

Board Special Meeting

2445 – 3rd Avenue South, Seattle WA 98134



Work Sessions: 2017-18 Superintendent SMART Goals; Work Session: Budget
Wednesday, March 22, 2017 4:30-6:30pm
Auditorium, John Stanford Center

Minutes

Call to Order

This meeting was called to order at 4:35pm.

Directors Burke, Geary, Harris, Patu, Peters, and Pinkham were present. Director Blanford arrived at 4:58pm.

Work Session: 2017-18 Superintendent SMART Goals

This meeting was staffed by Superintendent Larry Nyland, Deputy Superintendent Stephen Nielsen, Associate Superintendent Michael Tolley, Chief of Student Support Services Wyeth Jessee, Chief Strategy and Partnerships Officer Brent Jones, Chief of Curriculum and Instruction Support Kyle Kinoshita, Assistant Superintendent of Human Resources Clover Codd, and Executive Director of Government Relations and Strategic Initiatives Erinn Bennett.

Ms. Bennett provided an overview of the agenda. Dr. Nyland discussed how the alignment of goals with the District strategic plan has allowed for continuity. Ms. Bennett noted the eight goal options for the Board Governance Priorities and suggested pairing it down to a smaller number.

Goal 1: Multi-Tiered Systems of Support

Mr. Jessee provided evidence of the progress of the Multi-Tiered Systems of Support (MTSS) goal that would roll over from 2016-17. He noted student outcomes and that his department will continue towards success in reaching this goal. Director Harris asked how realistic and sustainable the proposed initiatives and procedures are and how the District is preparing for potential barriers to training and data entry. Directors discussed their concerns, noted their questions, and commented on how to move goals into action plans. Directors and staff discussed the advanced learning participation within the MTSS model. Staff noted the need for standard data, materials, and support to allow for the sustainable success of MTSS.

Goal 2: Eliminating the Opportunity Gap

Dr. Jones discussed the continuation of a district-wide focus on eliminating the opportunity gap through building positive beliefs, relationships, support, and learning. He discussed areas that will be reviewed to indicate the effectiveness and outcomes of this initiative. Directors noted that they would like to see more tangible outcomes, noted their concerns, and discussed the need to replicate success to move the needle on the opportunity gap. Dr. Jones provided some examples of models in place that will assist them in measuring the impacts. He discussed looking at academic and school climate outcomes, as well as proficiency and growth.

Goal 3: 21st Century Skills/24 Credits

Mr. Kinoshita provided an overview of the legislative changes that affect this goal. He discussed how this goal would focus around improving graduation rates as well as the quality of education. He used the example of how Cleveland High School is illustrating these successful implementations and closing achievement gaps. Director Geary asked for more fact checking on the data to allow for a more concentrated look at how Seattle is doing compared to other similarly situated areas as well as statewide. Directors and staff discussed the integration of approaches that will increase credit opportunities for students who would like to take career technical courses and allow them to be exposed to areas where students show their passions, which will assist in improving graduation rates. Directors and staff discussed the various components that affect the advancement of career and technical skills. Director Burke noted his opposition to having 21st Century in the title of the Goal.

Goal 4: Advanced Learning

Mr. Jessee discussed the current review of the structure and placement of advanced learners and the associated community engagement process. He noted how the department is documenting outcomes and the equity analysis. He provided information on how the District is supporting students. Directors and staff discussed how this goal could be embedded within Goal 1.

Goal 5: Peer Assistance & Review (PAR)

Dr. Codd provided an overview of the components of Peer Assistance and Review (PAR). She discussed how the teachers and administrative staff work in collaboration to develop the review process. She noted the foundational coursework that has been implemented. Director Blanford discussed alternative routes of certification and how to assure those teachers receive the same training. Dr. Codd noted the collaborative work with skilled teachers in designing coursework and systems that will provide the support that teachers need and/or are asking for. Director Pinkham asked for cultural responsiveness within the goal language. Dr. Codd noted that there is strong language throughout the foundational coursework that specifically discusses cultural responsiveness. Directors and staff discussed the bases of having this item as a SMART Goal. Dr. Codd discussed the funding opportunities attached when making SMART Goals and the budget restraints around implementing some of these initiatives within this goal.

Goal 6: Strategic Plan

Ms. Bennett provided an overview of the strategic plan. She noted that the current strategic plan is ending soon and discussed the importance of strategic plans. Ms. Bennett discussed options in transitioning to a new strategic plan. Directors and staff discussed what type of preliminary work could be done prior to setting the plan. Directors and staff discussed the process for developing a strategic plan.

Goal 7: Budget

Ms. Berge discussed the nuances of this goal. She pointed out that some of the work within this goal will continue regardless of whether this is a specific goal of the Board. Director Geary highlighted the community engagement piece in making this a successful goal and asked for historical perspective on how the engagement is helping us weather the storm. Mr. Nielsen provided a historical perspective on how community engagement has affected the outcomes and relationships with the District. Directors asked if there are ways to simplify the budgeting process and for the public to assist in the engagement process.

Directors and staff discussed the effects of economic recessions and budget cuts in the past, and how to examine other budget concerns that could add long-term value to this goal.

Goal 8: Engagement/Collaboration

Ms. Campbell provided an overview on how the District has been engaging with the community and improving its communication techniques. She expressed support for continuing this goal into the 2017-18 goals. Dr. Codd provided feedback on the collaborative efforts with staff to build positive relationships and systems of support. She noted trainings for building leadership teams and discussed efforts in changing the work culture and environment and the need for a long-term focus. Directors and staff discussed the cost related to focusing on the customer service element of this goal.

Director Patu noted that there is not a goal around waste and loss prevention. She commented on a need to look at ways to create efficiencies and cost savings in all of the departments, programs and initiatives. Directors and staff discussed loss prevention, risk management systems, building tools and culture, and oversight on inventory control and noted that a report on property loss is included in the Operations Committee discussion each month.

Goal 9: Professional Practice

Ms. Bennett noted the professional practice goal that will be determined after the survey data is gathered and that this will be added to the list by the next meeting.

Directors and staff discussed the goals that were not being recommended to roll over. Directors discussed the intent of the program mapping focus and the needed information to have robust conversations on understanding the District's needs. Directors and staff discussed program review and the budget.

Directors indicated which goals they would like to see more details on at the next goal-setting work session. These included presented Goals 1, 2, 3, 7 and 8 along with a continuation of the current goal work on program review and District planning. Directors and staff discussed the budget impacts of each of these goals.

Ms. Bennet noted the upcoming April Work Session to select the 2017-18 goals.

This session ended at 6:13pm.

Work Session: Budget

This session began at 6:15pm.

Assistant Superintendent of Business & Finance JoLynn Berge summarized the purpose of the meeting and the agenda with an outcome to move forward. Superintendent Nyland spoke about the budget shortfall that still remains even after the \$24.4M restored by legislature. Ms. Berge spoke about the Weighted Staffing Standard (WSS) cuts that don't include mitigation or central office cuts. She explained the guiding questions and framework used for restoration planning. Ms. Berge summarized the two options for Board Member consideration tonight. She explained Option A is the cabinet leadership suggested choice. She reviewed the differences between the two plans. Assistant Superintendent of Human Resources Clover Codd spoke about how both options will impact Human Resources. She explained that we are currently two weeks behind the typical hiring timeline. Ms. Berge explained Option A is still in

draft form but does address how to fully restore the WSS and provide additional restorations. She explained how staffing would be restored in Option A and reviewed the development plan for this option.

Director Patu asked if school office staff is included in the restoration plan. Ms. Berge explained Option A does include office staff and it would restore almost all office staff, except for two schools, due to class size. Director Blanford asked what are the impacts of moving from 29 to 30 in a high school classroom. Associate Superintendent for Teaching and Learning Michael Tolley spoke about how the master schedule will reduce that overload and primarily does benefit the larger high schools. Director Geary asked how are the 24 credits impact if we choose Option B. Mr. Tolley explained the 24 credits are looking at implementation in the 18-19 school year. And a significant investment in resources would be used to support that. Director Harris asked how many of our classrooms already support 30-35 students per classroom. Mr. Tolley explained a comparison data could be done to see the impact based on the two recent years. We are looking at ways to support our teachers in larger classrooms. Director Burke asked how many mitigation staff are we speaking about. Ms. Berge explained it is approximately 75 staff and clarified that the plans to restore the WSS would not include these staff. Director Burke asked how many layoffs will occur. Ms. Berge explained it would be limited now that the Levy Cliff has been backed off. Director Harris asked Ms. Berge to speak to what the labor partners think of these two options. Ms. Berge spoke about the questions to consider on slide 15. These questions were used find out what is important to our partners. She explained that equity was determined to be the priority with our labor partners.

Ms. Berge explained the Senate budget does have a Per Pupil inflator (PPI) that does cover us. Which would mean Seattle School District would receive the \$6M back PPI. They also took off the K-3 class size requirement off and that would be increased revenue we were not expecting. Director Burke asked if we will have to do this again next year. Ms. Berge spoke about how it is possible, and she has spoken with our partners about it being a possibility. Deputy Superintendent Stephen Nielsen spoke about a large dichotomy in the senate budget. He explained Seattle School District is not alone in having a problem with balancing our budget. Director Pinkham asked between the two options, has any discussion been decided for the \$2.5M. Dr. Nyland reviewed the items on slide 11 that breaks down the two options. Mr. Nielsen explained the WSS number is a tonight number. Director Blanford asked if the impact of mitigation for a school if a student does not show up they can maintain the staff. Which would mean they are overstaffed. Dr. Nyland explained that is semi true, school size, equity, splits and staffing all come into consideration. Director Blanford would like to know can we isolate the staffing, especially with schools that are inequitable. Ms. Berge explained we can focus on that, she added that we did do that this year.

Director Peters asked if Directors would be willing to say which Option they preferred. Directors Geary, Harris, Patu and Peters all explained why they preferred Option A. Directors Blanford, Burk and Pinkham explained why they preferred Option B. Ms. Berge confirmed the majority chose Option A.

Ms. Berge explained Option A will be moving forward.

Adjourn

This meeting adjourned at 7:09pm.