



526 B Street ♦ Davis, CA 95616 ♦ (530) 757-5300 ♦ FAX: (530) 757-5323 ♦ [www.djUSD.net](http://www.djUSD.net)

**BOARD OF TRUSTEES  
Candidate Application Form**

Please complete and return by 5:00 p.m. on Sunday, June 21, 2020, to the Superintendent’s Office of the Davis Joint Unified School District, 526 B Street or as a PDF to [superintendent@djUSD.net](mailto:superintendent@djUSD.net). Application forms received after the above time and date will render the applicant ineligible for consideration of the position of Board member. Per Education Code 35107, applicants must be at least 18 years of age, reside within the boundaries of the Davis Joint Unified School District and be a registered voter.

This appointment fills an At-Large Trustee vacancy from July 3, 2020 through November 2022. This at-large position will cease to exist in November 2022. Beginning in November 2020, all Trustee seats will be elected through a By-Area Trustee election process.

Panigrahi	Swapna	V	6/21/20
<b>Last Name</b>	<b>First Name</b>	<b>Initial</b>	<b>Date</b>

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**Address (Street, City, State, Zip)**

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**Email Address**

**Phone Number**

Please answer the following questions using a maximum of 250 words per question. **Submit a brief resume with your application.**

1. In what school or community committee or activities have you been active? Describe your contributions and with which communities these activities and contributions have allowed you to intersect.
  
2. Why do you want to be a Board member? What about this District motivates you to apply for the position?
  
3. There are three goals expressed in our LCAP focused on Conditions of Learning, Pupil Outcomes, and Engagement (see below\*). In light of the rapidly evolving state budget situation and COVID-19 pandemic, describe how as a Trustee you would maintain a focus and support each of our LCAP goals.
  
4. DJUSD, along with all K-12 public education agencies in California, faces tremendous fiscal challenges. How do you believe the Board needs to approach this crisis and what skills and tools do you possess that will assist in this work.

5. Describe your understanding of equity and inclusion and how it should shape Board Governance.
6. What other attributes do you feel are important for a Board member? Describe your own skills and interests in relation to these attributes.

\*To make sure all students—especially low-income students, English learners, homeless and foster youth—will be served well by this funding, each district must set goals and show growth in specific priority areas. The goals and actions to achieve them must be created with input from community, parents, students and staff. These goals and actions are called the Local Control Accountability Plan (LCAP). In DJUSD:

- All Students will experience 21st Century teaching and learning. **(Conditions of Learning)**
- Davis Joint Unified School District educators will close the achievement gap. **(Pupil Outcomes)**
- Classrooms and school communities will be safe and inclusive environments. **(Engagement)**

More information regarding the LCAP can be found at [www.djUSD.net](http://www.djUSD.net) and go to [DJUSD/Instruction/LCAP](http://DJUSD/Instruction/LCAP).

### Provisional Appointment Timeline

Tuesday, June 9, 2020	Board Meeting – Timeline Approved
Friday, June 12, 2020	Application Materials Available
Saturday, June 13, 2020	Board Meeting - Further discussion on Trustee Vacancy
Tuesday, June 16, 2020	Solicit community input for interview questions through Sunday June 28, 5:00 p.m.
Thursday, June 18, 2020	Board Meeting - Further discussion on Trustee Vacancy
<b>Sunday, June 21, 2020</b>	Application Deadline – By email to <a href="mailto:superintendent@djUSD.net">superintendent@djUSD.net</a> by <b>5:00 p.m.</b>
Tuesday, June 23, 2020	Board materials, including candidate applications, posted for the June 25 meeting.
Tuesday, June 23, 2020	Virtual applicant orientation presented by senior District administrators from 6:00 to 7:00 p.m.

Thursday, June 25, 2020	Board Meeting – <ul style="list-style-type: none"><li>● Application Review</li><li>● Applicant Presentation</li><li>● Public/Trustee Comment</li></ul>
Sunday, June 28, 2020	Community Input for Interview Questions Deadline – By email to <a href="mailto:superintendent@djud.net">superintendent@djud.net</a> by <b>5:00 p.m.</b>
Thursday, July 2, 2020	Second Round of Interviews <ul style="list-style-type: none"><li>● Voting Process and Selection of Candidate (Method To Be Determined)</li><li>● Appointment</li></ul>
Friday, July 3, 2020	Official Oath Administered and new Trustee assumes role

Please contact Superintendent John Bowes at [superintendent@djud.net](mailto:superintendent@djud.net) if you have any questions.

1. In what school or community committee or activities have you been active? Describe your contributions and with which communities these activities and contributions have allowed you to intersect.

As my children progress through the Davis school community, I have leveraged my skills to participate in and positively impact the academic environment through community engagement and enrichment. This past school year, I served as a Parent Representative on the Pioneer Elementary School Site Council, and will continue this position for the coming year. In this venue, I worked with teachers, administrators and parents to critically evaluate the school's performance under prior year site plans based on school and district data measuring student achievement. Working in collaboration, and with additional input from educators and stakeholders, we prioritized a list of the school's and educators' needs with a view toward the values we hold as a community to complete the SPSA for the next year under the impending budgetary constraints and the impact of the global pandemic. Concurrently, I was the Income Treasurer on the Executive Board of the Davis Parent Nursery School. In this position, I communicated with the parent community regarding tuition, scholarships, and related issues. I further participated in Executive Board initiatives to clarify the school handbook and promote outreach to the supportive local business community. Finally, this year I served as the primary parent Garden Volunteer for my son's first-grade classroom. Through this enrichment activity, I worked directly with all of the children from his class in a variety of hands-on educational activities, and I also had a direct window into how the children experience their day-to-day schedules and the academic process.

2. Why do you want to be a Board member? What about this District motivates you to apply for the position?

After moving to Davis three years ago, I have been repeatedly impressed by the District's long-standing reputation for academic success and the involved and highly-educated parent community. The rich history of diversity encompassing transplants from around the country and world, and the inclusive structure of the city welcoming various socio-economic backgrounds has created a vibrant community of which I am proud to be a member. Yet, even in such a fortunate environment, it is clear that there continues to be a gap in achievement for many groups of students. The importance of education has been a core value in my life and has given me the confidence, strong foundation, and drive to pursue a variety of opportunities for success. I strive to provide access to the same wealth of opportunity, not just for myself and my family, but also to the greater community. I want to help our District move forward to close the achievement gap

and provide holistic support for all students, not just to meet the standards, but to excel academically and reach their true potential as successful citizens of our ever-changing global society.

3. There are three goals expressed in our LCAP focused on Conditions of Learning, Pupil Outcomes, and Engagement (see below\*). In light of the rapidly evolving state budget situation and COVID-19 pandemic, describe how as a Trustee you would maintain a focus and support each of our LCAP goals.

It is important to be forward thinking and first recognize the interdependency of our LCAP goals alongside the overall impact of budgetary constraints, COVID-19, and social unrest present in our society. In making decisions, rather than focus on stop-gap measures to combat our immediate circumstances, we must consider the long-term and far-reaching impact of these events on our community's mental health, the systemic academic gaps it has brought to light, and the changing prospects for future success. For the governing Board, there is a strong reliance on data from previous years. However, in these unprecedented circumstances, we have no past history to rely on. As an accountant, I feel that real-time data and analytics are essential to help us determine what key services are necessary. To further that end, I would like to strengthen the Board's connection with our community to better understand how we can foster our students' resilience in the face of these challenges; a process that has already begun with the surveys and outreach emails through the latter portion of the school year. I would like to plan for the varied resources, such as further counseling services, greater access to educational materials, and further focus on nutrition and wellness, that we can provide for the academic, social, and emotional stability of our students both as they begin their education and as they leave our school system to take their place in our world. Making small steps toward these goals is positive progress.

4. DJUSD, along with all K-12 public education agencies in California, faces tremendous fiscal challenges. How do you believe the Board needs to approach this crisis and what skills and tools do you possess that will assist in this work.

The Board needs to approach this crisis as an opportunity for growth. As a successful District, it is easy to conclude that all policies in place should continue and simply make room for more as we face challenges. Considering the fiscal reality and the enormity of change in our current environment, this view is not possible. The Board must examine current policies and student achievement related data in the light of our new environment to ensure that only effective measures are continued. I believe my background as an accountant, my detail-oriented skills, and the fresh perspective I bring are well suited to this task. The Board can collaborate with

stakeholders in our community and with other Districts to find efficient and effective practices for our success. Though we are in a tumultuous environment requiring change and face many new constraints, we need to support our educators and our students by providing the resources to achieve our goals. As a new and active participant in the Davis community, I am open to listening to and learning from Board members, educators, administrators, and the broad parent and student community. The Board should also look to how the socioeconomically disadvantaged population has been impacted by our current environment. With a holistic approach, the Board could possibly redirect its attention to less costly yet more effective solutions. While living in Chicago, I volunteered to support the nutrition, health and wellness of such underserved populations and would be an asset to any related initiatives.

5. Describe your understanding of equity and inclusion and how it should shape Board Governance.

I believe in the inherent worth and potential for success of all children regardless of background, challenges, or circumstances. In an inclusive and equitable environment, we would meet students where they are and provide the access to education and support to reach their highest potential. Applying the concepts of equity and inclusion to daily life is an ever-evolving process. There is immense progress to be made in our society, as the current environment of social unrest makes clear; however, I am hopeful for our future and my own growth as I acquire the language to express these concepts positively and confidently. For example, in the past, society has referred to children as having a learning disability. Now, we are adopting new language and addressing issues as learning challenges. To me, just using this different terminology presents an entirely different perspective. It focuses on the individual, as each person faces unique challenges, and it immediately fosters a positive feeling of supporting someone to rise to their greatest potential, rather than constraining someone inside a label. It is important to acknowledge and discuss these concepts to promote societal growth to a positive future. To further the aims of equity and inclusion, the Board should welcome and encourage fresh ideas and perspectives from all areas of the participating community. As a representative body, it should exemplify the diversity present in the local community. When making decisions, the Board should be aware of the constraints to access, compliance, or impact on all communities.

6. What other attributes do you feel are important for a Board member? Describe your own skills and interests in relation to these attributes.

A Board member should be invested in the community, able to collaborate with a wide range of individuals and organizations, confidently analyze data to make decisions, and show flexibility in the face of challenges. I believe my work experience, community involvement, and personal growth would make me a successful Board member. I have two children just starting their educational careers in the Davis school system: my son is entering second grade and my daughter will enter kindergarten this fall. Even at these early stages of their academic progress, I have invested my efforts in educating them at home and becoming a valued member of their school communities. Through my community activities, I have had the privilege of collaborating with administrators, educators, and parents to create positive environments for academic and social growth. In my education and career as an accountant, I have experience working with financial statements, researching technical questions, analyzing data and decision making. Furthermore, in my personal life and career, I have faced many challenges, and cultivated flexibility to embrace these changes. In the past ten years, I have lived in four different cities, had two children, changed jobs and then paused my career to stay at home with my children. Though not all of these situations have been entirely under my control, I have found a way to broaden my perspective and grow with each change to make the most of every situation. I hope to bring this positive attitude and resilience to my work as a member of the Board.

# SWAPNA PANIGRAHI

<b>EXPERIENCE</b>	<b>NUVEEN</b>	<b>Chicago, IL</b>
<b>Oct 2010 - Oct 2013</b>	<b>Senior Tax Accountant</b> <ul style="list-style-type: none"><li>Prepared regulated investment company specific tax provision calculations for a variety of funds encompassing a broad range of investments, such as real estate investment trusts, passive foreign investment companies, and various derivatives, and reviewed related financial statement footnote disclosures</li><li>Reviewed and submitted Federal, State, and Excise tax filings for a variety of regulated investment companies and assisted in ascertaining that each of the funds complies with the provisions of Subchapter M of the Internal Revenue Code</li><li>Analyzed prior year tax filings and tax provision calculations for funds recently acquired by the firm and transitioned to in-house procedures</li></ul>	
	<b>ERNST &amp; YOUNG LLP</b>	<b>Boston, MA</b>
<b>Oct 2007 - April 2010</b>	<b>Senior Tax Analyst - Financial Services Office</b>	
<b>June - August 2006</b>	<b>Tax Intern - Financial Services Office</b> <ul style="list-style-type: none"><li>Prepared and reviewed Federal, State and Excise tax filings for asset management clients, along with fund specific tax provision calculations and financial statement disclosures</li><li>Transitioned large mutual fund engagement team from paper file review and preparation to electronic processes resulting in increased accuracy of client deliverables, greater ability to leverage international office resources, and 30 percent increased efficiency</li><li>As lead Senior on large client, helped firm retain \$2 million mutual fund tax compliance engagement due to good personal relationship with client and quality of deliverables</li><li>As member of a committee, implemented initiatives to improve local office job satisfaction resulting in up to ten percent increases in focus areas of job satisfaction survey</li><li>Led training sessions on mutual fund taxation for interns and staff to increase efficiency and promote communication and research within client teams</li></ul>	
<b>June - August 2005</b>	<b>State and Local Tax Intern</b> <ul style="list-style-type: none"><li>Integrated and analyzed personal property tax audit information to assist in recommendations and create data resources for clients' upcoming hearings</li><li>Researched tax law regarding state sourcing of income and local low-interest financing opportunities for multi-million dollar corporate investments</li></ul>	<b>Detroit, MI</b>
<b>2000-2004</b>	<b>ERIE COAST CHEST PHYSICIANS, INC</b> <b>Information Technology Assistant</b> <ul style="list-style-type: none"><li>Developed set of templates for doctors' use during patient examinations to increase efficiency and accuracy of exams and to transition medical records to electronic media</li><li>Trained staff on computer-based organization and medical records systems to reduce paperwork and rental of office storage space saving thousands of dollars per year</li></ul>	<b>Lorain, OH</b>
<b>EDUCATION</b>	<b>UNIVERSITY OF TEXAS AT AUSTIN</b>	<b>Austin, TX</b>
<b>2006-2007</b>	<b>McCombs School of Business</b> Master in Professional Accounting      GPA: 3.694/4.000 <ul style="list-style-type: none"><li>Emphasis in Taxation</li><li>Teaching Assistant for Financial Accounting</li><li>Ray M. Sommerfeld Memorial Endowed Presidential Scholarship</li></ul>	
<b>2002-2006</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Stephen M. Ross School of Business</b> <ul style="list-style-type: none"><li>Bachelor of Business Administration      GPA: 3.743/4.000</li><li>Emphasis in Accounting and Finance with Minor in Economics</li><li>Senior Seminar (Selective Honors-Type Thesis Program)</li><li>College of Literature, Science and the Arts Honors Program 2002-2004</li><li>Member of National Society of Collegiate Scholars</li></ul>	<b>Ann Arbor, MI</b>

## COMMUNITY EXPERIENCE

- July 2020**                      **Pioneer Elementary School Parent Teacher Association**                      **Davis, CA**  
**Secretary**
- 2019-Present**                      **Pioneer Elementary School Site Council**                      **Davis, CA**  
**Parent Representative**
- Elected to two year position through school-wide parent voting in Spring of 2019
  - Participated in Council meetings to prioritize list of school's and educators' needs and brainstorm ideas to include in the school's Single Plan for Student Achievement with a focus on improving student achievement for all students
  - Evaluated the effectiveness of prior years' programs based on school and district data with input from educators and other stakeholders to determine the focus of the school's academic instructional program and related categorical resources
- 2019-2020**                      **Davis Parent Nursery School**                      **Davis, CA**  
**Income Treasurer**
- Collected, recorded and prepared for deposit all tuition and fee payments totaling over \$20,000 monthly across four early childhood programs at two locations and an after school care program
  - Coordinated with Executive Board, parents, and external bookkeeper regarding delinquent payments and various payment processing issues
  - Spearheaded Tuition Assistance Program as chair of related committee to provide financial assistance to qualifying families as allowed under current year budget
  - As member of Handbook Committee, proposed and edited portions of school handbook related to tuition, fees, and refunds, and authored emergency closure related policies
  - Proposed community outreach program to support local businesses during pandemic, which will be implemented throughout the summer
- 2019-2020**                      **Pioneer Elementary School**                      **Davis, CA**  
**First Grade Classroom Garden Volunteer**
- Instructed 13 first grade students for 45 minutes per week using prepared curriculum on a variety of garden topics from soil composition, planting, and recycling to recognizing and cooking with seasonal fruits and vegetables
- Aug – Nov 2004**                      **Michigan Coordinated Campaign**                      **Ann Arbor, MI**  
**Field Staff Intern**
- Served as Intern Team Lead in Northern and Western Washtenaw County for non-profit political organization to organize and supervise phonebanking activities such that over 150 volunteers placed approximately 20,000 voter identification and persuasion calls
  - Coordinated pollwatching and challenging activities in 32 precincts to ensure the efficiency and integrity of the local election process

## CERTIFICATIONS

- Licensed CPA in state of Massachusetts 2010-2011
- Licensed CPA in state of Illinois 2010-2012
- Registered CPA in state of Illinois 2012-2015