ASD School Board Strategic Planning: Board Guardrails

Definitions:

• **Guardrail:** An operational action or class of actions, usually strategic not tactical, the Superintendent may not use or allow in pursuit of the district’s student outcome goals. Guardrails are based on the community’s values and are aligned with the vision and goals.

• **Interim Guardrail:** A measure of progress toward a defined guardrail that can be expressed as a number or percentage.

• **Guardrail Monitoring:** Time invested by the Board in reviewing, discussing and/or accepting/not accepting guardrail monitoring reports.

• **Guardrail Setting:** Time invested by the Board in reviewing, discussing, and/or selecting guardrails.

Examples:

Sample Guardrails:
Many of these examples are drawn from current or proposed guardrails from CGCS member districts (or adaptations of their policy that meet the guardrail definition).

• The Superintendent will not allow underperforming campuses to have principals or teachers who rank in the bottom two quartiles of principal or teacher district-wide performance.

• The Superintendent will not allow the number or percentage of students at underperforming campuses to remain the same or increase.

• The Superintendent will not allow the inequitable treatment of students.

Sample Interim Guardrails:
Many of these examples are drawn from CGCS’ “Managing for Results” work.

• The percentage of People Incidents per 1,000 Students at underperforming schools will decline from W% on X to Y% by Z.

• The Employee Separation Rate for principals and teachers in the top quartile of district-wide performance will decline from W% on X to Y% by Z.
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**Board Guardrails**

1. **Superintendent will not leave student groups underrepresented in lottery/application-based programs.**
   - The percentage of applicants from underrepresented students in lottery/application-based programs in ASD will increase from _____ % in Spring 2021 to _____ % by Spring 2022.
   - ASD lottery programs will increase the percentage of students entering the lottery within their school's neighborhood boundary to 50% by Fall of 2023.

2. **Superintendent will not operate without a diverse or culturally responsive workforce.**
   - To better diversify its workforce, ASD will adopt an interdepartmental approach to enhance recruitment and retention efforts. The efforts will be documented and shared annually. They could include but not be limited to:
     - Job posting and advertisement audits;
     - Targeted recruitment efforts at post-secondary institutions serving diverse student populations;
     - Employee referral programs;
     - Establishment of affinity groups; and
     - Diversity recruitment communications plan including enhanced social media recruitment efforts.
   - To better implement culturally responsive practices, all ASD school-based staff will participate in a culturally responsive training by 2023.

3. **Superintendent will not allow unsatisfactory employee performance to go unidentified or unaddressed.**
   - The Superintendent will ensure a system to provide professional development and leadership coaching to supervisors to strengthen their leadership and increase their capacity to identify and address unsatisfactory employee performance. This work will be documented and reviewed on an annual basis.
   - The Superintendent will work within existing protocol (Human Resources) to refine and support an accurate evaluation of employee performance and corresponding action to address unsatisfactory performance. This work will be documented and reviewed on an annual basis.

4. **Superintendent will not operate elementary schools without mental health services.**
   - The Superintendent will increase the number of counselors in ASD elementary schools from a ratio of 1 counselor per 566 students in Fall 2020 to 1 counselor per 450 students by Fall 2025.
   - The Superintendent will increase community partnerships for mental health services from #_____ of students with school partnership access in Spring 2021 to #_______ of students with school partnership access in Spring 2023.