

# GOVERNANCE HANDBOOK

## **Board of Trustees**

Anthony Silva, Board President (Area 7)

Lori Carlson, Clerk (Area 2)

Patti Eighmey (Area 1)

Anna Ramirez (Area 3)

Mary Jackson (Area 4)

Debbie Martinez (Area 5)

Patrick Shields (Area 6)

## **Superintendent**

David Lattig

---

## **EFFECTIVE GOVERNANCE**

### **Unity of Purpose, Roles, Responsibilities, Meeting Guidelines, and Protocols**

---

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

---

On March 1, 2025 and April 12, 2025  
the Turlock Unified School District  
Board of Trustees and Interim Superintendent  
participated in workshops on effective governance  
with the California School Boards Association.

This document reflects the governance team’s discussions  
about developing and sustaining a framework for  
effective governance. This Governance Handbook reflects  
highlights of their ongoing conversations about  
unity of purpose, roles, responsibilities, norms, and protocols  
that enable the governance team to continue to perform its  
responsibilities in a way that best serves all students.

# TABLE OF CONTENTS

<b>UNITY OF PURPOSE</b>	<b>5</b>
Accomplishments	
Statement of Purpose	
District’s Mission, Vision, Beliefs, and Objectives	
<b>ROLES AND RESPONSIBILITIES</b>	<b>7</b>
The Role of the Board and Superintendent	
The Board’s Responsibilities	
<b>POSITIVE GOVERNANCE TEAM CULTURE</b>	<b>9</b>
Agreements to Facilitate Governance Leadership	
Meeting Guidelines	
Protocols	
<b>GOVERNANCE AGREEMENTS SIGNATURE PAGE</b>	<b>13</b>

## UNITY OF PURPOSE

---

### ACCOMPLISHMENTS

**The Governance Team is most proud of:**

- The breadth and diversity of our programs and the strength of our vibrant community.
- Dedication to supporting our students' social and emotional well-being, exemplified by the expansion of mental health services across school sites and placement of counselors in elementary schools.
- Strong focus on student academic achievement through ongoing professional development and intervention.
- Superintendent's and staff's prompt attention to the concerns of students, parents, staff, and community members.
- The positive work culture and the commitment to offering competitive compensation.
- The District's commitment to fiscal responsibility, demonstrated by years of balanced budgets and the avoidance of staff layoffs.
- The District's focus on promoting the whole student through robust support for student activities and community events.

### STATEMENT OF PURPOSE

As representatives of our community, our school board is committed to providing a transparent, fiscally responsible, high-quality public education that provides a wide range of programs for all students by providing supportive, inspiring, and quality educators.

## **DISTRICT’S MISSION, VISION, BELIEFS, AND OBJECTIVES**

### **Mission**

Turlock Unified School District will deliver effective instruction in a safe, equitable, supportive environment in partnership with our families and diverse community.

### **Vision**

All students will become self-motivated, responsible citizens who graduate college and career ready.

### **Beliefs - We believe that....**

- Every person is unique and has inherent value.
- Every person can be a successful learner.
- People are accountable for their actions.
- Family engagement is essential to the academic and social-emotional success of students.
- Honesty, integrity, and respect build trust in all relationships.
- Motivation, grit, and mindfulness are necessary to achieve full potential.
- High expectations yield greater levels of performance.
- A quality education enriches all lives by creating and expanding opportunities.
- Positive role models inspire excellence.
- A service mindset is vital to a thriving community.

### **Objectives**

- Students will demonstrate proficiency in all subjects.
- Students will achieve personal goals tailored to their aspirations for college and career.
- Students will develop and demonstrate positive character traits.
- Students will earn a diploma or successfully complete their Individualized Educational Program (IEP).

# ROLES AND RESPONSIBILITIES

---

## THE ROLE OF THE BOARD AND SUPERINTENDENT – CSBA

School Board “trustees” are the representatives of the people, elected to ensure the district schools educate the students in consideration of the interests of the local community.

The role of the School Board is

- To govern the school district.

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

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

## THE BOARD’S RESPONSIBILITIES – CSBA

**We set the direction for the community’s schools by:**

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

**We establish an effective and efficient structure for the school district by:**

- Employing the Superintendent.
- Setting policies for hiring of other personnel.
- Overseeing the development of and adopting policies.
- Setting direction for and adopting the curriculum.
- Establishing budget priorities and adopting the budget.

- Overseeing facilities issues.
- Providing direction for and voting to accept collective bargaining agreements.

**We provide support through our behavior and actions by:**

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

**We ensure accountability to the public by:**

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

**We act as community leaders by:**

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

# **POSITIVE GOVERNANCE TEAM CULTURE**

---

## **AGREEMENTS TO FACILITATE GOVERNANCE LEADERSHIP**

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

To effectively meet district challenges, the Board and the Superintendent must function together as a governance leadership team. Agreed-upon behaviors, or norms, and operating procedures, or protocols, support consistent behaviors and actions among team members. The purpose of the Turlock School District governance team agreements are to ensure a positive, productive working relationship among Board Members, the Superintendent, district staff, students, and the community. Norms and protocols are developed for, and by the members of the governance team, and may be modified over time as needed. Our agreements to facilitate governance leadership include:

### **MEETING GUIDELINES**

- We will keep our focus on student learning, achievement, and well-being.
- We will provide direction as a unified board following the consensus of the majority.
- We will honor diverse perspectives and focus on dialogue rather than personalities.
- We will build upon the ideas of others and look for common ground.
- We will engage in open and honest communication while actively listening to one another.
- We will keep on focus on the future – learning from the past.

## **PROTOCOLS**

Effective governance teams discuss and agree upon the formal structures and processes, or protocols, used by the Board and Superintendent in their functioning as a team. These structures and processes guide the operation of the governance team and determine how they do business. Protocols are the agreements that ensure that all members of the team are operating within their agreed-upon roles.

The following protocols were developed at the Governance Workshops on March 1, 2025, and April 12, 2025:

TOPIC	PROTOCOL
<b>Communication</b>	<p><b><u>Rationale:</u> We value clear, direct, and timely communication.</b></p> <p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"><li>▪ The Superintendent will regularly update the trustees through a weekly board report and copy of the calendar.</li><li>▪ As needed, the Superintendent shall provide trustees with information through the use of a confidential memo sent via email.</li><li>▪ Trustees who have questions about any information sent to all simultaneously may respond only to the sender with the Board President copied.</li><li>▪ Trustees will forward concerns/complaints/questions to the Superintendent who will seek answers/resolutions and then inform all members of the answer/outcome.</li></ul>

TOPIC	PROTOCOL
<p><b>Site Visits</b></p>	<p><b><u>Rationale:</u> We want to see, firsthand, the work of our school administration and staff, but don't want to be intrusive.</b></p> <p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"> <li>▪ The Superintendent will work with the school sites to schedule school visits throughout each school year.</li> <li>▪ No more than three Board Members may attend any one visit.</li> <li>▪ Board Members will inform the Superintendent in a timely manner if they experience a schedule change that affects their planned visit. This will enable another Board Member to take their place at the site visit.</li> <li>▪ The Executive Assistant will email the rest of the Board to inform them that there is an opening in the schedule.</li> <li>▪ Board Members who are unable to attend scheduled visits may contact the Superintendent's office in order to schedule visits that fit into their calendars.</li> <li>▪ Schools will funnel Board Member invitations through the Superintendent's office so that all invitations are extended to all Board Members. To this end, Board Members receiving individual invitations will also inform the Superintendent's office about the invitation.</li> </ul>
<p><b>Respect the position of the Board President.</b></p>	<p><b><u>Rationale:</u> We want to ensure orderly business, a supportive environment, and efficient operational structure.</b></p> <p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"> <li>▪ The Board President shall be elected from among the members of the school board.</li> <li>▪ Members shall be respectful of each other in both public and closed sessions.</li> <li>▪ Members shall defer to the Board President concerning points of order during all public and closed session meetings.</li> <li>▪ Members shall copy the Board President on all communications sent to the Superintendent.</li> <li>▪ The Superintendent shall include the Board President in all communications sent individually to board members.</li> </ul>

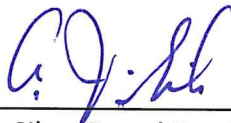
TOPIC	PROTOCOL
<p><b>Responding to Staff or Community Concerns/Complaints/Questions</b></p>	<p><b><u>Rationale:</u> We want to be responsive to the community, but we recognize that individual Board Members do not have the legal authority to resolve issues and complaints, as stated in BP 9200, <i>Limits of Board Member Authority.</i></b></p> <p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"> <li>▪ Email from the board trustees on issues brought to their attention will be sent to the Superintendent, and cc'd to the Board President and the Executive Assistant to the Superintendent.</li> <li>▪ The Superintendent will share responses and resolution of issues with all the Board Trustees.</li> <li>▪ Board trustees will not respond to emails in which they are copied. A board member identified as the recipient shall respond to the email from a constituent. If more than one board member is identified as the constituent, the board president shall respond and include the Superintendent.</li> <li>▪ The Superintendent will work with the Board President to respond to inquiries from the press and shall be the official position of the District in these situations.</li> </ul>
<p><b>Support for new Board Trustees</b></p>	<p><b><u>Rationale:</u> We want all members to feel welcomed and equipped with knowledge and skills to be a successful trustee.</b></p> <p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"> <li>▪ The Board President will facilitate new trustee mentor program.</li> <li>▪ New Trustees will participate in CSBA's new trustee workshop, accompanied by the Superintendent.</li> </ul>
<p><b>Mindful of District leadership's work/life balance.</b></p>	<p><b><u>Rationale:</u> We want to be engaged leaders through the Governance Team but recognize the importance of respecting District leadership's personal time.</b></p> <p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"> <li>▪ Limit, to the extent practicable, communications with the Superintendent during regular business hours.</li> <li>▪ Trustees will contact the Superintendent via phone call in the case of an emergency.</li> </ul>

# GOVERNANCE AGREEMENTS SIGNATURE PAGE

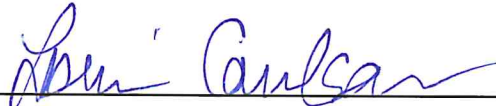
---

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

Affirmed on this 4<sup>th</sup> day of November 2025.



Anthony Silva, Board President (Area 7)



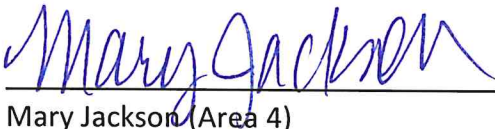
Lori Carlson, Clerk (Area 2)



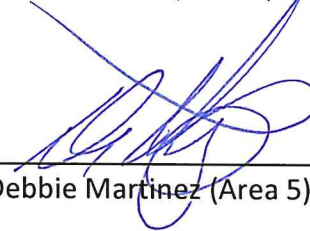
Patti Eighmey (Area 1)



Anna Ramirez (Area 3)



Mary Jackson (Area 4)



Debbie Martinez (Area 5)



Patrick Shields (Area 6)



David Lattig, Superintendent

# Board of Trustees



**Board President**  
Anthony Silva  
Area 7



**Board Clerk**  
Lori Carlson  
Area 2



**Member**  
Mary Jackson  
Area 4



**Member**  
Patty Eighmey  
Area 1



**Member**  
Debbie Martinez  
Area 5



**Member**  
Anna Ramirez  
Area 3



**Member**  
Patrick Shields  
Area 6



Turlock Unified School District