African American Parent Advisory Council

BLACK MINDS MATTER

San Francisco
AFRICAN AMERICAN PARENT ADVISORY COUNCIL
TO LISTEN, EDUCATE, AND ADVOCATE
SUMMARY OF OPERATING PROCEDURES

Note: These Operating Procedures are based on the discussion and engagement of the African American Parent Advisory Council, and are to be used as a guide as we conduct our work. We expect these procedures to be modified over time. These operating procedures will be supported by a 1.0 FTE AAPAC Coordinator.

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In September 2013, the Office of Access & Equity established the African American Parent Advisory Council, as part of a district-led process to interrupt inequitable outcomes for African American students in the district. The following guide was written by parents with the goal of taking control of the achievement of our young people and the engagement of our parent community. Since 2013, the AAPAC has achieved the following milestones:

**Year 1 (2013 – 2014):** First AAPAC meetings took place, engagement with district staff and community-based organizations on the Local Control Funding Formula, Local Control Accountability Plan, the Bay Area Urban Debate League, disproportionality in discipline and special education, and parent-district partnership.

**Year 2 (2014 – 2015):** Monthly general meetings were held in addition to monthly planning meetings. Topics at monthly meetings included the Behavioral Matrix, the African American Achievement and Leadership Initiative, Willie L. Brown, Jr. Middle School, and the new Math sequence. Parent subcommittees formed around priority action areas (Discipline, Instruction, Finance, and Parent Engagement).

**Year 3 (2015 – 2016):** Formalizing our work through Operating Guidelines, first leadership election, adopting positions and engaging with the Board of Education and Superintendent’s Office.

The African American Parent Advisory Council has established the following mission:

**Listen, Educate, and Advocate**

The mission of the African American Parent Advisory Council (AAPAC) is to provide a forum to hear the ideas of the San Francisco Unified School District’s African American parent community, and respond to those ideas by educating and informing parents of district resources, policies, and programs. It is our goal to empower the lives of all African American children and families by providing the knowledge and skills necessary to advocate for a high quality educational experience for our children. The AAPAC works to develop resources that allow parents to more actively support the academic instruction their children receive and engage with educators and administrators in the San Francisco Unified School District. We aim to lift every parent voice and help less engaged parents find their voice through us.

The AAPAC prioritizes reaching out to engage parents who are at present not actively involved with or familiar with the school district, its systems, procedures, priorities, and resources. We strive to hear from families who traditionally have not been represented in education policy discussions to ensure that their voices are heard and their perspectives are reflected in these discussions and decisions. We accomplish our goals as an organization through our work in committees; this illustrates AAPAC’s functional working unity. The AAPAC supports district and community initiatives to involve parents in school-site and district-level governance.
Ultimately, AAPAC is community-driven and seeks to be a unifying voice for all African American parents.

**Representing Parent Voices to the Board of Education and SFUSD Staff**

The AAPAC will report out to the Board of Education three times a year on our work in order to represent parent perspectives on district issues. The AAPAC will at times present longer reports that include findings from community meetings, and our recommendations for Board Policy or the district’s procedures to implement Board policies.

AAPAC members will take turns in presenting to the Board of Education, and all AAPAC members are encouraged to participate in giving AAPAC reports. Reports to the Board of Education will focus on the progress the AAPAC has made towards its goals. AAPAC members are encouraged (but not required) to stay for as much of the entire meeting as possible because observing Board meetings is a great opportunity to learn more about issues across the district.

The AAPAC will also meet regularly with SFUSD staff, in particular the Special Assistant to the Superintendent for African American Achievement and Leadership and the AAPAC Parent Coordinator, to provide parent and community perspectives to strengthen the district’s ongoing work. These conversations may include feedback on district proposals or reviews of draft materials. AAPAC members work together with district staff and other community groups on larger-scale projects.
What the AAPAC Does

The actions of the AAPAC reflect our goals as an organization. Our elected leaders and subcommittees will be responsible for carrying out the actions shared below, with support from district staff where appropriate.

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<tr>
<th>Listened</th>
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<tr>
<td>• Gather testimony from parents on effective practices occurring at school sites and issues related to instruction, discipline, and family engagement</td>
<td>• Research, collect, and share resources with parents and school sites related to appropriate social and emotional support, rigorous and culturally relevant instruction, and family engagement practices</td>
<td>• Organize districtwide and school-site based campaigns on key issues affecting the lives of African American children and families</td>
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<td>• Distribute an annual “African American Family” survey</td>
<td>• Distribute materials and provide presentations that share resources and knowledge to parents and staff (videos, one-pagers, rubrics, checklists)</td>
<td>• Develop policies that help reform the system</td>
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<td>• Hold community meetings about issues or proposed changes to district policies or programs</td>
<td>• Inform parents and students about their rights as stated in California Ed Code</td>
<td>• Encourage opportunities for student advocacy and student voice</td>
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<td>• Attend BOE meetings and meetings with district staff</td>
<td>• Continuous engagement with faith-based institutions and community-based organizations</td>
<td>• To establish AAPAC liaison position at schools</td>
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Core Themes

Through the AAPAC’s strategy to Listen, Educate, and Advocate, we aim to affect three core focus areas: academic achievement, behavior management, and parent engagement. We break each of those three core focus areas into the following sub-topics.

Academic Achievement

*Managed by the AAPAC Curriculum and Instruction Subcommittee Leadership*
Potential Focus Areas

- Evaluate data on academic achievement to make informed decisions
- Accelerating African American achievement and closing the achievement gap
- College and career preparation: understanding A – G requirements
- Math instruction and tracking
- Special education: disproportionality, special day classes
- Culturally relevant and responsive educational service
- Promoting the celebration of African American culture in classrooms
- Address the digital divide in the family’s household

Social, Emotional and Behavioral Support
Managed by the AAPAC Discipline Subcommittee Leadership

Potential Focus Areas

- Overrepresentation of African American students in the disciplinary system
- Disproportionate identification as emotionally disturbed
- Understanding the disciplinary system
- Improving families’ ability to advocate for children in the disciplinary system
- Effective social, emotional and behavioral support in the classroom
- Restorative and trauma-informed practices
- Keeping children in class, engaged and achieving
- Connecting families to resources and better wraparound services
- Identify research-based practices

Family Engagement
Managed by the AAPAC Parent Engagement Subcommittee Leadership

Potential Focus Areas

- Outreach at predominantly African American schools and schools in which African Americans are the minority to increase AAPAC membership
- Engagement with other district-led parent organizations (e.g. PAC, DELAC, SPED CAC)
- Making the connection between home and school
- Supporting children in extracurricular activities

Work that goes across all core themes

- Finance
- Policy
- Advocacy
ROLES AND EXPECTATIONS OF AAPAC MEMBERS AND STAFF

Membership
Participation in monthly AAPAC meetings is open to all parents, guardians, and caregivers of Black children in the San Francisco Unified School District. District, school-site staff, and other parent groups will participate based on invitation from AAPAC leadership. We particularly seek parent voice from school sites where our data shows African American students and families have the greatest level of need. At each meeting, district liaisons will track attendance at AAPAC meetings and recognize individual parents and school sites that regularly attend. Meetings are parent-led. The AAPAC planning team will be responsible for reaching out to families in between meetings, and maintain in-person, phone, and digital methods for sharing information. As the AAPAC grows, it will continue to define the responsibilities of membership, the benefits of membership and application details.

AAPAC will also engage with SFUSD educators, community-based organizations, and faith-based institutions.

The AAPAC monthly meetings are led by a team of elected officers and specific bodies of work are addressed by AAPAC subcommittees. Membership in each subcommittee will be based on parent interest and willingness to commit to the goals of the subcommittee, the time commitment required of the subcommittee, and the proposed activities of the subcommittee. Throughout the year, additional members to each subcommittee can only be added after an orientation to the subcommittee’s goals.

The AAPAC elected officers and subcommittee members are expected to:
- Attend and participate in AAPAC meetings, events, and project teams
- Support the AAPAC’s efforts to reach out to hear from families across the district
- Take turns representing the AAPAC at meetings of the Board of Education
- Be thoughtful about representing the AAPAC and stating positions the AAPAC has agreed to
- Be clear when representing AAPAC positions versus your personal opinions or when representing organizations other than the AAPAC (for example, your child’s school or a community organization you also volunteer with)
- Outreach and communicate effectively to AAPAC members by following up and following through

AAPAC Officers
The AAPAC has five elected officers who have specific responsibilities: the two Co-Chairs, Secretary, Treasurer, and Historian. AAPAC officers meet as needed with AAPAC staff to strategize about the AAPAC’s work and identify issues to bring to the whole group.
AAPAC Operating Procedures 2015 - 2016

Officers serve a one-year term, and no member may hold the position of Co-Chair for more than two years in a row. In 2015 – 2016, officers will be elected via a special election in the fall. Officers will normally be elected in May, and start service in the summer before the coming school year. In school year 2015 – 2016, AAPAC members that are nominated for office will be asked to submit a biography and a statement of interest for a position at least a week before the November 2015 meeting.

The AAPAC Co-Chairs are responsible for:
- Convening and chairing the AAPAC’s meetings
- Representing the AAPAC in public and to the media
- Ensuring that the AAPAC is making progress to achieve its goals.

Functions include:
- Meeting with the AAPAC liaison and the AAPAC’s elected officers to plan meeting agendas
- Meeting with district leaders, community partners, and potential funders
- Helping review and/or present proposals and reports to stakeholders
- Communicating with other AAPAC members to support their efforts.

The AAPAC Secretary is responsible for:
- Ensuring that someone is taking notes during AAPAC meetings that reflect the presentations, discussions, and decisions considered during the meetings.
- Share minutes from previous meetings at the start of each meeting.
- Call votes on presented positions and documents

The AAPAC Historian is responsible for:
- Recording and communication the development of the AAPAC
- Ensuring the AAPAC follows correct procedures and the AAPAC Operating Guide
- Building a welcoming, inclusive organizational culture

The AAPAC Treasurer is responsible for:
- Sourcing funds for AAPAC activities and recording the use of funds
- Writing regular reports on the use of funds

At each monthly meeting, the elected officers will be supported by a note-taker, time keeper, and participation monitor. All officers will provide a monthly report.

**Elected Officer Nomination Process**

Ensure that the Recording Secretary is Recording Minutes – Minutes must be taken at every AAPAC meeting. It is especially important to have a thorough record of what transpired during the nomination process. If the recording secretary is not available, a parent member should be selected to take minutes.
Welcome – Once all parents have signed in and assembled in the room, welcome members and emphasize the essential role an effective AAPAC plays in the development of a strong school district community.

Quorum – Ensure representation by at least 8 AAPAC members. In the absence of a quorum, an AAPAC cannot conduct nominations.

Open Nominations: Nominating committee members should be introduced and their names should be recorded in the minutes. Announce the names of all candidates who have been nominated prior to the election.

Remind members that they can nominate themselves or someone else. Remind members that they can be nominated for more than one office, but can only hold one elected office. Request nominations for each position one at a time.

Be sure to read the duties of office for each position as provided in the operating guide prior to accepting nominations (i.e., “We will now accept nominations for the position of Co-Chair. The Co-Chair shall preside at all meetings of the association and…”).

Be sure that the recording secretary is recording the correct spelling of the names of all candidates

Close Nominations:
Call for nominations a total of three times for each office before announcing the official close of nominations and moving on to the next office.
Announce that once nominations are officially closed, no additional candidates may be added to the ballot the night of the election.

Please see the appendix for detailed instructions on conducting an election meeting.

Making Decisions

General Voting Procedures

Votes on items or elected leaders will take place at AAPAC monthly meetings. Candidates or items to be considered for a vote will be presented for a “nomination” or “first reading” and advertised by flyer. A vote can take place on candidates or items that have gone through the nominating process or first reading as soon as the following meeting. All items eligible for a vote will be sent out to the AAPAC prior to the monthly meeting at which point a vote can be taken.

Any parent, guardian, or caregiver of a Black child present at a meeting at the time of a vote, is eligible to vote on the topic after seeing the specific draft of the item, hearing the rationale for
presenting the item to a vote, the audience that will be affected by the vote, and the expected outcomes of the vote.

AAPAC votes follow “Robert’s Rules of Order.” In this process, a proposal is suggested by an AAPAC member as a “Motion” for the AAPAC to adopt. The Motion needs to be seconded by another AAPAC member. More discussion about the motion can follow, and then the Chair calls for a vote. If an original motion is voted down, an amended motion may be submitted, seconded, and voted on by the membership. After following the stated procedures, decisions will be finalized based on a majority vote. Final and ultimate decision making authority rests in the AAPAC monthly meetings.

**AAPAC Staff**

The AAPAC has one staff person to support the PAC members’ work and provide stability to the AAPAC as an institution. The Coordinator works for the AAPAC through the Superintendent’s Office. A set of AAPAC members will be selected to participate in the selection process for the AAPAC coordinator.

The AAPAC Coordinator provides administrative, program development and outreach support for the AAPAC, in coordination with the elected officers.

Among other duties, we expect the AAPAC Coordinator to:

- **Articulate a compelling vision** for African American family engagement and AAPAC development in the SFUSD
- **Develop and implement effective strategies for reaching out to parents who traditionally have not been involved in education policy advocacy**
- **Coordinate the recruitment and orientation** of new African American Parent Advisory Council (AAPAC) members
- **Design and lead** workshops, training sessions, and social events for African American families to increase their involvement in and understanding of the school district’s educational processes
- **Promote the academic success** of African American students through direct contact and referrals to resources and support services available in SFUSD
- **Expand and strengthen the AAPAC’s relationship** with Board of Education commissioners, district staff, parent networks, and community groups and agencies serving SFUSD families and represent the AAPAC in community meetings when appropriate

Other essential job functions:
- Prepare materials, agendas, and updates for AAPAC meetings; ensure all AAPAC meetings are noticed and documented
AAPAC Operating Procedures 2015 - 2016

- Support communication among AAPAC members and with the Board of Education and SFUSD leaders; responding to requests for information; maintaining the AAPAC’s archives
- Support AAPAC members to develop presentations and reports to the Board of Education, and provide written materials to school board members and district staff
- Expand and strengthen the AAPAC’s relationship with Board of Education commissioners, district staff, parent networks, and community groups and agencies serving SFUSD families; representing the AAPAC in community meetings when appropriate
- Help AAPAC members develop and implement effective strategies for reaching out to parents who traditionally have not been involved in education policy advocacy
- Coordinate and document the AAPAC’s community outreach events
- Help to develop findings from community conversations, parent surveys, and other outreach activities, and develop written reports of these findings
- Maintain the AAPAC website, data base, and other communications systems
- Directly report to Special Asst. to Superintendent for African American Achievement and Leadership
AAPAC Meeting Schedule

The AAPAC meets once a month during the school year. AAPAC meetings generally occur on the third Thursday of each month but dates are adjusted when they conflict with holidays or other important events.

The AAPAC’s elected officers will meet as frequently as once a week but minimally once a month at the beginning of the month (every 1st Thursday) to develop a proposed meeting agenda which is sent to all AAPAC members at least a week before the meeting. The agenda is also posted on the AAPAC’s website. Meetings are two and a half hours in length.

We provide dinner and childcare as needed by AAPAC members. AAPAC members should suggest other ways to support participation, or to request specific support they need (for example, rides home after an evening meeting). While the AAPAC’s primary location is at Leola M. Havard in the Bayview, meeting locations will change throughout the year to promote outreach to additional families.

Certain services will be available to AAPAC members at the monthly meeting, including a forum for parents with concerns about individual issues they are countering to present their concerns and receive direction and guidance to resolve their concerns.

The current SY 2015 – 2016 calendar is as follows:

- **AAPAC Monthly Meeting**: Thursday, August 20th, 2015
- **AAPAC Monthly Meeting**: Thursday, September 17th, 2015
- **Black Family Breakfast**: Saturday, September 19th, 2015
- **AAPAC Monthly Meeting**: Thursday, October 15th, 2015
- **Presentation to the Board of Education**: Tuesday, October 27th, 2015
- **Family Empowerment Conference**: Saturday, October 17th, 2015
- **AAPAC Monthly Meeting**: Thursday, November 19th, 2015
- **AAPAC Monthly Meeting**: Thursday, December 17th, 2015
- **AAPAC Monthly Meeting**: Thursday, January 21st, 2016
- **AAPAC Monthly Meeting**: Thursday, February 18th, 2016
- **AAPAC Monthly Meeting**: Thursday, March 17th, 2016
- **AAPAC Monthly Meeting**: Thursday, April 21st, 2016
- **AAPAC Monthly Meeting**: Thursday, May 19th, 2016
- **End of Year Celebration**: Thursday, June 2nd, 2016
- **AAPAC Monthly Meeting**: Thursday, July 21st, 2016
Appendix

Conducting an Election Meeting

Before the Election Date:

- **Principal Notification:** The nominating committee must inform the AAPAC of the proposed date and time of the election meeting.

- **Review of AAPAC Operating Guide:** The nominating committee should review the AAPAC Operating Guide. Remember, any AAPAC member may present a motion at a general membership meeting to amend a provision of the Operating guide that is not in compliance with AAPAC operating guide. Amendments that bring the AAPAC Operating Guide into compliance must be voted on immediately after the motion is presented. Reminder: The nominating committee should check to see whether the AAPAC Operating Guide set term limits. If so, the committee must be mindful that some candidates might be barred from running the night of the election.

- **Ballot Preparation:** The nominating committees may close nominations during a separate scheduled nomination meeting or choose to close nominations the night of the election.

Nominations Closed Before Election Night:

**If nominations have been closed in advance of the election meeting,** ballots should be prepared ahead of time and must list all candidates alphabetically by surname for each office.

Nominations Closed on Election Night:

**If nominations will be closed the night of the election,** the nominating committee should inquire whether a copier will be available to run off ballots. If so, the candidates’ names can be printed on the ballots after the close of nominations and copied that night. Otherwise, the nominating committee must use a ballot that will allow voters to write in the name of their chosen candidate for each office. In such cases, the candidates will be listed on chart paper alphabetically by surname for each office.

- **The nominating committee must ensure that a ballot box be available.**

- **Written Notice:** The nominating committee must send written notice to all AAPAC members informing them of the date and time of the election meeting. The notice must be dated and distributed at least 5 school days before the election meeting. Notice may be sent by email, but the nominating committee must also send notice by postal mail. If nominations have been closed, the notice may include the names of the candidates listed alphabetically by surname.
The AAPAC Operating Guide may include a process for the distribution of candidate statements prior to the elections, but after nominations have been closed. All candidates must be given an equal opportunity to participate.

**Election Night**

Materials:

- Ballots – one copy of the template if a copier will be available, otherwise be sure to have enough blank ballots for the assembled members
- Attendance sheets
- Chart paper and markers – if no copier will be available.
- Pens – for the voters.
- Ballot box – if the school is unable to provide one
- Tally Sheets – you will need at least one per elected office

**Conducting the Election**

Verify Voter Eligibility – It is important to ensure that only eligible AAPAC members receive ballots. The mechanism used to verify voter eligibility should be reliable and transparent.

*Recommendation – As parents enter the school building have them sign in. At this time the staff member verifying voter eligibility should check the parents’ names against the AAPAC printout. Once a parent’s eligibility is verified, the staff member should give her/him a sticker, post-it, etc. and inform the parent that during ballot distribution she/he will have to exchange the sticker, post-it, etc. for a ballot.

If nominations have been closed in advance of the election meeting, ballots will have been prepared ahead of time and may be distributed to voters as their eligibility is verified.

**Elections**

Uncontested Offices:
If there is only one candidate for an office, inform the members that a member must make a motion for the recording secretary to cast one vote to elect the candidate for office. A vote of the membership is required for approval of the motion. The result of the motion must be recorded in the minutes

Contested Offices:
Ballots are required.

If nominations were closed prior to the night of the election meeting, ballots should already be prepared and ready for distribution.
If nominations were closed the night of the election meeting, ballots should be prepared while candidates are provided an opportunity to present brief statements to the membership.

If a copier is available, invite the candidates to present brief statements while the names are written alphabetically by surname on the ballot template and ballots are copied.

If a copier is not available, invite the candidates to present brief statements while the names are written alphabetically by surname for each office on chart paper.

Blank ballots should be ready for distribution. Verify that the ballot box is empty. The box should remain in the front of the room in full view of the assembled members.

Instruct the members on how to complete the ballot.

For ballots with the candidates’ names preprinted, voters check the box next to the name of the candidate they choose for each office. If blank ballots must be used, voters should be informed that all candidates are listed on chart paper (alphabetically by surname for each office) at the front of the room and that they must write the full name of their chosen candidate for each office on the ballot provided.

Inform the members that incorrectly completed or illegible ballots will not be counted. Begin ballot distribution. Remember that only eligible voters should receive ballots. If stickers, post-its, etc. were distributed to verified voters, those distributing ballots should exchange one ballot for one sticker, post-it, etc. Instruct voters to deposit their completed ballots in the ballot box.

Once all ballots are deposited, announce that voting is closed. Ask for three volunteers from the membership to tally the ballots in view of the membership.

*Recommendation – One person can remove the ballots from the ballot box and unfold them. A second person can read the names of the selected candidates. The third person can mark down the votes on the tally sheets.

Once all ballots have been tallied, the nominating committee should instruct the volunteers to re-check their totals. Make sure the number of ballots does not exceed the number the number of tallied votes for each office. Likewise, make sure that the number of ballots does not exceed the number of present eligible voters. Have the volunteers initial or sign the tally sheet. Request one of the volunteers to announce the winning candidate for each office. If the elected president is unwilling or unable to do so, the nominating committee should follow the process contained in the AAPAC to elect a permanent designee.

Thank all candidates for running and encourage them to stay interested and involved. Note that additional leadership opportunities will arise, such as chairing various committees. The
designated staff member should certify the election by signing the form. Once AAPAC elections are complete, the AAPAC should proceed as official for the AAPAC.

**Special Note:** While it’s not necessary to announce, Robert’s Rules of Order provides the following: “If the vote is taken by ballot, there is always the opportunity to write in a name. In this case, a person can win as a write-in candidate without ever being nominated.

**After the Election**

Ensure that the BOE is provided with a copy of the AAPAC Election Results. The original must be maintained by the AAPAC along with the ballots, tally sheets, attendance sheets, and minutes of the election meeting.