



Board Special Meeting

School Board Retreat

September 15, 2018 9:00 am – 12:30 pm

Auditorium, John Stanford Center

2445 3rd Avenue South, Seattle, WA 98134

Agenda

9:00-9:15am	Welcome and Icebreakers
9:15am-11:15am	Board/Superintendent Collaboration <ul style="list-style-type: none">• Review of Board Policy Nos. 1220, 1620, and Board Procedure 1620BP• Gap Analysis• Impact
11:15am-11:30am	Break
11:30am-12:30pm	Race & Equity Training Planning
12:30pm	Adjourn

Start times for each topic are estimated. Special meetings of the Board, including work sessions and retreats, may contain discussion and/or action related to the items listed on the agenda.

Seattle School Board Retreat

Saturday, September 15, 2018

Board/Superintendent Collaboration Discussion

9:15 AM -11:15 AM


Proposed Agenda

1. Purpose of the discussion, agenda
2. Ground rules
3. Facilitator presentation of themes from advance interviews
4. Review and Discussion of Policy 1220, Policy 1620 and Procedure 1620BP
5. Brainstorming: In your view, what actions or steps could help us work together better?

The goal of this discussion is to constructively share perspectives around the Board, Superintendent and Staff relationships and review current policies related to this topic. There is no action item or traditional "deliverable." We will end the session with building a "brainstorming list" –no bad ideas – that could be a basis for later identifying next steps.

Proposed Ground Rules

- Respect the right to be heard—only one person talk at a time.
- Be respectful of different points of view.
- Monitor your airtime--be concise so we can hear from everyone.
- Be constructive and solutions oriented.
- Ask neutral questions. Assume good intentions. No personal attacks.
- Focus on interests, not positions; treat people as individuals.
- Learn from past experience, but don't dwell on the past.
- Stay on topic. We will keep a parking lot for ideas that come up today that are not on the agenda.
- Don't let the perfect be the enemy of the good.
- Keep a sense of humor.
- Be here: please no texting or taking calls during the meeting unless it is an emergency.
- New ground rules can be added at any time.

 <p>SEATTLE PUBLIC SCHOOLS</p>	<p>BOARD OFFICERS & DUTIES OF BOARD MEMBERS</p>	<p>Policy No. 1220 June 1, 2011 Page 1 of 3</p>
---	---	---

President

The president shall preside at all meetings of the Board of Directors and Executive Committee and sign all papers and documents as required by law or as authorized by action of the Board. The president shall conduct the meetings in the manner prescribed by the Board's policies, provided that the president shall have the full right to participate in all aspects of Board action without relinquishing the chair, including the right to vote on all matters put to a vote.

It shall be the responsibility of the Board president to manage the Board's deliberation so that it shall be clear, concise, and directed to the issue at hand; summarize discussion and/or action before moving on to the next agenda item; and to generally manage the meeting so that the agenda is treated in an expeditious manner.

The president is authorized to consult with the Superintendent on issues prior to presentation to the full Board and perform tasks to facilitate Board meetings.

In dealing with the media and the public in general, the president or his/her designee will serve as the spokesperson of the Board. The president is authorized to report and discuss those actions which have been taken and those decisions made by the Board as a body. The president shall avoid speculating upon actions or decisions which the Board may take but has not yet taken.

The president shall confer with the Superintendent regarding Board meeting, study session and Board retreat planning.

Vice President

The vice president shall preside at Board meetings in the absence of the president and shall perform all of the duties of the president in case of his/her absence or disability.

Member-at-Large

The member-at-large shall preside at Board meetings in the absence of the president and vice president and shall perform all of the duties of the president in case of their absence or disability.

Secretary

The Superintendent as Board secretary shall be responsible for:

1. Maintaining an accurate and complete record of all Board proceedings;
2. Taking charge of the Board's books and documents;
3. Drawing and signing all *orders for warrants* authorized by the Board;
4. Sending out notices of meetings and other relevant communications to Board members and the public;
5. Preparing agendas and supplementary documents as authorized by the Board;
6. Submitting required reports to the educational service district and to state and national agencies;
7. Authorizing the investment of district surplus funds by the county treasurer;
and
8. Carrying out other duties as directed by the Board and required by law.

The Superintendent may appoint a designee as secretary in his/her absence.

Legislative Representative

The Board president shall appoint a legislative representative to serve as the Board's liaison with the Washington State School Directors' Association Legislative Assembly. The legislative representative shall assume office in January in an even year for a two-year period. The legislative representative shall attend Washington State School Directors' Association Assemblies, conveying local views and concerns to that body and participating in the formulation of state legislative programs. The legislative representative shall monitor proposed school legislation and inform the Board of the issues.

Duties of Individual Board Members

The authority of individual Board members is limited to participating in actions taken by the Board as a whole when legally in session. Board members shall not assume responsibilities of administrators or other staff members. The Board or staff shall not be bound in any way by any action taken or statement made by any individual Board member except when such statement or action is pursuant to specific instructions and official action taken by the Board.

Each Board member shall review the agenda and any study materials distributed prior to the meeting and be prepared to participate in the discussion and decision-making for each agenda item.

Each Board member shall attend all scheduled meetings.

Adopted: June 2011

Revised:


Cross Reference: Policy Nos. 1400; 1450

Related Superintendent Procedure: N/A

Previous Policies: B20.00; B21.00; B22.00; B23.00

Legal References: RCW 28A.343.390 Directors — Quorum — Failure to attend meetings; RCW 28A.320 Provisions applicable to all districts; RCW 28A.330.100 Additional powers of the board; RCW 28A.330.030 Duties of president; RCW 28A.330.080 Payment of Claims — Signing of warrants; RCW 28A.330.200 Organization of the board — Assumption of superintendent's duties by board member, when; RCW 28A.330.040 Duties of vice-president

Management Resources: *Policy News*, December 2007

	<p>BOARD— SUPERINTENDENT RELATIONSHIP</p>	<p>Policy No. 1620 June 1, 2011 Page 1 of 3</p>
---	---	---

The successful operation of schools requires a close, effective working relationship between the Board and the Superintendent. The relationship must be one of mutual respect, trust, goodwill and candor. As the legally designated governing body, the Board retains final authority within the district. The Superintendent is the Board’s professional advisor to whom the Board delegates executive and administrative responsibility.

The Board is charged with setting district policy and the Superintendent is charged with carrying out and enforcing that policy. It is essential that each recognize and respect one another’s areas of responsibility. To clarify their relationship, the following principles are adopted:

1. The Board of Directors and Superintendent together form the governance team of Seattle Public Schools. Both must do their jobs well for the organization to be successful and for the governance team as a whole to be effective.
2. The Superintendent will be directly responsible to the Board for the administration of the school district. The Board will vest the Superintendent with executive authority commensurate with that responsibility.
3. Individual Board members will not hold the Superintendent accountable for meeting expectations that do not have the endorsement of the Board.
4. Except for issues involving the Superintendent as an employee, or in exceptional circumstances where the Board deems unilateral action is warranted, the Board will address personnel issues after consultation and upon recommendation by the Superintendent, and will issue all orders affecting employees through the Superintendent.
5. The Board will expect from the Superintendent recommendations for the improvement of the school district. The Board will adopt or revise policies after consulting with the Superintendent.
6. Since the strength of public policy is derived from diverse and sometimes contradictory views of the policymakers, Board members will freely and openly express their views on all items before the Board. However, all

members of the Board will also seek ways to reconcile their diversity in order to provide clear direction to the Superintendent and staff.

In furtherance of these principles, the Board and Superintendent will set annual goals and meet regularly during the year to evaluate the effectiveness of the team.

Board-Superintendent Communications

The Board and the Superintendent will maintain a system of communication and interaction that builds upon mutual respect and trust. In order to perform their responsibilities, Board members must be familiar with the operations of the district. The Superintendent, in order to perform his or her responsibilities, must also be kept advised of issues and have the authority to control the utilization of the district's staff. It is therefore the policy of the Board that:

1. The Board and its members shall not issue directives to staff except through the Superintendent or the Superintendent's designated representative(s).
2. Individual Board members shall not request from the Superintendent or staff the preparation of a report or compilation of materials not readily available and involving significant staff time unless the majority of a committee or the Board by motion duly made and adopted shall have approved the preparation of the report or the compilation of material; provided that, the Superintendent may seek review of any such committee request from the Executive Committee before staff begins the work.
3. Members of the Board shall refer all personal appeals, applications, complaints, and other communications concerning the administration of the school district to the Superintendent or his or her designated representative(s) for investigation and report to the Board member. Ordinarily, such matters are referred to the Board for decision only upon statutory appeals.
4. Communications between the Board and the Superintendent will be governed by the following practices:
 - a. Exercise honesty in all written and interpersonal interaction, avoiding misleading information
 - b. Demonstrate respect for the opinions and comments of each other
 - c. Maintain focus on common goals
 - d. Communicate with each other in a timely manner to avoid surprises
 - e. Maintain appropriate confidentiality
 - f. Openly share personal concerns, information, knowledge and agendas
 - g. Make every reasonable effort to protect the integrity of the district and each other
 - h. Respond in a timely manner to requests and inquiries from each other

Adopted: June 2011

Revised:


Cross Reference:

Related Superintendent Procedure: N/A

Previous Policies: B60.00; B61.00

Legal References: RCW 28A.320.010 Corporate powers; RCW 28A.330.100 Additional powers of the Board; RCW 28A.400.010 Employment of Superintendent—Superintendent’s qualification, general powers, term, contract renewal; RCW 28A.400.030 Superintendent’s duties

Management Resources:

	<p>BOARD— SUPERINTENDENT RELATIONSHIP PROCEDURE</p>	<p>Procedure No. 1620BP March 21, 2012 Page 1 of 4</p>
---	---	--

As indicated in Policy No. 1620, the successful operation of schools requires a close, effective working relationship between the Board and the Superintendent. The relationship must be one of mutual respect, trust, goodwill and candor. The Board is charged with establishing district policy and the Superintendent is responsible for implementing that policy and will be accountable to the Board to assure that staff complies with it. The Superintendent is the chief executive of the district to whom the Board delegates the management and administration of the district. The Board provides oversight and perspective which is essential to the governance of the district. It is important that each recognize and respect one another's areas of responsibility.

The Board is committed to recruiting and retaining good leadership for the district, which in turn improves stability, continuity and public confidence. This procedure is adopted to promote this objective.

In order to further clarify how Policy No. 1620 shall be implemented, this procedure delineates several key aspects of the relationship between the Board, Superintendent, and district staff.

1. Advocacy: Directors should work toward lasting improvement to a situation, outcome, process or policy by directing the Superintendent using governance level means whenever possible. Governance level means include the approval of policy, budget, and the strategic plan; the hiring, setting expectations for, and evaluation of the Superintendent; and other Board actions. Directors should contact the Superintendent or senior leadership to seek information or advocate actions.

2. Working with the Superintendent: It is vital to the overall productivity, morale and smooth functioning of the district that the governance team, the Superintendent and the Board, work together as a cohesive unit in the spirit of collaboration. The Superintendent and the Board should view each other as key advisors. The Superintendent and the Board shall communicate in a thorough, honest and transparent fashion so that the Board is apprised of the district's direction and progress. The Superintendent and the Board should first seek to clarify any questions or

resolve misunderstandings between them through direct personal communications.

Directors and the Superintendent should support and affirm the authority, leadership, and decision-making responsibilities of each other.

Disagreements between the Superintendent and the School Board over the direction of the district should be resolved using governance tools, such as the regular committee structure.

3. Communications between Board, Superintendent, and Staff: The School Board values open communication between Directors and staff members at all levels. The Superintendent will establish a mechanism so that communications with one Board member are shared with all Board members.

Directors are encouraged to visit schools and discuss education-related issues with staff, and Directors are encouraged to foster a welcoming environment for all staff in the central office as well. Directors shall use the process outlined in paragraph 4 below to make any request of district staff time, including asking staff to run reports, attend meetings, or meet with constituents.

4. Requesting Work of Staff: Any requests of staff involving significant staff time must come from at least two Board members. All requests must be made through the Superintendent or appropriate senior leadership. In the spirit of collaboration, Board members are committed to be sensitive to staff workload issues and to reach mutual agreement with senior staff regarding due dates for requested work. The requesting Director shall confer with the chair of the appropriate committee regarding requests. If the chair and/or the Superintendent question the reasonableness of the request, the Superintendent may ask the Executive Committee (or Board President between committee meetings) to decide if the request should be delayed or reduced in scope if it would have an adverse impact on the core work and established priorities of the district. The Board President will report to the Executive Committee when a decision is made between committee meetings.

If a two-Board-member-request on an item that is already scheduled to go before the Board for action is not recommended by staff, staff will incorporate the request and the reasons they are not recommending it into the alternative section of the Board action report presented to the full Board. If a Director does not agree with staff's analysis, he or she may offer an amendment.

If a two-Board-member-request on an item that is not already scheduled to go before the Board for action is not recommended by staff, the appropriate cabinet member will write a memo to the Superintendent

explaining the staff's recommendation. The Superintendent will then address the request with the Executive Committee (or Board President if between committee meetings).

Clarifications or explanations of agenda items are not considered a request for staff work.

5. Public Meetings: The School Board and Superintendent are committed to maintaining a climate of mutual respect and civility at all times. Disagreements on issues will be addressed respectfully and personal criticisms will be avoided. To the greatest extent possible, Directors shall alert staff to non-routine questions prior to public meetings in order to increase the quality and depth of staff response.
6. Responding to Constituents: Constituent service issues include concerns identified by families, SPS employees and citizens regarding the operation and staffing of schools and administrative departments. Board Directors shall refer all personal appeals, applications, complaints, and other communications concerning the administration of the school district to the Superintendent or his or her designated representative(s) and refrain from engaging in the administration of any school or district department on behalf of a constituent issue. The Superintendent shall respond within a reasonable time to such concerns and keep Board members appropriately informed.

If Directors would like to address constituent concerns of a broader nature, they should use governance tools to resolve the issue, in alignment with annually established governance priorities.

7. Hiring & Terminating Employees: The authority and responsibility for hiring and terminating employees is delegated to the Superintendent. Directors shall give feedback on the employment status (hiring and firing) of district staff only in private consultation with the Superintendent. Board Directors shall refer constituent feedback on personnel issues to the Superintendent. Individual Directors should not publicly express negative opinions about staff members or the Superintendent's personnel decisions.
8. Board Decision Making: Directors shall use the work session process to provide guidance to staff to help shape staff recommendations. If Directors are not satisfied with the final staff recommendations that result from the work sessions, Directors should submit an amendment to the proposal to the full Board for a public vote.

The first step is to draft and submit an amendment for staff to vet. The expectation is that the Superintendent and staff will have examined amendments raised in advance by Directors in order to provide a

response. Further, other Board Directors shall receive the proposed amendment with ample time to understand and consider it prior to the scheduled vote.

9. Superintendent's Accountability: The Superintendent shall be held accountable to all areas of responsibility delegated to him or her by policy, agreed upon annual goals, or other governance level actions. The Board holds the Superintendent accountable through the Superintendent evaluation process. The Superintendent's evaluation instrument may include such requirements as responding in a timely manner to Directors' questions or comments, maintaining appropriate confidentiality, and making every reasonable effort to protect the integrity of the district and the Board. The Superintendent should not publicly express negative opinions about the Board or Board members.

Adopted: March 2012

Revised:

Cross Reference: Policy Nos. 1005; 1010; 1620; 1630; 1640, 4220; 5251; RCW 28A.150.230

District School Directors' Responsibilities

Related Superintendent Procedure:

Previous Policies:

Legal References:

Management Resources: