



## Board Special Meeting

### **Work Sessions: Board Evaluation; District Annual Operations Data Dashboard & District Scorecard**

November 13, 2019, 4:30 – 6:00 p.m.

Auditorium, John Stanford Center

2445 3<sup>rd</sup> Avenue South, Seattle WA 98134

### Minutes

#### Call to Order

Director Harris called the meeting to order at 4:32 p.m.

Directors Harris, Hersey, Geary, Burke, and Mack were present. Director Pinkham arrived at 4:37 p.m.

Staff present were Superintendent Denise Juneau; Greg Narver, Chief Legal Counsel; Dr. Mia Williams, Executive Director African American Male Achievement; Dr. Concie Pedroza, Chief of Student Support Services; Carri Campbell, Chief of Public Affairs; JoLynn Berge, Chief Financial Officer; Wyeth Jessee, Chief of Schools and Continuous Improvement; Dr. Diane DeBacker, Chief Academic Officer; Fred Podesta, Chief Operations Officer; Dr. Clover Codd, Chief Human Resources Officer; Dr. Keisha Scarlett, Chief of Equity, Partnerships, and Engagement; and Sherri Kokx, Senior Advisor to the Superintendent.

#### Work Session: Board Evaluation

Director Harris noted that Director DeWolf had reached out to directors for input into the draft Board evaluation narrative posted for the Work Session but had not received input prior to posting. Director Mack noted that she had reached out to Director DeWolf.

Director Harris noted that the finalized evaluation narrative would be posted to the Board meeting for November 20 and that the narrative was due for posting on Friday, November 15.

Director Burke noted that the Board Policy speaks to evaluating the Board in relation to accepted principles of successful Board operations and in relation to its annual goals and objectives and that in his time on the Board, the Board had not evaluated itself in relation to accepted principles of successful Board operations. Director Harris noted discussion earlier in the day during the Executive Committee meeting regarding best practices for scheduling out key work.

Director Pinkham arrived at 4:37 p.m.

Director Harris noted Director Geary's work to lead development of the Board's 2019 goals and spoke to work upcoming by the Board in December to develop goals for the coming year

Director Harris noted that the Board engaged in racial equity training under the leadership of Dr. Pedroza. Director Harris noted that the Board had not completed work on the second goal due to Board and staff bandwidth. Director Geary stated that the Board did not know it would be going through the process of a director appointment when the goals were set and noted the Board's work on bargaining. She noted the focus and time that had been dedicated to that work. Director Mack noted the importance of ongoing work related to Board collaboration and governance and the need for grounding in roles and responsibilities and working together as a Board and communicating effectively with the Superintendent and staff. She stated that it would be valuable to engage in training regarding roles and responsibilities of the Board. Director Mack trainings provided by the Washington State School Directors' Association.

Director Burke asked whether the Board would be discussing the draft narrative included in the packet. Director Harris confirmed it would be discussed.

Director Burke discussed the timing of the Superintendent goals in relation to the Board's goals. He noted the intentionality around putting structures in place to work on relationship-building and trust-building. Superintendent Juneau noted collaboration with the Board regarding Board Policy No. 1620 and Board Procedure No. 1620BP. Superintendent Juneau noted that the Board had discussed this goal as including work related to intra-board collaboration. Director Burke confirmed the intent was to complement and bridge to the Superintendent's Goal.

Director Harris noted that one work session has been held offsite. She stated that it was not successful due to the acoustics. Director Harris noted that the next offsite work session will be held at the Lincoln High School library in December. Director Harris stated that bandwidth and budget constraints limit the ability to hold meetings offsite. She noted that the oncoming Board would get to develop their own goals and stated that she hopes for additional meetings held outside the John Stanford Center.

Director Harris stated that the Board will be discussing 2020 Board goals during the December 14 School Board retreat.

Director Burke provided comments on the draft narrative. He stated that he concurs with the language regarding Goal 1. On Goal 2, Director Burke stated that the Board needs to state that it did not finish the work. He suggested including language stating that the Board started the work, engaged in related work, and providing narrative about not abandoning the work and stating that the objectives laid out were not met. He stated that he would provide suggested language. Director Burke stated he concurs with the language on Goal 3.

Director Mack asked for clarification on whether there were any policy updates in the 1000 series. Superintendent Juneau noted that the Board had not updated these policies. Director Mack stated that it would be helpful to have new directors provide input before providing substantial policy changes. She asked that the narrative mention the policies that have been discussed in committee and noted work by the Board. She stated that Board Policy No. 1620 is one and then the policies regarding public testimony. Director Mack stated that it would be helpful to note the work.

Director Harris asked whether there is a document that states the last date each policy was updated.

Director Geary stated that there should be additional language discussing risks to the plan to implement the Board's goals and highlighting the Board's big bodies of work for the year.

Director Pinkham spoke to the work to implement Goal 1 and Goal 2. He stated that the Board fell short on Goal 2 but that there have been more directors attending each other's meetings. He noted that the committee reports are another action by the Board. He also noted that it had been an election year and cited work to appoint a new director for District 7. Director Pinkham noted audio issues for the work session at Garfield High School. He suggested going to other community spaces.

Director Hersey stated that three Board directors-elect were present and noted his excitement about bringing the Board's work out into the community. He stated that the Board must not just change the space but rather change the way it does the work. He spoke to the importance of changing the way the district does business. He noted that regarding Board collaboration, the Board needs to have a continuous, open, and explicit conversation together. He spoke to building interpersonal relationships in order to effectively do the work.

Director Geary stated that directors quickly get to know each other, despite differences, and that she has enjoyed this.

Director Mack spoke to collaborating with fellow directors and the departure of three directors. She asked that the narrative reflect the individual work of directors to collaborate.

Director Harris stated that the Board has had success in getting out to schools and participating as observers with staff. She noted collaboration with the city. She stated that these are improvements.

Director Harris stated that the work session had concluded and turned it over to the discussion on the District Data Dashboard.

### **Work Session: District Annual Operations Data Dashboard & District Scorecard**

Superintendent Juneau noted that Cabinet staff were in attendance to provide updates regarding the work of their divisions.

Superintendent Juneau spoke to the current data dashboard and noted that this is the final year that it will be used. She stated that, per the Superintendent Evaluation Goals, work will be underway to develop a dashboard aligned to the district's strategic plan. She spoke to the goals included under the current dashboard.

Director Mack asked whether there is a proposal for different goals entirely. Superintendent Juneau noted that the new dashboard will be tied to the goals within the new strategic plan.

Director Burke asked whether any of the goals are likely to carry forward. Ms. Kokx noted that the work is underway to consider which goals should move forward and which would not. She stated that it would be in the draft status at this stage.

Director Harris asked whether a workplan on community engagement will be shared with the Board. Ms. Kokx spoke to work underway and highlighted that engagement is woven into the goal work. She stated that conversations are ongoing on how to gauge the community engagement goal under the strategic plan. Ms. Kokx confirmed that further information would be shared with the Board.

Superintendent Juneau asked that the Board dovetail the work with the development of 2020 Board goals. Dr. Codd discussed the data regarding Goal 1 and noted the alignment was toward the prior strategic plan. She stated that the 5-year retention rate of teachers is a measure that is being reviewed to get more specific about the meaning. She stated that it will also be important to review other retention rates.

Director Mack noted that the evaluation data did not speak to the ratings on the evaluations. Dr. Codd stated that the district reviews that data and utilizes that information to inform work. Director Mack stated that reporting that data should be considered as part of the development of the next dashboard. Dr. Codd spoke to the development of measures that are in alignment with the strategic plan.

Director Mack stated that it is important to focus on the strategic plan but that it is important to report out districtwide more broadly and that there needs to be a mix in the metrics to provide an overarching picture of the district.

Dr. Scarlett noted the performance measures under Goal 2. She spoke to family engagement efforts and opportunities to have more standard family engagement plans in school improvement plans. Dr. Scarlett noted the low response rate of families of color for the family engagement survey and work underway to support better collection of information. She noted further work to define the terms utilized in the current performance measures and to utilize more responsive models, such as in-person meetings rather than passive surveys.

Director Pinkham asked how many people have responded and if there are changes in the ways responses have been collected over time. Dr. Scarlett noted that there has not been an increase in response rates but the quality of information has improved. She noted the Superintendent's Listen and Learn data.

Director Burke spoke to the value of both qualitative and quantitative data. He highlighted metrics he believes are important and should be carried forward for Goal 2: 10, 12, 14 and 15. On Goal 1, he stated the ones that are important are 1, 4, and 6.

Director Geary concurred with Director Burke and added on Goal 1, number 5. She spoke to the value of teacher evaluation completion.

Director Pinkham asked on performance measure 13 whether it was families or schools providing feedback. Dr. Scarlett stated that it is schools saying they met their goals. Director Pinkham spoke to further collection of family feedback.

Director Harris asked if family engagement plans are listed centrally or on the schools' webpages. Dr. Scarlett stated that they are school-based documents currently. Director Harris asked whether uploading the documents was a rational goal. Dr. Scarlett confirmed the goal.

Director Mack concurred with prior suggestions for performance measures to carry forward. She stated that on community support, the metrics do not show statistically a bunch of change. She noted pause and concern regarding performance measure 15.

Ms. Berge presented on Goal 3, Fiscal Integrity. She stated that the Board is regularly briefed on several of the performance measures. She stated that there are other measures that she would recommend using going forward. She noted that the quarterly Audit and Finance Committee meetings track audit resolutions.

Director Harris asked how measures will be compared over time to gauge progress. Ms. Berge noted that measures are used during the budget work sessions year-over-year.

Director Mack stated that she appreciates that they are being tracked elsewhere, but stated that it is the Board's responsibility to ensure fiscal integrity. She stated that it will be important to have an auditor and to have oversight controls in place. She spoke to the criticality of the work and the resolution of audit findings. Director Mack stated that performance measure 19 needs to go forward in the next rendition or in the auditor's reports. She stated that she is concerned about the drop in the number.

Director Burke spoke to measures that he wishes to have continue under Goal 3 and suggested shifting toward alignment with consistent and predictable operational systems.

Director Pinkham noted that the Internal Auditor was short staffed and that this could have impacted the measure.

Dr. Pedroza spoke to Goal 4 and enrollment projections. She stated that accuracy has increased or remained steady over time.

Director Harris stated that 98.6 percent sounds like a terrific number but because of the master schedule does not tell the full story. She stated that the district needs to be better in packaging and telling information and plans. She stated that numbers should be provided rather than percentages. She asked that information be provided regarding teacher layoffs, split classes, etc.

Dr. Pedroza noted the complexity and discussed the need for and impact of shifts.

Director Pinkham spoke to the mitigation required despite the 98.6 percent data and spoke to incorporating additional information.

Director Burke stated that the performance measures 24, 28, 29, and 30 should be continued under Goal 4. He spoke to restating goals in terms of impacts on schools.

Director Mack spoke to reflecting the number of students impacted and the strategic plan's goal regarding consistency and predictability. She spoke to tracking student disruption and fiscal impact.

Mr. Podesta noted the operational goals and continued tracking at the staff level. He spoke to measurements going forward in relation to performance measure 35.

Director Hersey requested that the numbers related to lunch participation be provided in actual numbers of students accessing the services. He asked about learnings related to why percentages have dropped. Director Harris spoke to a reduction in United Way funding.

Mr. Podesta noted that the main factor believed to be impacting participation is the quality of the food and the quality of service, and the need to make improvements. Director Hersey spoke to the share of students that are depending on the district for nutrition and the need to do better. He stated that this needs to be a top priority and spoke to the alignment with the strategic plan.

Superintendent Juneau stated that operational goals with the new dashboard will also be focused on customer service and will touch on questions regarding the quality of food and service.

Director Geary stated that information was provided when she came on the Board regarding the nutrition task force. She stated that a change order she reviewed was for a project that will include facilities to produce food in the school rather than just facilities to warm food.

Director Burke stated that performance measures 31, 32, and 35 should be considered for continuation or adaptation. He shared a reference to "Measure What Matters" by John Doerr.

Director Pinkham asked about breakdowns by grade level and building type for meal participation. He asked about the calculation of miles driven and accidents. Mr. Podesta spoke to the measure and noted that most of the preventable accidents relate to mirrors being hit on parked cars. Director Mack asked about a special education bus accident. Mr. Podesta confirmed that the accident occurred.

Superintendent Juneau introduced the discussion of the District Scorecard and noted alignment with the strategic plan focus goals for the year. She spoke to grounding conversations in focus on the strategic plan, which is focused on Black Excellence and Targeted Universalism.

Mr. Jessee spoke to work underway regarding safe and welcoming schools. He noted a decrease in regular attendance and spoke to factors that may be impacting attendance. He spoke to state-reportable discipline incidents and discussed investments that have contributed to decreases in the incidents of discipline.

Director Harris asked about the data regarding students furthest from educational justice. Mr. Jessee confirmed the measure was as defined in the strategic plan.

Director Mack stated that not having the overall statistic for the district does not provide the needed context. Mr. Jessee stated that data for all students is included within the appendix. Superintendent Juneau spoke to moving away from having white as the baseline measure against which other measures are compared. She stated that everything is measured against 100 percent as a universal measure.

Director Harris stated that discipline remains a high topic of interest and that the drop is not well known and that the district is not telling the story in an effective way.

Mr. Jessee spoke to discipline incidents by school and variation by year and discussed ways in which the district is responding.

Director Hersey asked about the relationship between the drops in attendance and discipline data for African American males. Mr. Jessee spoke to the need to resolve the needs of students and the relationship to attendance. Director Hersey stated that more discussion is needed on this issue.

Director Pinkham asked about the definition of state-reportable discipline. Mr. Jessee clarified the definition as provided in the Student Rights and Responsibilities.

Director Harris noted the meeting was running over and asked for how to approach the remaining material. Director Geary stated her concern about the volume of information scheduled.

Director Harris suggested that directors send in any remaining questions by email. Director Harris stated that the information could be provided via Friday Memo. Director Geary suggested scheduling the same presentation with the Board after new directors are sworn into office. Director Mack stated that it would be helpful to have an additional work session.

Director Harris stated that the Superintendent has confirmed that information will be provided during the December 14 Board Retreat.

Dr. DeBacker spoke to the focus on 3rd Grade ELA and targets for the year and recognized the Research and Evaluation team in attendance. She spoke to factors influencing 3rd Grade ELA data.

Director Mack left the meeting at 6:12 p.m.

Director Harris asked that directors provide feedback and stated that portions of the information would be shared during the December 14 Board Retreat.

### **Adjourn**

Director Harris adjourned the meeting at 6:13 p.m.