

**San Diego Unified School District**  
**Efficiency Committee**

***Tiger Team Handbook***

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# **Efficiency Committee Tiger Teams**

## **General Information and Guidelines**

### **Historical Overview**

Efficiency Committee Tiger Teams in the San Diego Unified School District (SDUSD) were sponsored and launched by Board Members Scott Barnett and Kevin Beiser on January 22, 2012. The first four Tiger Teams were Human Resources, Transportation/Fleet Management (including bussing schedules and operational costs), Information and Technology, including i21 plan and proposed data center, and Special Education. Currently Mr. Beiser has passed the sponsorship to Board Trustee Ms. Marne Foster. Mr. Barnett is still an active sponsor.

### **Goal**

"Our goal is to generate efficiencies and savings minimizing administrative costs so that more of our resources can go directly to the classroom." - Kevin Beiser, SDUSD Board Trustee. The end result is to come up with a finite number of suggestions that can realistically be implemented.

### **Duties**

The SDUSD Tiger Teams should "review a department's purpose, how it operates and collect input from district employees and citizens on alternatives, Results will be reported back to the Board of Education and Superintendent for action." – Scott Barnett, SDUSD Board Trustee

### **Length of Tiger Team Analysis**

Tiger teams should strive to be "Action Oriented" and should "spend 30 to 45 days looking at individual functions within the district." (Scott Barnett). Obviously some initiatives are larger than others and take more time. As an example, the Title 1 Tiger Team took over 20 meetings and around 4 months to complete. Conversely, the Transportation Tiger Team took 8 meetings and 2 months to complete initial findings. The more organized you are in both identifying a strong chair and structuring your meetings, the faster the initiative is completed.

### **Membership of Tiger Teams**

Each team can include district employees and citizen volunteers with private sector expertise in the areas being analyzed. Department heads and senior district staff can and should act as valuable resources for information and materials but should not chair or take leadership roles within the Tiger Team.

### **Tiger Team Volunteering, Suggestions or Ideas**

If you would like to volunteer for a Tiger Team or one that you would like to start, send your request to [efficiency@sandi.net](mailto:efficiency@sandi.net).

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## **Meeting Guidelines and Checklists**

The following meeting protocols are meant to give all new SDUSD Tiger Teams some simple guidelines and checklists so that the valuable volunteer time you are contributing is maximized. None of these Guidelines and Checklists have to be followed to the minute detail...they are just a way of helping you launch, maintain and finalize the important suggestions you want to contribute to the good of the students within the SDUSD.

### **Meeting 1 – The SDUSD Launch Meeting**

The SDUSD schedules meetings periodically that provide opportunities to volunteer for identified Tiger Teams. Everyone interested in participating in the specified Tiger Teams is encouraged to attend. Typically an overview of the General Information and guidelines are provided to attendees and then each specified Tiger Team break into their individual groups to organize meeting schedules and other relevant details. The following is a checklist of actions that should be taken at the SDUSD Launch Meeting 1:

- Request that someone in the group accept the Interim Chairperson position and ask someone to take minutes/notes of the meeting. The actual Chairperson can be elected at the first Tiger Team Group meeting.
- Have everyone in the group put their Name, Role (parent, SDUSD employee, community member, etc.)E-Mail address and phone number on a sign in sheet.
- Have everyone identify themselves individually and tell the group if they are a parent, community member, SDUSD employee (if so, what department), etc.) Each person should also tell the group the primary reason they are interested in being a member of the group.
- Identify the best place and time for the first group meeting. Do your best to accommodate everyone's schedule but as a last resort, vote on the time and place. The vote should be called by the Chairperson and recorded by the person taking notes of the meeting.
- For consistency reasons, it is best to have the all meetings at the same location however be flexible to move meetings to different locations as requested by team members. The Ballard center can always be used with advanced notice request of the Board Member Sponsors.
- If the group wants to begin discussing key items, feel free to do so. Some groups ask each member to provide their top suggestion or issue and use that as the agenda for the first group meeting. Others just leave after they are organized and have the first meeting scheduled and address key issues then.

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## The Tiger Team “Group” Meetings Meetings 2 through Quarterfinal

The following is a checklist of guidelines that will help establish order and allow every team member to contribute to the initiatives:

- These are the meetings that relevant ideas, suggestions, challenges, and solutions get defined, fleshed out, debated, discussed, prioritized and finalized.
- Vote in a permanent Chairperson, Vice-Chairperson (in case the Chairperson cannot make a meeting) and a Secretary to capture minutes of every meeting.
- Make sure a sign in sheet is used at every meeting to track attendance
- For groups over 6 individuals, adopt Rules of Order that everyone is willing to abide by. This allows members who are not as assertive to get their opinion voiced and also controls off topic discussions and tangents. We suggest you use a modified “Roberts Rules of Order” as a guideline for the rules you set.
- Start with a “No idea is a bad idea” approach and narrow your list through combination of ideas, discussion and eventually a ranking vote to narrow your suggestions to 2-5 items. Remember to include ALL the ideas made by members on your presentation to the board...not just the 2-5 final suggestions.
- When the group seems to be at odds and consensus cannot be gained through discussion, follow the protocol of
  1. Clearly identify the exact issue being discussed.
  2. Hold a roll call vote
  3. Let the majority vote rule
- Part of the prioritizing process for the ideas presented should be research and analysis. The more you identify challenges and base your suggestions on facts, data and SDUSD goals, the better chance you have of getting your suggestions approved and implemented by the Board of Education.
- After all suggestions have been finalized, an individual or sub-group should be assigned to compile the 1<sup>st</sup> draft of the Board presentation.
- **The Quarterfinal Meeting** - The 3<sup>rd</sup> from the last meeting
  1. A 1<sup>st</sup> draft of the SDUSD Tiger Team Board Presentation document and relevant backup material should be compiled and ready to review.
  2. The presentation can be a PowerPoint, Word or any other format that is clearly visible and easily understood by the Board and meeting attendees.
  3. Overall revisions (word-smithing, changes, additions, final suggestions, etc.) should be made to the 1<sup>st</sup> Draft.
  4. Major new suggestions that require extended debate should only be added on a vote of all members.
  5. This meeting is the final chance to add ideas/suggestions. The main work of the team is completed at this meeting.

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## **The Semifinal Meeting - The 2<sup>nd</sup> from the last meeting**

- A 2<sup>nd</sup> draft of the SDUSD Tiger Team Board Presentation document along with all backup material that includes all revisions and additions should be compiled and ready to review by the team.
- Team members review the document and verify that all the changes agreed to in the Quarterfinal Meeting have been made.
- Minor content, grammatical and punctuation changes are made at this meeting, No major new suggestions should be accepted at this point.
- A decision on who will make the Board Presentation is decided. The Chair can request that others participate in the presentation especially if there is a section of the presentation that the individual authored or if they are a Subject Matter Expert that can add value through their credentials.

## **The Final Meeting - Last Meeting before the Board of Education Presentation**

- This meeting is a vote that the Final Draft of the presentation and backup material is agreed to by the majority of team members. This vote can be held in person, by phone or by email.
- Notice of the Board presentation date should be distributed to all team members. Team members should be encouraged to attend the meeting and lend support to the presenters.
- After the final vote approving the Final Draft of the presentation, an electronic version of the presentation along with any other backup material should be provided to the sponsor Board Members and the aide to the Board as directed.

## **The Tiger Team Presentation to the Board of Education**

- The presentation is generally limited to 10 minutes TOTAL for the presentation. How you split up the presentation time between your presenters is up to the group.
- Be prepared to answer any questions the Board Members may have.
- Be concise and to the point.
- Compose any specific remarks you want to make that are in addition to the presentation so you present a coherent view without rambling
- Any members who would like to voice comments that are not part of the presentation group should sign up for public comment for that subject on the SDUSD website.

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## **Resources for the Tiger Team**

The following SDUSD resources have been used by Tiger Teams to gather information for recommendations:

- Interviews with all levels of SDUSD staff.
- Interviews with School Board members.
- Reports that can be generated by SDUSD that are relevant to the Tiger Team initiative.
- Tours of all relevant SDUSD facilities.
- Relevant reports and studies compiled by consultants funded by SDUSD on Tiger Team initiative.
- Community members, parent groups, clusters, school sites and individuals that have information valuable to the Tiger Team.