



# **SCHOOL BOARD ACTION REPORT**

**DATE:** November 1, 2018  
**FROM:** Directors Leslie Harris and Richard Burke

**For Introduction:** November 14, 2018  
**For Action:** December 5, 2018

## **1. TITLE**

Amending Board Policy No. 1010, Board Oversight of Management

## **2. PURPOSE**

This Board Action Report makes edits to Board Policy No. 1010, Board Oversight of Management, to adjust required reporting timelines. Four oversight areas would be reviewed each year, with the Superintendent and Executive Committee working together to identify reporting areas, considering needs, priorities, and risks. Oversight Areas are also revised to align with the present organizational structure.

## **3. RECOMMENDED MOTION**

I move that the School Board amend Board Policy No. 1010, Board Oversight of Management, as attached to the Board Action Report.

## **4. BACKGROUND INFORMATION**

- a. **Background** The Board holds two types of work sessions—topical work sessions on pressing issues and Oversight Work Sessions, which cover particular divisions or departments as required by Policy No. 1010. Policy No. 1010, adopted in 2011, requires that the Board hold Oversight Work Sessions on a list of 10 Oversight Areas encompassing roughly an additional two dozen subareas on a fixed schedule of once every three years for all areas except Human Resources and Business & Finance, which are reviewed annually.

For 2017-18, the Board waived Policy No. 1010, citing the confluence of major topics facing the Board and the District, and held Oversight Work Sessions for the two Oversight Areas requiring annual reporting, Human Resources and Business & Finance. Under Policy No. 1010, the Board is now due to hold Oversight Work Sessions for nine areas this year.

Prior to scheduling sessions for the 2018-19 school year, the Executive Committee took up a review of the existing Policy No. 1010 and requested research on how other districts conduct oversight, as described below, and found that Seattle Public Schools' approach to oversight is unmatched among other districts researched but could be refined to be more responsive to and balanced with other District risks, needs, and priorities (e.g. the development and implementation of a new Strategic Plan, negotiation of collective bargaining agreements, and significant policy work). The Executive Committee also

asked that the Oversight Areas be reviewed for alignment with the District’s present organizational structure. Based on feedback received during the November 14, 2018 Board meeting, the list of Oversight Areas contained in Policy No. 1010 as attached to this Board Action Report was revised slightly and now references “Enrollment Planning,” “Admissions,” and “Capital Projects and Planning” to more clearly align with the District’s organizational structure.

- b. **Alternatives** An alternative is to not approve this amendment to Policy No. 1010 and implement the Oversight Work Session requirement of that policy as currently drafted. This alternative is not recommended because it would not allow for flexibility to identify Oversight Areas for review in 2018-19 and future years based on relevance. This alternative would also require that the Board hold work sessions for all Oversight Areas according to the currently specified timeline, diverting staff and Director time from other projects and priorities and requiring the devotion of significant work session time for this purpose in the 2018-19 school year.
- c. **Research** Policy No. 1010 was adopted in 2011 and is unique among districts in Washington State and nationally. In addition to requiring Oversight Work Sessions, Policy No. 1010 also speaks to eight additional avenues by which the Board provides oversight for management, including the development of the District Annual Operations Data Dashboard, the provision of monthly financial statements, semi-annual capital projects reports, and other annual reports as identified elsewhere in Board policy. Additionally, the policy speaks to additional oversight being provided through Committees and by the full Board on matters forwarded by Committees; includes cross-references to the internal audit policy and board procedure; calls for periodic reviews of the code of conduct, code of ethics and whistleblower policies and programs; and requires that the Board be appraised of certain audits, reviews, or reports.

There is no Washington State School Directors Association (WSSDA) model policy dedicated to school board oversight of management analogous to Policy No. 1010. Policies for peer districts—including Anchorage, Boston, Portland, Saint Paul, San Francisco, Tacoma, Kent, Bellevue, and Spokane—were reviewed, as were policies for Duval County, Florida, and Gwinnet County, Georgia, as those districts’ oversight approaches informed the development of the original Policy No. 1010 in 2011.

None of the districts researched had policies outlining a similar work session process. Bellevue and Gwinnet County each require some level of reporting on specified areas and systems; and Duval County—which formerly had a work session process on which Policy No. 1010 was based—recently adopted a more limited review process and repealed their former policy. The other oversight functions outlined in Policy 1010, outside of the Oversight Work Session process, also had few comparables in the districts researched.

## **5. FISCAL IMPACT/REVENUE SOURCE**

There is no fiscal impact to this action.

The revenue source for this motion is N/A.

Expenditure:  One-time  Annual  Multi-Year  N/A

Revenue:  One-time  Annual  Multi-Year  N/A

**6. COMMUNITY ENGAGEMENT**

With guidance from the District’s Community Engagement tool, this action was determined to merit the following tier of community engagement:

Not applicable

Tier 1: Inform

Tier 2: Consult/Involve

Tier 3: Collaborate

**7. EQUITY ANALYSIS**

This motion was not put through a formal racial equity analysis.

**8. STUDENT BENEFIT**

Students will benefit by the Board providing effective oversight over key District functions to ensure each is supporting student learning. By prioritizing Oversight Areas for annual review based on the needs and priorities of the District, rather than a fixed schedule, the Board’s oversight will be more responsive to the needs of the District and its students.

**9. WHY BOARD ACTION IS NECESSARY**

Amount of contract initial value or contract amendment exceeds \$250,000 (Policy No. 6220)

Amount of grant exceeds \$250,000 in a single fiscal year (Policy No. 6114)

Adopting, amending, or repealing a Board policy

Formally accepting the completion of a public works project and closing out the contract

Legal requirement for the School Board to take action on this matter

Board Policy No. \_\_\_\_\_, [TITLE], provides the Board shall approve this item

Other: \_\_\_\_\_

**10. POLICY IMPLICATION**

This motion will amend Policy No. 1010, Board Oversight of Management, as discussed above.

## 11. BOARD COMMITTEE RECOMMENDATION


This motion was discussed at the Executive Committee meeting on November 8, 2018. The Committee reviewed the motion and moved the item forward with a recommendation for approval by the full Board.

## 12. TIMELINE FOR IMPLEMENTATION

Upon approval of this motion, Policy No. 1010 will be amended. Per the amended Policy No. 1010, the Superintendent and the Executive Committee will work together to identify the departments and major program areas to give presentations ~~or reports~~ for the 2018-19 school year.

## 13. ATTACHMENTS

- Board Policy No.1010, Board Oversight of Management – clean (for approval) – Updated since introduction
- Board Policy No. 1010, Board Oversight of Management – redline (for reference) – Updated since introduction

 <p>SEATTLE PUBLIC SCHOOLS</p>	<p>BOARD OVERSIGHT OF MANAGEMENT</p> <p><b>- DRAFT -</b></p>	<p>Policy No. 1010</p> <p>December 5, 2018</p> <p>Page 1 of 6</p>
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### **Purpose**

The purpose of this policy is to establish the roles and responsibilities of the School Board and the Superintendent in the oversight of the district and the policies to carry out these roles and responsibilities.

### **Oversight Roles and Responsibilities**

The School Board is responsible for governance and oversight of all departments and major program areas of the district, both academic and operational (referred to below collectively as “Oversight Areas”). The School Board’s role in the oversight of management is to review and evaluate the performance of all Oversight Areas, at least annually, through formal reports, audits and any other reporting method deemed appropriate by the School Board through the Superintendent.

The School Board and the Superintendent understand that oversight of management is the responsibility of the Board as a whole, not of individual Board members. The Board shall hold the Superintendent accountable (in part through periodic evaluation) for the performance of these systems.

In addition to the oversight of management responsibility, the Board also has oversight responsibility for academic performance. A Performance Management policy is set forth in Series 0000.

### **Goals**

The goals for this Board Oversight of Management policy are to:

- Evaluate each Oversight Area’s implementation plans, goals and objectives.
- Enable the Board to perform appropriate oversight of management of each Oversight Area by monitoring progress toward performance indicators.
- Ensure the district has qualified personnel overseeing its programs.
- Ensure compliance with state law and Board policies and procedures.

## **Oversight Actions**

1. The Board will develop and use a **District Annual Operations Data Dashboard** for monitoring all Oversight Areas, which shall be separate from and in addition to the district academic scorecard. The operations data dashboard shall consist of a limited number of carefully selected indicators that communicate the operational health of the district.

- The Superintendent will prepare and present to the Board a report on the District Annual Operations Data Dashboard each November. The dashboard shall include key performance indicators for each Oversight Area (listed below).
- The Superintendent shall annually review the scorecard contents and propose any changes to the scorecard to the Board for its review and approval.

2. The Board will conduct four **Oversight Work Sessions** each year for the purpose of reviewing overall system integrity for Oversight Areas. The Superintendent and the Executive Committee shall work together to identify the departments and major program areas to give presentations each year.

**Each oversight presentation** shall at a minimum address:

- The functions of the department or program area, stakeholders, and relationship to academic outcomes
- Organizational structure, names and qualifications of key personnel
- Budget and staffing overview
- Evidence of key internal controls
- Department goals & objectives and major initiatives in process and linkage to strategic plan goals
- Department performance in meeting its goals and objectives, including comparing current performance to previous years
- Key Performance Indicators (KPIs) with the latest data available
- Major information technology systems necessary to this function
- Key risks, challenges to delivery of service, and opportunities associated with this function
- List of major outside service contracts, with brief description of each
- Response to Board questions submitted in advance

The Board will receive final Oversight Area work session presentation materials and documents not less than two weeks prior to the scheduled work session. The Board will submit information requests/questions to the Superintendent not less than one week prior to the scheduled work session. The Board President and Superintendent will confer to finalize the list of information requests. Staff will

provide additional written materials in advance to respond to these advance questions. All work session materials will be posted online. Executive summaries will be provided for any report containing extensive data.

Oversight Areas that shall report to the Board through Oversight Work Sessions include:

- **Teaching & Learning - Academics**
  - Curriculum & Instruction
  - Schools
  - Enrollment Planning
  - Admissions
- **Teaching & Learning - Student Supports**
  - Special Education Services
  - English Language Learners
  - Highly Capable Services
  - Athletics
  - Coordinated School Health
- **Business & Finance**
  - Budget
  - Contracting
  - Accounting
  - Cash handling at schools
  - Risk Management
  - Procurement
- **Human Resources**
- **Operations**
  - Nutrition Services
  - Safety & Security
  - Transportation
  - Warehouse
  - Capital Projects and Planning
  - Facilities, including:
    - Custodial Services
    - Environmental Services
    - Maintenance Services
    - Property Management
    - Stanford Center Bldg Management
- **Technology Services**
- **Internal Audit**
- **Equity, Partnerships & Engagement**
- **Public Affairs**
- **Legal**

3. In addition to the oversight work sessions, the Board may fulfill its oversight responsibilities for the district's operations by considering the matters identified

below, as periodically forwarded to the Board for its consideration by the **Committees** referenced below. The Board may agree to refer matters to different committees.

### Financial Systems

- Reviewing processes and internal controls used to ensure integrity of all major components of the district's financial systems
- Receiving and reviewing the annual external audit of the district's finances
- Requiring the Superintendent to follow-up on the recommendations of the external auditors on a time appropriate basis, as defined by Board procedures
- Receiving and reviewing all internal audit reports
- Requiring the Superintendent to make any necessary procedural changes based on internal audit reports
- Receiving and considering the recommendations of the **Audit & Finance Committee** with respect to these and other matters

### Curriculum, Assessment, & Instruction

- Reviewing status of curriculum documentation and availability to teachers
- Reviewing processes for ensuring consistency of document curriculum and assessments
- Reviewing processes for building or buying new instructional materials consistent with the Series 0000
- Reviewing processes and status for training all certificated staff in curriculum, standards and the district's Theory of Action
- Receiving and considering the recommendations of the **Curriculum & Instruction Policy Committee** with respect to these and other matters

### Human Resources

- Reviewing effectiveness of professional development
- Requiring the Superintendent to uphold integrity and transparency of selection processes
- Receiving reports on staffing not less than twice per year
- Reviewing effectiveness of performance evaluation processes
- Reviewing compensation strategy
- Reviewing training programs with an emphasis on required trainings
- Receiving and considering the recommendations of the **Audit & Finance Committee** with respect to these and other matters

### School Support Services, Facilities and Capital

- Reviewing Safety and Security: level of service and trend data



- Reviewing Construction Management policies and complete project reports
- Reviewing Facilities Maintenance 5 year plan and complete projects reports
- School Support Services: review major contracts, level of service, and customer satisfaction
- Capital levy planning
- Receiving and considering the recommendations of the **Operations Committee** with respect to these and other matters

### Technology

- Receive return on investment calculations for all major systems
- Requiring the Superintendent to maintain equity of technology in all schools
- Reviewing “up” time for all systems
- Receive recommendations regarding technological innovations that could be integrated in the district and plans for transition of existing technologies
- Review general technology plans, policies and key technology strategies
- Receiving and considering the recommendations of the **Operations Committee** with respect to these and other matters

### Superintendent

- Requiring a clear, fair and transparent planning process with appropriate engagement of key stakeholders
- Annually review the Superintendent’s performance
- Receiving the recommendations of the **Executive Committee** with respect to these and other matters

4. On a monthly basis, the Board shall receive a copy of the most recent available **monthly financial statements** showing the district’s balance sheet and income statement for all major accounts, together with a written summary of key points, identifying any significant trends or changes from the prior period.

5. Semi-annually, the Board will receive a **capital projects report**, prepared by the district’s capital and finance departments in consultation with the Operations Committee, designed to provide an overview of the status of capital programs and expenditures and show key trends. The report will include, but not be limited to, CEP, BEX and BTA program activities.

6. The Board shall also receive such **other annual program oversight & performance reports** as may be identified elsewhere in adopted Board policies or as directed by the Board from time to time. The Executive Committee will review and approve the list of annual program reporting requirements each year,

including which reporting requirements should continue and which should be consolidated into oversight workshop presentations or otherwise no longer be required.

7. The Board will oversee and review **internal audits** as described in Board Policy No. 6550 and Board Procedure 6550BP.

8. The Board will periodically review the district's **code of conduct, code of ethics and whistleblower policies and programs** to ensure they are operating appropriately and effectively.

9. The Board will be apprised by the Superintendent of any **government- or management-commissioned audits, reviews or reports** of the performance of district departments, programs or the district as a whole.

Adopted: June 2011

Revised: December 2018; September 2015; February 2013

Cross Reference: Policy Nos. 1005; 1240; 6550; 6550BP; Series 0000

Related Superintendent Procedure: N/A

Previous Policies:

Legal References:

Management Resources:

 <p>SEATTLE PUBLIC SCHOOLS</p>	<p>BOARD OVERSIGHT OF MANAGEMENT</p> <p><b><u>- DRAFT -</u></b></p>	<p>Policy No. 1010</p> <p><del>September-December</del> <del>235, 20185</del></p> <p>Page 1 of <u>76</u></p>
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  - Curriculum & Instruction
  - ~~○ Special Education Services~~
  - ~~○ English Language Learners~~
  - ~~○ Highly Capable Services~~
  - ~~Executive Directors of Schools~~
  - Enrollment Planning
  - Admissions
- **Teaching & Learning - Student Supports**
  - Special Education Services
  - English Language Learners
  - Highly Capable Services
  - Athletics
  - Coordinated School Health
- **Business & Finance ~~(will report annually)~~, including:**
  - Budget
  - Contracting
  - Accounting
  - Cash handling at schools
  - Risk Management
  - Procurement
- **Human Resources ~~(will report annually)~~**
- **Operations**
  - ~~○ Athletics~~
  - Nutrition Services
  - ~~Coordinated Health~~, Safety & Security
  - Transportation
  - ~~○~~
  - ~~○ Distribution Services, including:~~
  - ~~○ Warehouse~~
  - ~~○~~
  - ~~▪ Purchasing~~
  - ~~○ Enrollment Services/Assignment~~
  - ~~Capital Projects~~ and Planning, ~~Facilities & Enrollment Planning~~
  - ~~○ Capital Projects~~
    - ~~Enrollment Planning~~
    - Facilities, including:
      - Custodial Services

- Environmental Services
- Maintenance Services
- Property Management
- Stanford Center Bldg Management
- **Technology Services**
- **Internal Audit**
- **Strategic Planning Equity, & Partnerships & Engagement**
- **Communications Public Affairs**
- **Legal**

3. In addition to the oversight work sessions, the Board may fulfill its oversight responsibilities for the district's operations by considering the matters identified below, as periodically forwarded to the Board for its consideration by the **Committees** referenced below. The Board may agree to refer matters to different committees.

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#### Curriculum, Assessment, & Instruction

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