

Board Special Meeting

Work Session: Budget; Work Session: District Scorecard/ Operations Data

Dashboard; Executive Committee of the Whole

Wednesday, January 16, 2019, 4:30 – 7:30pm

Board Auditorium, John Stanford Center

2445 – 3rd Avenue South, Seattle WA 98134

Minutes

Call to Order

This meeting was called to order at 4:31 p.m. Directors Mack, Burke, Geary, Pinkham, and Patu were present. Director Harris participated by phone.

This meeting was staffed by Chief Financial Officer JoLynn Berge

Work Session: Budget

Chief Financial Officer JoLynn Berge summarized the agenda and reviewed the possible outcomes.

Director Mack noted that she would like the capital budget added to the budget development calendar slide.

Ms. Berge spoke about upcoming work sessions timelines, she explained January 30 is the last date to reach consensus. She reviewed items that had reached a consensus at the previous work session and gave an update on the equity tier, with information by school. Ms. Berge spoke about the schools that are moving into different tiers in the next year.

Director Mack asked for an equity school and high poverty list. Ms. Berge does not have a list, she explained schools in tier 1 and 2 are the highest poverty schools in the District.

Ms. Berge reviewed what formulas are changing in the Weighted Staffing Standard (WSS). She explained attachment 2 to show where bargaining changed some amounts. She noted attachment 3 shows staffing reductions totaling a \$12.2M reduction. Class size is in addition to this list and does affect every school.

Ms. Berge explained the recommendation is to reduce librarians to half time. This will effect secondary schools, and this is listed in attachment 2.

Director Harris asked if we had cuts to librarians last year. Ms. Berge explained no librarians were cut last year.

Ms. Berge explained that the house administrator at Jane Addams was not being cut due to additional staffing losses. She explained the formula for assistant principals will be reviewed by the Budget Director Linda Sebring. Ms. Sebring explained the new formula based on revising the number of teachers that will result in the assistant principal allocation. Ms. Berge reviewed changes to class sizes, which include secondary class size to 30, fourth and fifth grade to 28 and kindergarten to third to 26. Ms. Berge also explained the discussion held at the WSS committee by the principals on how the formula was developed.

Director Mack asked how many students are included for this new formula. Principal Erika Ayer at Sanislo Elementary explained those ratios vary due to Title I and LAP funds. Garfield High School Principal Ted Howard explained what additional framework was used to develop the formula.

Director Geary asked if small schools with adult heavy programs were considered. Ms. Berge confirm safety was taken into consideration. And an elementary counselor is now provided for elementary schools with an SEL program.

Ms. Berge spoke about feedback at the previous work session and spoke about retaining \$5M for curriculum and based on director feedback no reduction in ethnic studies in 2019-20.

Director Harris asked how much time and money is being used for Since Time Immemorial curriculum. Executive Director Curriculum Assessment & Instruction Dr. Kyle Kinoshita explained \$50K will be funding for training specifically for high school social studies teachers.

Director Pinkham asked whether the high school science adoption would be first priority to come back if additional funds become available. Ms. Berge explained the board directors would have to approve that as a possible restoration plan if the additional funds became available.

Ms. Berge explained the 24 credits retaining \$2M. She explained Power School timeline goes hand in hand with this process.

Director Burke asked how the district will continue the work. Director of College & Career Readiness Dr. Caleb Perkins explained that at a minimum the project management support would be ready for 2019-20. Dr. Perkins spoke to ensuring staff is ready to teach for longer teaching blocks and continued planning for the fall of 2020.

Director Mack asked about increased dollars for high school that are now going away, and the WSS moving from 29 to 30. Dr. Perkins explained the list should be combined with the previous list that included other credit bearing opportunities.

Director Mack asked whether more money will be required for a schedule change and how much would be needed. Dr. Perkins confirmed we cannot make the schedule change due to lack of funding.

Ms. Berge spoke about the central administration reductions. She summarized the fall enrollment adjustment and mitigations.

Director Burke asked if we can have a better way for the mitigation money. Ms. Berge explained if we can have success with enrollment projection, we may have less need for this as we move forward.

Ms. Berge reviewed the WSS committee recommendations. She then opened discussion up on possible consensus on remaining items on slide 8.

Director Pinkham would like more information on reduction on central office staff. Ms. Berge explained director two-by-twos will go into more detail and will be scheduled as needed.

Directors came to consensus on recommended items of retaining \$4M for Curriculum, retaining \$2M for 24 Credit resources, reduce Central Office by \$2.5M, retain \$2M for fall enrollment adjustments and mitigations. Directors reached majority consensus to reduce WSS cuts to \$12.2M, with Directors Mack and Patu not concurring with the WSS reductions.

The meeting recessed at 5:44 p.m.

Work Session: District Scorecard/ Operations Data Dashboard

The meeting reconvened at 5:57 p.m.

Chief Academic Officer Dr. Diane DeBacker introduced the work session by reflecting on the comprehensive and transparent nature of the annual District Scorecard.

Director of Research & Evaluation Dr. Eric Anderson provided a summary of the higher-level outcomes of the 2017-18 District Scorecard and progress toward targets, including a positive percentage point change in 15 of 20 measures since the baseline year. Dr. Anderson reviewed proficiency rates compared to the state average and spoke to the achievement gap in comparison to the state average. Dr. Anderson highlighted several measures including third grade ELA proficiency, noting an ongoing K-5 ELA Curriculum Adoption Study; eighth grade algebra, noting a decline among all students completing algebra and challenges in ensuring students are prepared to access such courses; and ninth grade credits and on-time graduation, noting that a trendline is not provided for ninth grade credits due to changes in current credit requirements and also noting that graduation rates have moved in a positive direction, with a narrowing of the opportunity gap.

Director Pinkham requested additional information regarding the data for Native American student graduation rates.

Dr. Anderson also highlighted measures related to attendance, discipline, and climate and spoke to trendlines related to opportunity gaps.

Dr. Anderson spoke to anticipated future changes for the District Scorecard, including realignment of metrics and measurement instruments to a new strategic plan, the incorporation of data outcomes and findings from research and evaluation studies, and work to improve the data visualizations, and provided a recommendation that a longer work session be scheduled to review this information.

Director Mack noted her appreciation for the data presented through the District Scorecard and spoke to contributors to eighth grade algebra rates. Director Mack noted that some schools have a smaller graduation rate gap and smaller gaps related to other measures and suggested additional consideration of why one school may be more successful at closing the gap than others. Dr. Anderson said research has been conducted and will continue into schools that have had more positive results.

Director Pinkham requested clarification on the average for the four-year graduation rate and requested that the number of students included in the disaggregated data be provided to provide better context.

Director Burke spoke to the data focus on eighth grade algebra and to the relationship to lower grade levels meeting proficiency. He highlighted the importance of improving understanding of math in elementary school to build on that in later grade levels. Director Burke requested additional data disaggregated by two- and four-year enrollment data. Director Burke noted his disappointment in the lack of movement in some measures and spoke to the need to make hard decisions to improve the results.

Director Geary noted the slow speed in which the opportunity gap is closing and the relationship to the statewide average. Dr. Anderson noted some positive trends in gap closing that has occurred in prior years' data but explained that not all of those trends have continued in more recent years.

Director Patu asked why the prior work to close the opportunity gap has not been carried forward.

Deputy Superintendent Stephen Nielsen noted that the data from the Operations Data Dashboard was previously provided to the Board in November 2018 and provided data highlights.

Director Harris requested additional background about the preparation of school lunches. Mr. Nielsen provided background about the planning for the JSCEE and the movement to a centralized kitchen. He noted that with newer schools, the kitchen facilities are being constructed to accommodate more localized food preparation.

Mr. Nielsen spoke to next steps including realignment of how data is presented to reflect the new strategic plan.

Director Mack emphasized the need to align metrics with the strategic plan and to make sure the district measures what matters. She noted her interest in being engaged in developing new metrics. Mr. Nielsen noted that the new strategic plan will have new key performance measures attached to it and will be reviewed by the Board.

Director Geary spoke to the importance of continuity across measures to ensure longer-term trendlines can be reviewed.

Director Burke spoke to the role of the strategic plan as a change vehicle and noted that there are many operational aspects that should be continued forward and measured with continuity. Director Burke closed the work session by thanking staff for preparing the materials presented.

Executive Committee of the Whole

Director Burke noted that the purpose of the Executive Committee of the Whole would be to consider amendments to District 2018-19 SMART Goal #4 Engagement/Collaboration.

Chief of Equity, Partnerships, and Engagement Dr. Brent Jones noted the areas of proposed amendment for District 2018-19 SMART Goal #4 Engagement/Collaboration and provided additional context about the changes proposed.

Director Burke requested feedback regarding the problem statement. Director Mack noted that the description of the problem statement is accurate and directors concurred.

Director Harris requested background regarding the proposed changes.

Directors and staff proceeded to discuss proposed changes to the language for Communications: Two-Way Engagement.

Dr. Jones addressed the changes related to engagement, noting they are meant to increase the authenticity of engagement and to reflect potential changes in the engagement tools used.

Director Patu asked about the proposed elimination of online engagement. Dr. Jones spoke to the value of investing in in-person engagement and the limited language options available with ThoughtExchange.

Director Harris asked whether the Community Engagement Task Force has been brought back together to provide feedback. Dr. Jones noted that the Task Force has not been brought together, but that he has committed to doing so.

Director Mack spoke to difficulty in understanding how the outlined strategies promote two-way engagement.

Director Burke noted that the revised language is less specific. He stated that the new language makes clearer that the problem is an internal one and that it speaks to coming together around that problem, but that it lacks specific outcomes and measures.

Director Pinkham suggested that the basic baseline should include two-way engagement.

Directors and staff proceeded to discuss proposed changes to the language for Community Engagement Model: School-Based Implementation.

Dr. Jones spoke to the recommended changes and the progression from basic to proficient to distinguished.

Director Pinkham noted that selection of two-to-three schools would not include all school levels and recommended expansion. Dr. Jones noted that staff are thinking of a feeder pattern from K-12.

Director Geary spoke to the variety of methods by which families choose to engage, with some families preferring to provide online feedback. She noted that focusing on a single feeder pattern may not reflect engagement preferences district-wide. Dr. Jones noted that this strategy is related to gathering a deeper understanding, starting small, with subsequent work to apply it to a broader context.

Director Mack said that authentic engagement can be brief at times and that authenticity instead speaks more to the responsiveness of the district than the length of engagement.

Director Harris stated that she would not be prepared to vote on an amendment until the Community Engagement Task Force is brought back together.

Director Burke suggested deleting the subsection noting the difficulty with moving the needle without a significant new investment.

Directors and staff proceeded to discuss new language proposed related to strategic plan engagement.

Dr. Jones spoke to the addition of the strategy related to the strategic plan community engagement and related ongoing work.

Director Burke noted that that the proposed language would codify current work.

Director Burke requested that directors provide feedback.

Executive Director of Government Relations and Strategic Initiatives Erinn Bennett highlighted that the Board has a check-in on the District SMART Goals on January 29.

Director Harris stated that the Community Engagement Task Force should be brought together as soon as possible.

Director Harris recommended delaying the review on Goal #4 until feedback has been received from the Task Force.

Dr. Jones summarized takeaways, including getting feedback from the Task Force on the strategy titled Communications: Two-Way Engagement; for Community Engagement Model: School-Based Implementation, current work should continue and be brought to scale; and on Strategic Plan Community Engagement, current work should be continued.

Director Harris noted her disagreement.

Ms. Bennett confirmed that the Board would only be checking in on District SMART Goals #1-3 during the January 29 check-in. Ms. Bennett requested clarification on the next steps on Goal #4.

Director Burke noted that the next step would be reaching out to the Community Engagement Task Force.

Director Burke requested that the item be placed on the February Executive Committee meeting agenda.

Adjourn

Director Burke adjourned the meeting at 7:30 p.m.