials acting on behalf of the residents of Philadelphia, Board Members have an obligation to provide constituent services but, in doing so, should not involve themselves in problem resolution or management.~~

~~Effective school governance requires Board Members to listen, ask questions, and engage in public dialogue. Board members shall seek the advice of experts with diverse viewpoints to support and strengthen their decision-making.~~

### Authority

The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce such reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of the District and its operations.[1][2][3][4][5]

### Delegation of Responsibility

The Office of the Board of Education shall create and maintain Board Operating Guidelines that describe the procedures to communicate, manage, and track public engagement.

Primary contact information on how to submit comments from constituents shall be shared on the Board’s website. Board staff shall be available to collect and manage constituent services at the Board Office at 440 N. Broad Street, Suite 101, Philadelphia, PA 19130.

### Core Requirements

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<sup>1</sup> This policy was originally adopted as Policy 006: Public Engagement



## *Communications*

~~It is the intent of the~~ The Board **shall** ~~to~~ engage in effective **internal and external** communication and public engagement **with key stakeholder groups, constituents, and members of the larger school community. The Board and Board staff shall** by establishing a **and implement** timely and organized system for delivery of information **communications** about new initiatives, emergency communications, changes to Board policies, and statements on behalf of the Board, and other matters that sustain key relationships. ~~Matters not yet ripe for discussion will not be released publicly.~~[6][7]

## *Constituent Services*

~~It is the intent of the~~ The Board **and Board staff shall** ~~that~~ **provide** constituent services ~~are provided~~ through ~~well-defined~~ protocols that **allow the Board to:**

- **Hear from school community members;** ~~facilitate the ability of the Board to resolve problems effectively,~~
- **Recognize and understand trends;**
- **Escalate to appropriate District staff when necessary; and** [8]
- ~~i~~**Identify opportunities for systems improvement.**

~~The Board recognizes that in order to guarantee fairness and equity, Board Members shall should~~ not confer special advantage on any employee, parent/guardian, student, vendor, or any other person or entity that is outside of the regular decision-making processes established by Board policy or by the District. ~~Rather, it is the intent of the Board to ensure that the Board and the District have well-defined points of access for constituents, creates a culture of customer service, and responds to constituent requests.~~

## *School Visits*

**Board Members recognize that school visits are a fundamental component of Board business and their work. Board Members shall commit to regularly attending school visits organized to include a diverse range of schools. Board Members shall conduct school visits to inform official business of the Board and shall follow protocols to respect the day-to-day operations of schools.** [10]

## *Public Hearings*

**The Board shall hold not less than two (2) public hearings during the year, in addition to other regularly scheduled hearings, for the specific purpose of considering all school issues or problems of public interest.**[9]

**At least thirty (30) days prior to the scheduled hearing, the Board shall advertise the hearing in accordance with applicable law. At least fifteen (15) days prior to the scheduled hearing, interested participants may present written statements to the Board relating to proposed issues to be considered at the hearing through the Office of the Board of Education.**[9]

## **Delegation of Responsibility**

~~The Office of the Board of Education shall create Board Operating Guidelines that describe the procedures to manage the Board's engagement with the public.~~

~~Primary contact information on how to submit comments from constituents shall be shared on the Board's website. Board staff shall be available to collect and manage constituent services at the Board Office at 440 N. Broad Street, Philadelphia, PA 19130.~~

**Legal References:**

1. [24 P.S. §4-407](#)
2. [24 P.S. §5-510](#)
3. [Home Rule Charter](#) – § 12-209
4. [Home Rule Charter](#) – § 12-200
5. [Home Rule Charter](#) – § 12-300
6. [Policy](#) 901 - School-Community Relations Objectives
7. [Policy](#) 902 - Publications Programs
8. [Home Rule Charter](#) – § 12-310
9. [Policy](#) 906 - Addressing Student and Constituent Concerns
10. [Policy](#) 907 - School Visitors

**Related Information:**

1. Policy 007 Public Engagement Board Operating Guidelines

**Legal References:**

1. [Home Rule Charter](#) – Sees. 12-1209, 12-310

Effective:

Revised:

## **Board Operating Guidelines for Board of Education Public Engagement (Attachment for Policy 007)**

### **Purpose**

The purpose of these Board Operating Guidelines is to effectuate Policy 007: Public Engagement, which sets forth mechanisms for meaningful, two-way communication between members of the Board of Education (“Board”) and the public about issues impacting education in The School District of Philadelphia (“District”).

### **Procedures**

#### **Communications**

The goal of the Board’s public engagement will be to regularly and consistently communicate with stakeholders using shared messages that highlight Board priorities, decision-making, key engagement events, and progress or results.

To execute the Board’s goals for public engagement, Board staff will regularly communicate with the public in the below ways in alignment to its current strategic communications plans:

Communication Channel
<ul style="list-style-type: none"><li>● <a href="#">Facebook</a></li></ul>
<ul style="list-style-type: none"><li>● <a href="#">Twitter</a></li></ul>
<ul style="list-style-type: none"><li>● <a href="#">News and Press Releases</a> (language translation available through the toolbar at the top of the page)</li></ul>
<ul style="list-style-type: none"><li>● Newsletter and Supplemental E-Blasts (sent to all District staff, families, and students and available in the District’s 9 languages; to request to be added as a community member, email <a href="mailto:schoolboard@philasd.org">schoolboard@philasd.org</a>)</li></ul>

In addition to the above opt-in communication channels, Board staff will regularly conduct media and external relations activities including but not limited to:

- Pitch stories to news media outlets, send out media advisories, and provide media availability for Board Leadership and Board Members
- Strategically position opinion pieces in news media to make the opinions of the Board known

- Engage elected officials and other key stakeholders to build coalition around the work and priorities of the Board

### **Constituent Services**

The below methods can be used by constituents and will be monitored regularly by Board staff to triage the intake of any constituent outreach:

- Call the Office of the Board of Education during regular business hours at: (215) 400-4010
- Leave a message during non-regular business hours at: (215) 400-4010
- Email the Board of Education at: [schoolboard@philasd.org](mailto:schoolboard@philasd.org)
- Send mail or visit the Board of Education's physically accessible office located at: 440 N. Broad Street, Philadelphia, PA, 19130, Suite 101

The Board's regular office hours are Monday through Friday from 9:00am to 5:00pm. Constituents reaching out to the Board can expect a response in no more than 48 hours, and oftentimes much faster. Constituents who speak a language other than English will be supported through a translator when contacting the Board's office.

Board staff will connect the constituent to the most appropriate contact in the District for the question or concern that is raised. Board staff will also follow up with District staff to ensure the constituent's needs were adequately met.

Constituent outreach will be tracked by Board staff in a spreadsheet log that is shared weekly with Board Members. Additionally, quarterly summaries of outreach received will be provided to Board Members including:

- Types of constituents reaching out (i.e. students, parents/caregivers, staff, etc)
- Trending issues being raised
- Steps taken or recommendations made to District staff to alleviate trending issues
- Resolutions and response time

### **School Visits**

School visits are organized for all Board Members by Board staff 1-2 times per month. To respect the school leader's time and their ability to manage their day-to-day responsibilities, each visit will last no more than 90 minutes. Board Member school visits intentionally include both District and charter-run schools of all grade types and occur throughout the academic year.

During school visits, Board Members are greeted by the school's leadership, provided a tour of the school, visit classrooms, and meet with the school's leadership to discuss areas of success and opportunities for growth and improvement within the school communities. These discussions will be rooted in the Board's adopted Goals and Guardrails to understand how the experience of school communities can inform progress towards the Board's vision for the District.

Prior to each visit, transportation can be provided for Board Members if requested and pre-approved in line with relevant Board Operating Guidelines. School information sheets

are also provided to Board Members in advance of school visits including information such as:

- |                            |                                 |  |
|----------------------------|---------------------------------|--|
| • Principal name           | • Attendance                    | • SPREE                                  |
| • Learning network         | • Special Education data        | (District-run) or ACE (charter-run) data |
| • Assistant Superintendent | • English Language Learner data | • Any school-specific program data       |
| • Enrollment               | • Suspension data               |  |
| • Demographics             |                                 |  |

Following each school visit, Board staff shall provide the Board with a summary including attendees and highlights from the visit.

### **Public Hearings**

Public hearings are held at least two (2) times per year and are posted on the [Board website](#), [Board calendar](#), and public notice of the meeting is provided in accordance with the Board's [Meetings policy](#). Included in the public notice will be the speaker protocols and registration instructions for each public hearing which will also be available on the [Board website](#).

Written comment can be submitted to the Board as outlined on the [Board website](#) in advance of each public hearing.

If an individual registers to speak and speaks a language other than English, a translator will be coordinated. If an individual submits written comment in a language other than English, the comment/s will be translated into English for Board Members.

Public hearings do not have defined topics and instead provide an opportunity for the public to raise topics of interest with the Board.

Public hearings will take place at the physically accessible Education Center located at 440 N. Broad Street or at other physically accessible locations in different parts of Philadelphia. All public hearings will be streamed live on the [District's website](#) and feature live American Sign Language translation.

### **Maintenance Schedule**

Staff of the Office of the Board will conduct at least annual reviews of the above communication and constituent services guidelines to update these guidelines to put in place the best practices for public engagement.

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 008 -  
Ethics Policy  
ADOPTED:  
REVISED:

## **POLICY 008 - ETHICS POLICY**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 008 Ethics Policy

Board Operating Guidelines 008 Ethics Policy

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 0078

SECTION: Board Bylaws

TITLE: ~~Code of~~ Ethics Policy

ADOPTED: August 15, 2019<sup>1</sup>

REVISED:

## 0078 ~~CODE OF~~ ETHICS POLICY

### Purpose

The Board of Education (**“Board”**) adopts this ~~Code of~~ Ethics Policy which shall apply to members of the Board of Education of The School District of Philadelphia (**“District”**).

This ~~Code~~ Policy is intended to instill public confidence that Board Members are performing their duties as governance officers of the District with integrity and in the best interests of the District. First and foremost, all actions taken by the Board must be designed to further the objective that every child in the City of Philadelphia has access to high-quality public schools, no matter where they live, or what they look like, or who they know.

To strengthen the public’s trust in the integrity of the Board and its Board Members, this ~~Code~~ Policy ~~of Ethics~~ imposes restrictions beyond those contained in the Pennsylvania Public Official and Employee Ethics Act (“Ethics Act”). [1]

Board Members shall sign an acknowledgment agreeing to maintain compliance with this ~~Code~~ Policy. Copies of the signed acknowledgment shall be maintained in the offices of the Board.

### Overarching Principles

- A. Board Members shall avoid impropriety and the appearance of impropriety and shall strictly adhere to standards and conduct that promote public confidence in the Board’s governance of the District. [2][3]
- B. Board Members shall uphold the integrity and independence of the Board and perform the duties of their office impartially and diligently. [2]
- C. Board Members shall carry out the obligations of their position in a fair, impartial, and objective manner.
- D. Board Members shall not knowingly act in any way that creates an appearance of improper influence or potential conflict of interest that would violate the public’s trust.
- E. Board Members shall not use or attempt to use their position as a Board Member to obtain unwarranted privileges or advantages for themselves or others. [2][3]

### Definitions

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<sup>1</sup> This policy was originally adopted as Policy 007: Ethics Policy

Terms used herein shall have the meanings provided in the Ethics Act, unless modified herein to render a requirement more stringent. [1]

**Board:** The Board of Education of the ~~School District of Philadelphia~~.

**Board Member(s):** One or more members of the Board.

**Business:** Any corporation, partnership, sole proprietorship, firm, enterprise, franchise, association, organization, self-employed individual, holding company, joint stock company, receivership, trust, or any legal entity organized for profit or not-for-profit.

**Business with which someone is associated:** Any business in which a Board Member or a member of the Board Member's immediate family is a director, officer, owner, employee, or has a financial interest.

**City:** The City of Philadelphia.

~~**Code:** This Code of Ethics applicable to the Board.~~

**Conflict or conflict of interest:** Use by a Board Member of the authority of their office or any confidential information received through their holding public office for the private pecuniary benefit of themselves, a member of their immediate family or a business with which they or a member of their immediate family is associated. The term does not include an action having a de minimis economic impact or which affects to the same degree a class consisting of the general public or a subclass consisting of an industry, occupation or other group which includes the Board Member, a member of their immediate family or a business with which they or a member of their immediate family is associated.

**De minimis economic impact:** An economic consequence that has an insignificant effect.

~~**District**—The School District of Philadelphia.~~

**Ethics Act:** The Public Official and Employee Ethics Act, 65 Pa. C.S. §1101, *et seq.*

**Financial interest:** Any financial interest in a legal entity engaged in business for profit which comprises more than 5% of the equity of the business or more than 5% of the assets of the economic interest in indebtedness.

**General Counsel:** The General Counsel to the District and the Deputy General Counsel for Compliance and Ethics, or another attorney within the Office of General Counsel who has been designated, in writing, including electronic, by the General Counsel to carry out a particular duty or role.

**Gift:** Anything that is received without consideration of equal or greater value. "Gift" shall not include a commercially reasonable loan made in the ordinary course of business. The term shall not include hospitality, transportation or lodging expenses received in connection with a Board Member's performance of their role as a Board Member.



**Honorarium:** Payment made in recognition of published works, appearances, speeches and presentations and which is not intended as consideration for the value of such services which are nonpublic occupational or professional in nature. The term does not include tokens presented or provided which are of de minimis economic impact.

**Hospitality:** Includes all of the following provided in connection with the Board Member's performance of their role as a Board Member:

- (1) Meals;
- (2) Beverages;
- (3) Entertainment

The term does not include gifts, transportation or lodging.

**Immediate family member:** A spouse, domestic partner, parent, sibling or child. Any relationship by marriage is treated the same as relationship by blood.

**Impartiality:** The condition of being without bias or prejudice in favor of, or against, particular parties or classes of parties, or their representatives, and of maintaining an open mind in considering issues that may come before the Board.

**Independent contractor:** A person who performs professional, scientific, technical, advisory or consulting services to the Board for a fee, honorarium, or similar compensation pursuant to a contract.

**Inspector General:** Office of the Inspector General for the ~~School~~ District of Philadelphia.

**Person:** A business, governmental body, individual, corporation, non-profit, union, association, firm, partnership, committee, club or other organization or group of persons.

**Transportation or Lodging expenses:** Payment/reimbursement for transportation or lodging that is received in connection with a Board Member's performance of their role as a Board Member. This does not include payments or reimbursements made by the ~~School~~ District.

### **Authority**

**The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of the District and its operations.**

[4][5][6][7]

### **Core Requirements**

## *Requirements and Restrictions*

The restrictions stated herein align with, or are in addition to, those restrictions set forth in the Ethics Act, and shall be considered at least as, or more restrictive than the Ethics Act. The requirements and restrictions set forth in the Ethics Act apply to Board Members, even if not included within this ~~Code~~ **Policy**. In the event of any conflict between this ~~Code~~ **Policy** and the Ethics Act, the more restrictive provision shall apply.

- A. Board Members shall not engage in conduct that constitutes a conflict of interest.
- B. Board Members shall maintain impartiality and integrity in the conduct of the business of the District.
- C. Board Members shall abstain from recommending, participating in or attempting to influence any District action or decision in which they have a personal, family or financial interest that is different from the general public. For purposes of this provision, “participating” includes discussion and deliberation on a matter that is the subject of a vote, but does not include being present at a public meeting during discussions by others in the Board Members’ presence.
- D. Board Members shall abstain from voting in a hearing, proceeding, or other matter where voting would result in a conflict of interest. ~~in which their impartiality, independence, or integrity may be reasonably questioned.~~
- E. Board Members must disclose the existence of any financial interest or potential or actual conflict of interest of the Board Member or their immediate family member or business with which they or their immediate family are associated to the General Counsel as soon as practicable after the Board Member becomes aware of such interest or potential or actual conflict. If disclosure and/or abstention are deemed to be required, the General Counsel shall advise the Board Member and the Board, through its President (or Vice-President if the interest or conflict involves the President) and/or Chief of Staff, of such advice. The General Counsel shall have the discretion to notify the Board President and/or Chief of Staff of a determination that disclosure and/or abstention are not required.
- F. Board Members who have reason to believe their impartiality, independence or integrity might reasonably be questioned, shall report their underlying concern to the General Counsel to determine if there is a need for disclosure and/or abstention of the Board Member from a particular matter. If disclosure and/or abstention are deemed to be required, the General Counsel shall advise the Board Member and the Board, through its President (or Vice-President if the concern involves the President) and/or Chief of Staff, of such advice. The General Counsel shall have the discretion to notify the Board President and/or Chief of Staff of a determination that disclosure and/or abstention are not required.
- G. If disclosure and/or abstention are deemed to be required, the Board Members who are required to abstain from participating and/or voting shall, prior to a vote being taken,

publicly announce and disclose the nature of their interest **and in** a written memorandum **shall be** filed with the person responsible for recording the minutes at which a vote is taken, which writing shall be considered a public record. [2][8][9]

- H. Board Members shall not accept an honorarium relating to their roles as Board Members. This means receiving payment when invited to appear and talk about subjects related to their work because of their identities as Board Members, or payment for other services that appear unrelated to Board service but are out of proportion to the market value of such services. [2][8]
- I. Board Members, their immediate family members, and businesses with which they or their immediate family members are associated shall not enter into any contract valued at ~~\$5001,000~~ or more with the District or any subcontract valued at ~~\$5001,000~~ or more with any person awarded a contract with the District, unless the contract has been awarded through an open and public process, including prior public notice and subsequent public disclosure of all proposals considered and contracts awarded. In such case, the Board Member shall not have any supervisory or overall responsibility for the implementation or administration of the contract. [2][8]
- J. Board Members shall not solicit or accept anything of monetary value, including a gift, loan, political contribution, reward or promise of future employment, based on any understanding of the Board Member that the vote, official action or judgment of the Board Member would be influenced thereby. A Board Member shall report to the General Counsel all such offers from any person if the Board Member reasonably believes the offer was designed to influence the Board or could appear to be so designed. [2][8]
- K. Board Members shall not solicit, request from, suggest to, or recommend to any contractor, subcontractor, or consultant actively bidding or soliciting for a contract with the ~~School~~ District the appointment or employment of any individual in any capacity by the contractor, subcontractor or consultant. Unless with the prior disclosure to and consultation with the General Counsel, Board Members shall not solicit, request from, suggest to, or recommend to any current Board contractor, subcontractor, or consultant the appointment or employment of any individual in any capacity by the contractor, subcontractor, or consultant. The requirements in this subsection survive until one (1) year after completion of a Board Member's service on the Board.
- L. Board Members shall not be employees of the District or of a charter school that enrolls students who are residents of the City or of a charter management organization that manages a charter school that enrolls students who are residents of the City. Board Members shall disclose if any immediate family members are employees of the District or of such a charter school or charter management organization to the General Counsel. The General Counsel will determine if public disclosure of the family employment and recusal from participating or voting is required.[10]
- M. Board Members shall not have an ownership interest in, or serve on a board of trustees or directors of, a charter school or charter school management organization operating or with a

direct or indirect presence in Pennsylvania. Board Members shall disclose if any immediate family members have an ownership interest in, or serve on the board of trustees or directors of, a charter school or charter school management organization operating or with a direct or indirect presence in Pennsylvania to the General Counsel. The General Counsel will determine if public disclosure of the interest and recusal from participating or voting is required.

- N. Board Members shall not directly or indirectly act as a broker or agent who procures, or receives any compensation in connection with the procurement of bonds for the District.
- O. Board Members shall not, during service on the Board or thereafter, reveal, use, or permit the use of any confidential information, in whole or in part, without proper legal authorization by the General Counsel. Information received or otherwise accessed by a Board Member by virtue of the Board Member's service on the Board shall be considered confidential information unless such information is otherwise publicly accessible or the President of the Board or the General Counsel authorizes disclosure or release of such information.
- P. Board Members shall not use or attempt to use their position on the Board to obtain privileges or advantages for themselves or others. This would include, but is not limited to, placements at any school or program.
- Q. Board Members may not represent any individual (including themselves or immediate family members) or other person for promised or actual compensation, or in anticipation of any other financial benefit, in any matter before the Board or the District for one **(1)** year after leaving the Board, including returning as an independent contractor. ~~{2}~~**[8]**
- R. The Board values the diverse backgrounds and experiences of its Board Members and the benefit of diversity of thought and approach its Board Members bring to governance of the District and engagement with the community. The Board recognizes that a Board Member's experience is an asset to the Board and may be a reason that ~~a~~ Board Member was nominated and appointed to the Board, and that such experience may be a direct result of or related to a Board Member's professional background and livelihood. The Board believes candidates should not be dissuaded from considering service on the Board. Accordingly, Board Members who have been associated with a business that is doing business with the District or with District students, families, or staff at the time of their appointment to the Board must disclose the nature of the business association to the Board, and unless by majority vote the Board disapproves, may continue with such business association so long as the Board Member remains compliant with the Ethics Act and other applicable laws, as well as Paragraph I above and other provisions of this ~~Code~~ **Policy**.
- S. Board Members shall not themselves, nor permit any business with which they are associated to, trade on status as a Board Member or a connection to the Board. However, Board membership may be included as an item in an official bio, resume, or curricula vitae so long as doing so does not violate any provision of the Ethics Act.

T. Board Members shall be bound by the following rules concerning gifts:

- a. Board Members shall not solicit or accept a gift of any value from any person or entity that does business with the District or seeks to do business with the District. Board Members shall not solicit or accept a gift whose value exceeds ~~\$50+00~~ \$50 from any other person or entity without disclosure to and written permission of the General Counsel, unless an exception in paragraph (d) below applies. Board Members may refer a person offering a gift to Policy 702, "Gifts, Grants, and Donations."
- b. Board Members shall not accept or receive a gift of any value if they believe that the gift is being made to influence their votes, official actions, or judgments relating to any matter that is or is likely to come before the Board.
- c. Board Members shall not accept gifts through another person on the same terms as if the gift had been made directly to a Board Member.
- d. Unless as otherwise prohibited by the Ethics Act **or other applicable law or regulation**, the prohibitions and approval requirements set forth in this section concerning gifts shall not apply to:
  - i. Gifts from immediate family members, or other close relatives, friends, or business associates when the circumstances (ex., birthday, engagement, marriage, birth of a child, retirement) and size of the gift make clear that the motivation for the gift is based on a purely personal or family relationship and not intended to influence the Board Member's vote or official action. For the purposes of this paragraph, the terms "friend" or "business associate" shall not include a registered lobbyist or an employee of a registered lobbyist.
  - ii. A plaque or memento of a de minimis economic impact offered as a token of esteem or appreciation on the occasion of a public appearance, speech, or the like attended by Board Members in their official capacity as Board Members. This paragraph does not include an honorarium.
  - iii. Gifts resulting solely from the Board Members' membership in a bonafide charitable, professional, educational, labor, or trade organization when generally made available to the same class of members of such entities and not intended to influence the Board Member's vote or official action as a Board Member.

U. **Regardless of any other provision authorizing the acceptance of a gift, hospitality, transportation, or lodging, Board Members may not directly or indirectly solicit or accept any gift, gratuity, favor, entertainment, loan, or any other thing of value from a service provider participating in or seeking to participate in the schools and libraries universal service program. [11]**

- V. Board ~~m~~Members shall not solicit or accept payment for Hospitality, Transportation or Lodging or reimbursement of Hospitality, Transportation or Lodging expenses whose value exceeds \$50~~100~~ from any person or entity without disclosure to and written permission of the General Counsel.
- W. Board Members shall not, while a Member, seek, hold, or accept a position as any other public official within the Commonwealth of Pennsylvania or of any county, city or other political subdivision thereof, or as any federal official, or as an official or committee member of a political party, a political campaign, or a partisan political club. A Board Member must first resign from the Board before seeking or accepting any such position. Notwithstanding the foregoing, a Board Member who held a position that would otherwise be precluded under this provision at the time they became a Board Member may complete their term so long as doing so is permissible under the Ethics Act and the Public School Code. ~~[11], but, with the exception of Board Members appointed prior to the date of adoption of this Code, may not seek, accept, or hold a subsequent term or office while a Board Member. This exemption for Board Members appointed prior to the date of adoption of this Code does not exempt the Board Member from complying with any other provisions of this Code.~~
- X. Board Members may not use their Board position, authority, influence, title or status for any political purpose, including requesting or suggesting that another Board Member or District employee participate in political activity.
- Y. Board Members may not be involved in any manner in the collection, receipt, or solicitation of contributions or anything of value intended for a political purpose.
- Z. Board Members may not engage in political activity by using Board or District resources, including campaigning for or endorsing candidates on District property. ~~{3}~~**[12]**

#### *Annual Financial Disclosure Statement*

- A. On an annual basis, Board Members must file the Statement of Financial Interests required by section 1104 of the Ethics Act for the preceding calendar year on or before May 1 of each year in which they hold a position on the Board and of the year after they leave such a position. If May 1 is not a business day, annual Statement of Financial Interests must be filed on or before the next business day. ~~{4}~~**[13]**
- B. The annual Statement of Financial Interests shall be submitted to the ~~District's Office of Talent with a copy retained by the~~ Office of General Counsel.
- C. General Counsel will provide a copy of the annual Statement of Financial Interests of each Board Member to the City's Records Department in accordance with the deadlines specified in Paragraph A of this section of the ~~Code~~ **Policy**.
- D. Annual Statements of Financial Interests filed by Board Members shall be open to

inspection by the public at the City's Records Department and at the **Office of the Board of Education** ~~District's Office of Talent~~ during normal business hours in accordance with the Ethics Act. ~~[4]~~**[13]**

- E. As required by the Ethics Act, Board Members must disclose the name and address of the source and the amount of any gift or gifts valued in the aggregate at \$250 or more and the circumstances of each gift (or such other amount as dictated by the Ethics Act). This paragraph does not apply to a gift or gifts received from a spouse, parent, parent by marriage, sibling, child, grandchild, other family member or friend when the circumstances make it clear that the motivation for the action was a personal or family relationship. However, for the purposes of this paragraph, the term "friend" shall not include a registered lobbyist or an employee of a registered lobbyist. ~~[5]~~**[14]**
- F. As required by the Ethics Act, Board Members must disclose the name and address of the source and the amount of any payment for or reimbursement of actual expenses for transportation and lodging or hospitality received in connection with Board membership where such actual expenses for transportation and lodging or hospitality exceed \$650 in an aggregate amount per year (or such other amount as dictated by the Ethics Act). This paragraph shall not apply to expenses reimbursed by a governmental body or to expenses reimbursed by an organization or association of public officials or employees of political subdivisions which the Board Member serves in an official capacity. ~~[5]~~**[14]**
- G. As required by the Ethics Act, Board Members must disclose any office, directorship or employment of any nature whatsoever in any business entity, including a not-for-profit, and any financial interest in any legal entity engaged in business for profit. ~~[5]~~**[14]**

### *Violations*

- A. Board Members who have knowledge of **or good faith reason to believe that they or another Board Member committed** a violation of, ~~or a good faith reason to believe that they or other Board Members may have violated,~~ this ~~Code~~**Policy** or the Ethics Act shall **immediately** notify the General Counsel. ~~within (72) hours or sooner, if necessary, before any Board action involving the subject of the violation or possible violation is taken.~~
- B. Board Members shall disclose to the General Counsel any official allegation that they or any other Board Members have committed a felony, misdemeanor, or summary criminal offense, other than a traffic violation, while a Board Member, in any domestic or foreign jurisdiction.
- C. General Counsel will notify the Board President and Vice-President if a Board Member takes action that is, or is alleged to be, in violation of this Policy, the Ethics Act, or any

other law, other than a traffic violation. The Board President will determine if the action or alleged action **should be investigated internally or reported to the Mayor and/or the State Ethics Commission.** ~~could be considered an action that could lead the Mayor to consider removing the Board member from office and, if so, notify the Mayor of said action.~~ If the Board President is the individual accused of the violation or alleged violation, the Vice-President shall make the determination regarding **internal investigation or** notice to the Mayor **and/or State Ethics Commission.** [15]

- D. Board Members shall immediately resign from the Board if indicted of a felony in any domestic or foreign jurisdiction while serving on the Board.

#### *Advice and Guidance*

- A. Board Members should seek advice from the General Counsel when they have questions or concerns regarding their obligations under, or the applicability or meaning of, any provision of this ~~Code~~ **Policy** or the Ethics Act.
- B. Board Members shall cooperate with the State Ethics Commission, the General Counsel, the Inspector General and any other appropriate authority as directed by the General Counsel **and/or the Board President** in all matters relating to the operation and enforcement of this ~~Code~~ **Policy** and the Ethics Act.

#### **Legal References:**

1. [65 Pa. C.S.](#) §§ 1101, et seq.
2. [Policy](#) 009 - Principles of Governance and Leadership
3. [Policy](#) 828 - Suspected Financial Misconduct and Dishonesty
4. [Home Rule Charter](#) §12-200
5. [Home Rule Charter](#) §12-300
6. [24 P.S.](#) §4-407
7. [24 P.S.](#) §5-510
8. [65 Pa. C.S.](#) §1103
9. [Policy](#) 006 - Meetings
10. [24 P.S.](#) §3-324
11. [54 C.F.R.](#) §54.503(d)
12. [Policy](#) 320 - Freedom of Speech and Political Activity
13. [65 Pa. C.S.](#) §1104
14. [65 Pa. C.S.](#) §1105
15. [Home Rule Charter](#) §12-204

#### **Related Information:**

1. 008 Ethics Policy Board Operating Guidelines



**Legal References:**

1. ~~65 Pa. C.S. §§ 1101, *et seq.*~~
2. ~~65 Pa. C.S. §§ 1103~~
3. ~~Policy 320 - Freedom of Speech and Political Activities~~
4. ~~65 Pa. C.S. §§ 1104~~
5. ~~65 Pa. C.S. §§ 1105~~

Effective:

Revised:

## **Board Operating Guidelines for Board of Education Ethics (Attachment for Policy 008)**

### **Purpose**

The purpose of these Board Operating Guidelines is to effectuate Policy 008: Ethics, which instills public confidence that Board of Education (“Board”) Members are performing their duties as governance officers of the District with integrity and in the best interests of The School District of Philadelphia (“District”).

### **Procedures**

#### **Statement of Financial Interests**

A [Statement of Financial Interest](#) as defined by the Ethics Act must be completed by each Board Member:

- Before taking the oath of office or entering upon duties.
- Annually by May 1 while serving on the Board.
- By May 1 of the year after leaving the Board.

If May 1 is not a business day, the annual Statement of Financial Interests must be filed on or before the next business day.

Office of the Board of Education staff (“Board staff”) and Office of General Counsel (“General Counsel”) are available to assist Board Members in meeting the deadlines to stay in compliance, but it is ultimately the individual responsibility of the Board Member to ensure they are in compliance.

#### **Disclosure of New or Potential Conflicts of Interest**

On an ongoing basis, Board Members shall provide to the General Counsel any actual or potential conflicts of interest and/or reasons for abstentions from votes. This information will be made available to Board staff and is intended to supplement the information provided on the Board Member’s Statement of Financial Interest form.

Each Board Member shall meet with General Counsel at least annually or as requested by the General Counsel or Board President to review and discuss any necessary updates to the Board Member’s actual or potential conflicts.

This information informs the identification of actual or potential conflicts of interest for the purposes of any necessary vote abstentions.

Generally speaking, a conflict of interest (actual or perceived) can take the form of both financial and non-financial relationships. Examples of such interests:

- Receipt of payment, in any form, from an organization or individual
- Ownership of stocks or shares in organizations
- Receipt of grants or funding
- Membership on the board of another organization
- Gifts
- Relationships that may impact impartiality (e.g. colleagues, family, mentor, previous supervisor/student)
- Commercial or business interests

### **Abstentions**

Each month prior to taking any official action as a Board Member, each Board Member must review the action to be taken and identify if they believe they might have a conflict of interest.

If they identify a potential conflict of interest, they should notify via email the Board President, Chief of Staff for the Office of the Board of Education, and the General Counsel stating the action to be taken where there is a conflict and what the conflict is.

### **Reporting to General Counsel**

Certain situations require Board Members to make a report to the General Counsel. These include:

- Board Members have reason to believe their impartiality, independence or integrity might reasonably be questioned when taking a vote
- Any offer/s from any person if the Board Member reasonably believes the offer was designed to influence the Board or could appear to be so designed

These reports should be made from the Board Member to the General Counsel through email or phone call.

### **Violations**

Upon receipt of a concern or complaint that a Board Member has allegedly violated the Ethics Policy, the Ethics Act, or any other law, other than a traffic violation, General Counsel will notify the Board President, Vice-President, and Board Chief of Staff within 24 hours of receipt of the allegation.

The Board President will determine whether the matter should be reviewed internally by the General Counsel or some other office. That assigned reviewer will look into the facts of the allegation at the direction of the Board President and will provide a report to the Board President and Vice-President within 7 days, unless additional time is requested in order to develop the report.

**In the event the Board President determines the complaint or concern should be referred to another authority such as the Mayor or State Ethics Commission, the General Counsel will support the Board President in drafting timely communication to facilitate referral of the matter.**

**If the Board President is the subject of an allegation, all communications and decisions will be made solely through the Vice-President and Board Chief of Staff.**

**If the Vice-President is the subject of the allegation, all communications and decisions will be made solely through the President and Board Chief of Staff.**

#### **Advice from General Counsel**

**Certain situations might require Board Members to seek advice from General Counsel. These include:**

- **Understanding the Ethics Policy, Ethics Act, or any other applicable law**
- **Seeking guidance on whether a potential conflict exists**
- **Seeking written permission for the solicitation or acceptance of payment for Hospitality, Transportation or Lodging or reimbursement of Hospitality, Transportation or Lodging expenses whose value exceeds \$50 from any person or entity**

**This advice should be requested from the Board Member to General Counsel through email or phone call.**

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 009 -  
Principles of Governance  
and Leadership  
ADOPTED:  
REVISED:

## **POLICY 009 - PRINCIPLES OF GOVERNANCE AND LEADERSHIP**

### **Purpose**

See below linked documents for the proposed policy and (if applicable) Board Operating Guidelines.

### **Administrative Procedures:**

Policy 009 Principles of Governance and Leadership

# THE SCHOOL DISTRICT OF PHILADELPHIA

No. 009

SECTION: Board Bylaws

TITLE: Principles of  
Governance and Leadership

ADOPTED:

REVISED:

## 009 PRINCIPLES OF GOVERNANCE AND LEADERSHIP

### Purpose

This policy sets forth the norms and principles of governance and leadership for members of the Board of Education (“Board”) of The School District of Philadelphia (“District”).

### Authority

The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce such reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of the District and its operations.[1][2][3][4]

### Core Requirements

Board Members shall adhere to the below principles:

#### *Lead Responsibly*

- Fully prepare for, attend, and actively participate in Board meetings
- Work together with civility and cooperation, respecting that individuals hold differing opinions and ideas
- Participate in professional development, training, and Board retreats
- Collaborate with the Superintendent, acknowledging their role as the 10th member of the Board
- Always treat District staff respectfully both in public and private settings

#### *Act Ethically* [5]

- Never use the position for improper benefit to self or others
- Avoid actual or perceived conflicts of interest
- Recognize Board Members do not possess any authority outside of the collective Board
- Accept that when the Board has made a decision, it is time to move forward collectively and constructively

#### *Plan Thoughtfully* [6]

- Implement a collaborative strategic planning process
- Set annual goals that are aligned with comprehensive plans, recognizing the need to adapt as situations change

- Review and authorize a comprehensive financial plan and master facilities plan that anticipates short and long-term needs
- Allocate resources to effectively impact student success

#### *Evaluate Continuously [6]*

- Make data-informed decisions
- Evaluate the Superintendent annually
- Conduct a Board self-assessment on an at least annual basis
- Focus on student growth and achievement
- Review effectiveness of all comprehensive and strategic plans

#### *Communicate Clearly [6] [7]*

- Promote open, honest, and respectful dialogue among the Board, staff, and community
- Acknowledge and listen to varied input from all stakeholders
- Promote transparency while protecting necessary confidential matters
- Set expectations and guidelines for individual Board Member communication
- Individual Board Members communicate back to full Board a summary of any outside/one-off meetings conducted in their official capacity as a Board Member

#### *Advocate Earnestly [7]*

- Promote public education as a keystone of our Commonwealth
- Engage the community by seeking input, building support networks, and generating action
- Champion public education by engaging local, state, and federal officials

#### *Govern Effectively [8]*

- Establish and adhere to rules and procedures for Board operations
- Develop, adopt, revise, and review policy routinely
- Align Board decisions to policy ensuring compliance with the PA School Code, Philadelphia Home Rule Charter, and other local, state, and federal laws
- Remain focused on the role of governance, effectively delegating management tasks to the administration

#### Legal References:

1. [Home Rule Charter](#) §12-200
2. [Home Rule Charter](#) §12-300
3. [24 P.S.](#) §4-407
4. [24 P.S.](#) §5-510
5. [Policy](#) 008 - Ethics Policy
6. [Policy](#) 003.1 - Goals and Guardrails
7. [Policy](#) 007 - Public Engagement
8. [Policy](#) 003 - Functions

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 1100 -  
Office of Auditing  
Services  
ADOPTED:  
REVISED:

## **POLICY 1100 - OFFICE OF AUDITING SERVICES**

### **Purpose**

See below linked documents for the proposed policy and Administrative Procedures.

### **Administrative Procedures:**

Policy 1100 Office of Auditing Services

Administrative Procedures 1100 Office of Auditing Services



# **THE SCHOOL DISTRICT OF PHILADELPHIA**

**No. 1100**

**SECTION: Office of Auditing  
Services**

**TITLE: Office of Auditing  
Services**

**ADOPTED:**

**REVISED:**

## **1100 OFFICE OF AUDITING SERVICES**

### **Purpose**

This Policy establishes and sets forth the authority of the Board of Education's ("Board") Office of Auditing Services ("OAS"). OAS is a necessary support to the Board in its governance of The School District of Philadelphia ("District"). This includes performing Board-directed audit activities in addition to and separate from the audit and investigative activities regularly conducted by the District and Office of Inspector General.

### **Authority**

The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce such reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of the District and its operations.[1][2][3][4][5]

### **Delegation of Responsibility**

The Board directs OAS, or its designee or appointee, to develop and implement an annual audit plan that examines internal controls and/or compliance with Board Policy, applicable laws, and agreements with the District, Board, or Intermediate Unit. This annual audit plan shall aim to assess, establish, and maintain an effective system of internal controls and maximize efficient operations. OAS should not duplicate the annual auditing of financial statements. [6] OAS shall consider projects for inclusion in the audit plan based on factors weighing operational, legal, and fiscal risk to the District. Upon review of the annual audit plan, the Board may direct OAS to amend the annual audit plan.

At the conclusion of an investigatory audit, OAS shall discuss findings and recommendations regarding health and efficiency of the subject matter of the audit investigation with the Board, Office of General Counsel, and responsible program office. Thereafter, OAS shall issue a report summarizing findings and/or recommendations.

OAS shall develop administrative procedures that inform audit subjects of the general process used by OAS and the general areas of inquiry that may be the subject of an audit investigation.

## **Mandatory Regulatory Procedures**

Findings of possible corruption, fraud, criminal activity, waste, abuse, mismanagement, abuse of office, misconduct, and/or conflicts of interest, shall be referred to the Office of Inspector General. [7][8]

### **Legal References:**

1. [Home Rule Charter](#), Article XII
2. [Home Rule Charter](#), §12-200
3. [Home Rule Charter](#), §12-300
4. [24 P.S.](#) §4-407
5. [24 P.S.](#) §5-510
6. [Policy 619](#) - District Audits
7. [Policy 828](#) - Suspected Financial Misconduct and Dishonesty
8. [Policy 1200](#) - Office of the Inspector General

### **Related Information:**

1. 1100 Office of Auditing Services Administrative Procedures

Effective:

Revised:

## **Administrative Procedures for Office of Auditing Services (Attachment for Policy 1100)**

### **Purpose**

The purpose of these Administrative Procedures is to detail and clarify the role and responsibilities of OAS and the audit investigation process.

### **Procedures**

#### **Professionalism**

OAS shall adhere to the Generally Accepted Government Auditing Standards of the U.S. Government Accountability Office and the Institute of Internal Auditors and the [Employee Code of Ethics](#). OAS will conduct itself in conformity with Board policies and administrative procedures, and any applicable state and/or federal laws and regulations.

#### **Responsibility**

The scope of OAS includes, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the District's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the Board's Goals and Guardrails and District's strategic plan. This may include, but is not limited to:

- Assisting the Board in assessing effectiveness of organizations that it has granted rights and/or funds to.
- Evaluating risk exposure relating to achievement of the Board Goals and Guardrails District strategic plan.
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information.
- Evaluating the systems established to promote compliance with those Board policies, procedures, protocols, and state and federal laws and regulations which could have a significant impact on the District.
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Evaluating the effectiveness and efficiency with which resources are employed.
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.

- **Monitoring and evaluating the effectiveness of the District's governance, risk management, and control processes.**
- **Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Board.**
- **Evaluating specific operations at the request of the Board, as appropriate.**

### **Audit Plan**

**Every Spring, the OAS will develop an audit plan to identify which areas of the District will be audited in the following fiscal year. Identified audit activities will then be conducted from July 1 to June 30 and may carry across fiscal years, if necessary. The activities of OAS are systematically planned to officially probe, examine, and review practices and processes of the Board and District, as well as compliance with Board Policies and Administrative Procedures and accepted legal and business practices.**

**OAS should indicate which activities it will conduct with employees and whether it must arrange for the appointment of a third party contractor as an official to perform the audit investigation. OAS will follow Board Policy with regard to engagement of such services. OAS may also consult with the Office of General Counsel (OGC) when formulating the audit plan and/or the scope of audit investigations. OAS may conduct audit investigations at the direction of OGC or outside counsel for the purpose of aiding legal advice to the Board and/or District.**

**OAS and the Board's Chief of Staff, or their designee, will review the audit plan periodically and modify it as needed. At least annually, a summative briefing should be provided from OAS to the Board on key findings and activities. This report should also inform future audit activities.**

### **Audit Process**

**All employees shall, to the extent possible, assist OAS in fulfilling its roles and responsibilities.**

**For the purpose of fulfilling its duties and responsibilities, OAS, with strict accountability for confidentiality and safeguarding records and information, is authorized access to District records, physical properties, and/or personnel as allowed by applicable state and federal laws and regulations and executed agreements with the District.**

**OAS shall have direct communication with and access to the Board, the Superintendent, and District officials to discuss audit investigation findings.**

**Auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair OAS judgment.**

**Auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.**

**These below procedures outline the high level audit activities that the OAS will implement in the course of conducting its work. Note that the below process might change slightly depending on the specific audit being completed.**

**Planning:** OAS will review any relevant prior audits and will research policies, statutes, and other relevant materials to prepare an audit program to follow.

**Notification:** OAS will notify the entity or office being audited regarding the upcoming audit and its purpose, at which point an opening meeting and fieldwork will be scheduled.

**Opening Meeting/Fieldwork:** This phase includes OAS and the relevant leadership from the entity or office involved being audited. The audit's purpose and objective will be discussed as well as the audit program. The audit program may be adjusted based on information obtained during the opening meeting. The necessary interviews with appropriate personnel and testing will then take place.

**Closing Meeting:** The audit report and responses will be reviewed and discussed. This is the time for questions and clarifications from the entity or office involved being audited.

**Report Drafting:** The report is then drafted. The report includes such areas as the objective and scope of the audit, relevant background, and the findings and recommendations for correction or improvement. The draft report may be shared with the entity or office involved being audited for any final feedback.

**Audit Report Distribution:** After the report is drafted and any final feedback is incorporated, the final audit report is distributed to the relevant entity or office involved in the audit and the Board.

### **Reporting and Monitoring**

**A written report will be prepared and issued by OAS following the conclusion of each audit investigation engagement and will be distributed as appropriate. The report may include management's response and corrective action taken or to be taken in regard to the specific findings and recommendations.**

**The Superintendent, or designee, will be responsible for appropriate follow-up on engagement findings and recommendations until fully implemented or no longer applicable.**

**Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the Board.**

# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Policy 1200 -  
Office of Inspector  
General  
ADOPTED:  
REVISED:

## **POLICY 1200 - OFFICE OF INSPECTOR GENERAL**

### **Purpose**

See below linked documents for the proposed policy and Administrative Procedures.

### **Administrative Procedures:**

Policy 1200 Office of Inspector General

Administrative Procedures 1200 Office of Inspector General

# **THE SCHOOL DISTRICT OF PHILADELPHIA**

**No. 1200**

**SECTION: Office of Inspector  
General**

**TITLE: Office of Inspector  
General**

**ADOPTED:**

**REVISED:**

## **1200 OFFICE OF INSPECTOR GENERAL**

### **Purpose**

The Board of Education (“Board”) recognizes the need for independent and objective oversight in promoting integrity, efficiency and overall effectiveness in The School District of Philadelphia (“District”). The purpose of this policy is to set forth the responsibilities and authority of the Office of Inspector General (“OIG”) that were conferred by Board Action Item 2 of April 25, 2019 and codify and clarify this Policy as the document henceforth governing duties of the OIG and the obligations of District staff and other third parties concerning the OIG.

### **Authority**

The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce such reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of the District and its operations.[1][2][3][4][5][6]

### **Delegation of Responsibility**

The Board directs that the Inspector General (“IG”) or their designees, through the Office of Inspector General (“OIG”), conduct independent investigations on its own volition and/or in response to complaints concerning corruption, fraud, criminal activity, waste, abuse, mismanagement, abuse of office, misconduct, conflicts of interest, and/or poor stewardship of public funds (collectively referred to herein as “improper conduct”).[2]

The IG shall provide biannual updates to the Board on its work. The Board’s Chief of Staff shall communicate regularly with the IG regarding administrative matters.

**The OIG shall be operationally independent and the IG shall be appointed by and report directly to the Board. The responsibilities of the OIG shall extend to investigations concerning:**

- **all offices, departments, divisions, units, schools, programs, and agencies of the District and Intermediate Unit 26 (“IU-26”);**
- **current and former employees;**
- **other educational entities that receive District funds;**
- **contractors, subcontractors, and others that directly or indirectly earn or otherwise receive funds or other benefit from the District;**
- **grantors and donors to the District; and**
- **contractors, concessionaires, lessees and lessors, licensees and licensors, anyone using District facilities, or any person or entity involved in transactions, partnering, or providing services for or with the District, whether or not involving the exchange of money.**

**The OIG shall coordinate with other authorities, including federal, state and local law enforcement and regulatory agencies and/or with appropriate District offices and departments. This coordination shall occur as required, unless the OIG determines that such coordination would otherwise impede an investigation or OIG independence.**

**The delegation of authority to the OIG in this Policy does not affect the authority and responsibility of the Board, the Superintendent, and the District to otherwise exercise their designated powers and fulfill their assigned duties.**

**All entities and individuals subject to investigation and reviews shall cooperate fully with the OIG by providing complete, truthful, and accurate information. The OIG shall have access to all true, correct and complete information and records, as well as all necessary or appropriate assistance in any matter investigated by the IG and concerning the business or activity of the District, IU-26, recipients of District funds, and prospective contractors or vendors. [7]**

**District employees are prohibited from taking or threatening to take any action in an attempt to prevent anyone from providing information to, or cooperating with, the OIG, and from retaliating against anyone for doing so. [8]**

**All District staff, recipients of District funds, and all other categories of individuals or entities referenced herein, shall report any knowledge of improper conduct to the OIG. [9][10]**

### **Mandatory Regulatory Procedures**

**Upon completion of an investigation, the OIG shall share an internal and pre-decisional draft report with the Board, Superintendent, and OGC to afford opportunity for clarification and response to questions. It will then issue a final report, which may be available on the OIG’s website. The OIG, however, may withhold reports from any person,**



if such person is the subject of the investigation and disclosure may impede an investigation by a law enforcement agency. The Superintendent, or their designee, shall submit a written report to the OIG detailing action taken, or plans to correct improper conduct, or otherwise respond to findings and recommendations made in final OIG reports.

The OIG shall submit an annual report to the Board, Superintendent, and OGC that generally summarizes complaints received during the course of the year, the investigations conducted, the recommendations made, and such other information as appropriate.

Aside from the disclosures expressly authorized herein, the OIG shall keep all records of investigation confidential, including the identities of individuals who provide information in connection with an investigation, to the extent permitted by law. The OIG shall not disclose any information that would violate federal, state or local laws. The OIG shall respect employees' and contractors' due process rights as prescribed by State law, Board policies and/or applicable collective bargaining agreements.[8][11]

**Legal References:**

1. [Home Rule Charter](#), Article XII
2. [Board Action Item 2 of April 25, 2019](#)
3. [Home Rule Charter](#), §12-200
4. [Home Rule Charter](#), §12-300
5. [24 P.S.](#) §4-407
6. [24 P.S.](#) §5-510
7. [Policy](#) 800 - Records Management
8. [43 P.S.](#) §§1421-1428
9. [Policy](#) 828 - Suspected Financial Misconduct and Dishonesty
10. [Policy](#) 317 - Employee Conduct and Reporting Requirements
11. [15 U.S.C.](#) 7201 et seq.

**Related Information:**

1. 003.4 Office of Inspector General Administrative Procedures
2. [47 CFR §54.503](#)
3. [2 CFR §200.318](#)

**Effective:**

**Revised:**

**Administrative Procedures for  
Office of Inspector General  
(Attachment for Policy 1200)**

**Purpose**

The Public School Code and Philadelphia Home Rule Charter permit the Board to adopt and enforce reasonable rules and regulations as it may deem necessary and proper for its governance as well as the management of the affairs of The School District of Philadelphia (“District”) and its operations.[1][2]

These Administrative Procedures provide detail regarding the functions and operations of the Office of Inspector General (“OIG”) and the obligations of School District of Philadelphia (“District”) staff and other third parties concerning the OIG.

**Definitions**

**Abuse:** Behavior that is deficient or improper when compared with that which a reasonable person would consider a prudent and necessary operational practice. This includes intentional or improper use of resources that can include the improper use of one’s position, in a manner contrary to its rightful or legally intended use, the misuse of authority or position in wrongdoing that had an effect on either the complainant (adverse loss) or the subject (personal gain).

**Fraud:** A willful or deliberate act or omission by which an individual intends to unlawfully deprive through an unauthorized benefit, service, property or something of value by deception, misrepresentation or other unethical or unlawful means. Fraudulent acts include, but are not limited to:

- a. Forgery, falsification or alteration of District documents or records;
- b. Offer, payment or acceptance of bribes or gratuities;
- c. Falsification or misrepresentation of reports, time sheets, travel claims for reimbursement or other expense reimbursement claims;
- d. Authorizing or receiving compensation for time not worked;

- e. Destruction, removal, theft or inappropriate use of the District's supplies or other assets;
- f. Misappropriation of funds or impropriety in handling or reporting of money or financial transactions of the District;
- g. Accepting or soliciting anything of material value from contractors, vendors, or persons providing services to the District;
- h. Taking another's information and using it, or providing the information to others, that would lead to identity theft;
- i. Taking or using the intellectual property of the District or a third party for personal gain; or,
- j. Disclosure of confidential or proprietary information to unauthorized individuals.

**Waste:** The act of using or expending resources unreasonably, carelessly, extravagantly, or for no useful purpose.

### **Procedures**

#### **APPOINTMENT AND QUALIFICATIONS OF THE INSPECTOR GENERAL**

The Inspector General (IG) shall be appointed by the Board of Education (the "Board"). The IG shall be selected without regard to political affiliation on the basis of integrity, strong leadership capability and demonstrated ability in investigations, accounting, compliance, law, management analysis, public administration, criminal justice administration or other appropriate fields. The IG should hold at appointment, or will be required to obtain within a time certain after appointment, certification as a Certified IG from the Association of Inspectors General.

#### **EVALUATION OF THE INSPECTOR GENERAL**

The IG appears before the Board twice a year to provide a briefing on the activities and progress of the office during the prior period. The OIG is also required to submit an annual report to the Board, Superintendent and the Office of General Counsel that summarizes complaints received during the calendar year, the investigations conducted, any policy and procedural recommendations that are made and any other information as is requested by the Board or Superintendent, or that the OIG deems appropriate. The IG shall, after presentation to the Board, post the same on the public website.

### **ALLEGATIONS REGARDING BOARD MEMBERS, INSPECTOR GENERAL OR OIG STAFF**

The OIG shall refer complaints alleging a violation of criminal law(s) by a Board Member, OIG employee, or IG, to the appropriate local, state, federal law enforcement agency, or outside entity. The IG shall refer complaints regarding issues of ethics or other improper conduct within the jurisdiction of the OIG to the appropriate external administrative or civil agency. The OIG may enter into such agreements as necessary to formalize the engagement of an outside official or agency to conduct such investigations or reach out to OGC to engage independent outside counsel.

### **INVESTIGATIVE DUTIES AND RESPONSIBILITIES**

The OIG shall:

- i. Require production of documents in accordance with the Section entitled “Cooperation with the Office of Inspector General,” *infra*.
- ii. Initiate, conduct, and coordinate investigations designed to detect, deter, prevent, and eradicate fraud, waste, financial mismanagement, fiscal misconduct, and other abuse in the District.
- iii. Investigate, inspect, review and monitor the performance of District functions, programs, policies, and procedures involving employees, District funded projects, contracts or transactions intended to benefit the District, and vendors or contractors either in response to complaints or on matters that are self-initiated by the OIG.
- iv. Refer matters to the appropriate law enforcement agency when there is reasonable grounds to believe that there has been a violation of local, state or federal law.
- v. Timely submit reports of investigations to the Board, Superintendent, OGC and issue public reports of findings, if warranted.
- vi. Make policy and procedural recommendations as necessary and then review actions taken by District offices in response to investigations to improve program performance.
- vii. Request status reports from investigated departments, offices or divisions regarding corrective actions taken to address reported findings, deficiencies, and/or recommendations and make further recommendations if necessary.
- viii. When audits, reviews or investigations conducted by the OIG disclose apparent criminal or administrative violations that could result in employee discipline or the termination of a vendor contract, the OIG shall provide relevant factual information to the appropriate District department or relevant agency for further review and investigation.
- ix. The OIG shall respect employees’ and contractors’ due process rights as prescribed by State law, Board policies, and/or applicable collective bargaining agreements.
- x. The OIG shall strive to protect any individual or entity from false complaints.

- xi. An employee may be subject to discipline by the District for, in bad faith, making an allegation, complaint, or referral to the OIG, meaning the employee knows or reasonably should know that the allegation, complaint, or referral is unfounded, is made to retaliate or harass, or is made for a purpose other than exposing improper conduct.

### **CONFIDENTIAL INFORMATION**

The OIG will properly protect confidential information in accordance with law.

- i. The OIG receives and investigates complaints or information from individuals employees concerning activities that may constitute a violation of law, rules, procedures, or policy that constitute fraud, abuse, and waste. The OIG shall not, after receipt of such information, disclose the identity of the complainant without their consent unless the IG determines such disclosure is necessary or required.
- ii. OIG records containing the identities of confidential sources or other privileged and confidential information shall be appropriately safeguarded and withheld from public access.
- iii. In making determinations regarding the release of confidential information, applicable federal, state and local laws and regulations shall be considered.
- iv. The OIG shall abide by the Family Educational Rights and Privacy Act (FERPA). See 20 U.S.C. §1232g.

### **EXAMINATION DUTIES AND RESPONSIBILITIES**

The OIG:

- i. Shall require production of documents and perform examinations in accordance with the Section entitled “Cooperation with the Office of Inspector General,” *infra*. From the Superintendent, Board Members, District employees, department, and vendors/contractors, and schools in the district, including charter schools, regarding any matter within the jurisdiction of the OIG.
- ii. May review all District and Board contracts as they pertain to funded projects, programs, and transactions, including contracts, documents, and applications pertaining to charter schools.
- iii. May conduct reviews of District funded expenditures or District sponsored activities to independently determine whether:
  - a. Activities and programs are operated in compliance with applicable laws, Board policies, administrative procedures, operating protocol, regulations, and grants/contracts;
  - b. Revenues are being properly collected, deposited, recorded and accounted for;
  - c. Resources or assets, including funds, property and personnel, are adequately safeguarded, controlled and used in an effective and efficient manner;

- d. Financial and other reports are accurate and disclose information that is required by law;
  - e. There are no indicators of financial mismanagement, waste, fraud, abuse or illegal acts;
  - f. There are adequate policies, operating and administrative procedures and practices, systems or accounting controls, and internal management controls; and
  - g. There has been adequate fiscal evaluation of purchases of real property by the District.
- iv. Conduct all examinations in accordance with current Standards for the Professional Practice of Internal Auditing as issued by the Institute of Internal Auditors, Inc., or, where appropriate, in accordance with generally accepted Government Auditing Standards.
- v. Provide reasonable notice to appropriate personnel of an intent to conduct an examination in their area, except for those examinations intended to be unannounced.
- vi. If the OIG detects apparent violation of law, the matter shall be referred to the appropriate law enforcement agency when warranted.
- vii. All prospective bidders, etc. shall be informed of the authority of the OIG.

#### **REPORTING OF WORK ACTIVITIES**

- i. The OIG will conduct its affairs in accordance with Policy 1200, the Government Auditing Standards issued by the Comptroller General of the United States, and the Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors: Principles and Standards for Offices of Inspectors General as published by the Association of Inspectors General.
- ii. Each completed investigation, audit, inspection, review or evaluation will result in a written report or closing memo. Such reports shall be objective, clear, concise, constructive, and timely and shall contain the professional findings, conclusions or recommendations of the OIG.
- iii. Before issuing a final report, the OIG may communicate with and schedule a meeting to review the preliminary report and response with the respective department, office, or division.
- iv. The department, office, or division shall have thirty (30) working days, or as otherwise agreed to by the IG in writing in writing, to submit a written corrective action plan, explanation and/or rebuttal to any examination, review or investigative findings before the report is finalized, and such timely submitted corrective action plan, explanation or rebuttal shall be attached verbatim to the final report.
- v. This section shall not apply when the investigation, examination, or review reports are referred to a law enforcement agency, state attorney, Attorney General or United States Attorney and it is determined that supplying the affected person or entity with such report will jeopardize a pending criminal investigation.

- vi. A final report shall be submitted to the Board, the Superintendent, and the relevant department heads. Final reports may be posted on the OIG's website.<sup>1</sup>
- vii. The OIG shall prepare an annual report summarizing the activities of the office during the immediately preceding calendar year. The annual report shall be submitted to the Board and the Superintendent and shall be posted on the Inspector General's website.

### **REPORTING IMPROPER CONDUCT TO OIG**

To make a report of improper conduct to the OIG, the OIG shall maintain a hotline and/or bulk email account.

- You may call 215-400-8477; or
- Email [inspectorgeneral@philasd.org](mailto:inspectorgeneral@philasd.org).
- Other means of reporting include:
  - @PhillySchoolOIG on Twitter;
  - Visiting the OIG on the first floor of the Education Center at 440 N. Broad Street, Suite 1066; and
  - Writing a letter for delivery.

### **COOPERATION WITH THE OFFICE OF INSPECTOR GENERAL**

- i. In conformity with Policy 008 - Ethics Policy, Policy 300 - Employee Code of Ethics, allegations of improper conduct must be reported. District employees shall report allegations of fraud to the OIG.
- ii. No employee or Board Member may retaliate or discriminate against individuals who report improper conduct in conformity with Board policy and applicable law.
- iii. The OIG shall have immediate, complete and unrestricted access to all papers, books, records, documents, information, personnel, processes, meetings, data, computer hard drives, emails, instant messages, facilities or other assets owned, borrowed, or used by the District, which includes information regarding District vendors or any other partnership, corporation, or organization that may be involved with the District, as deemed necessary in performing investigative and/or examination activities and other requested information, including automated or electronic data, pertaining to business of the Board and District within their custody.
- iv. The OIG shall have access to all District employees, including unrestricted interview privileges.<sup>2</sup> The OIG shall have direct and prompt access to the head of any District department, division or school when necessary for any purpose pertaining to the performance of their duties and responsibilities.

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<sup>1</sup> Not all investigative materials are subject to public access. See [Board Policy 801- Public Records](#).

<sup>2</sup> Represented employees may have representation during interviews as allowed by the applicable collective bargaining agreement.

- v. At all times the OIG shall have access to any building or facility that is owned, operated or leased by the District in conformity with applicable agreements for the use of real property.
- vi. All District employees shall provide the OIG with requested information and records within their custody for the purposes of conducting an investigation, review or examination, as well as provide assistance to the OIG in locating assets and obtaining records and documents as needed for an investigation or examination.
- vii. The IG may review all District contracts as they pertain to District/Board funded projects, programs, contracts and transactions, or transactions where the District/Board is the beneficiary. All prospective bidders, proposers, vendors, and contractors doing business with the District shall be informed of the authority of the OIG to conduct such contract reviews.
- viii. Refusal to cooperate with the OIG may result in disciplinary charges up to and including termination for employees, or termination, debarment, or other action for contractors.
- ix. The OIG reserves the right to seek enforcement of requests for documents or interviews through the appropriate administrative or law enforcement channels.

#### **REFERRALS TO OUTSIDE AGENCIES AND INTERNAL UNITS – EFFICIENCY AND COORDINATION**

- i. The OIG shall refer matters to the appropriate District office or outside agencies, as provided for in Policy 1200, and shall keep a record of each referral, which is exempt from public access.
- ii. If an outside agency to which the OIG has referred a complaint later determines that the OIG has more appropriate jurisdiction to investigate the matter, the OIG may reopen the matter and proceed with the investigation. The OIG shall keep a record of each returned referral which is exempt from public access.

#### **Maintenance Schedule**

These Administrative Procedures shall be reviewed upon review of the associated Policy, or upon a triggering event.

#### **Related Information**

- [Employee Code of Ethics](#)
- [Board Policy 008](#)
- [Association of Inspectors General](#)



# THE SCHOOL DISTRICT OF PHILADELPHIA

No.  
SECTION:  
TITLE: Speakers List  
ADOPTED:  
REVISED:

## **SPEAKERS LIST**

### **Delegation of Responsibility**

The Board of Education may through the Superintendent or designee ....

### **Administrative Procedures:**

Speakers List



### **Registered Speakers**

1. Horace Clouden, PCAC  
Topic: Policy
2. “Mama” Gail Clouden, Community Member  
Topic: Policy
3. Leah Clouden, Community Member  
Topic: Policy
4. Rokia Sangare, Parent/Guardian  
Topic: School Staff Accountability,  
Disrespect of Parents, Student’s  
Right not to Participate in a Course  
that goes against Values
5. Chardae Powell, Parent/Guardian  
Topic: Better Education
6. Lisa Haver, APPS  
Topic: Speaker Policy
7. Anne Dorn, Parent/Guardian  
Topic: Criteria Based Schools  
Waitlist Policy
8. Lacey Williams, Community Member  
Topic: Vaping Education and  
Cessation Resources for Staff and  
Students