



SCHOOL BOARD ACTION REPORT

DATE: December 8, 2020
FROM: Chandra Hampson, Board President

For Introduction: December 16, 2020
For Action: January 13, 2021

1. TITLE

Adoption of 2021 Board Goals and Objectives

2. PURPOSE

This Board Action Report adopts Board goals and objectives for self-development in 2021, per Board Policy No. 1810, Annual Goals and Objectives.

3. RECOMMENDED MOTION

I move that the School Board adopt the 2021 Board Goals and Objectives as attached to the Board Action Report

4. BACKGROUND INFORMATION

a. **Background** Board Policy No. 1810, Annual Goals & Objectives, directs that each year the Board will formulate goals and objectives. In 2018, the Board waived Policy No. 1810, citing the Board's workload and other pressing priorities. In 2019, the Board adopted three goals focused on Board Racial Equity Training, Board Collaboration and Governance, and Board Community Engagement and evaluated itself in November 2019. In 2020 the Board adopted four major goals with over fifteen metrics.

Board Policy 1820 states that the Board's self-evaluation shall address performance in the key functions of school Board's - vision, structure, accountability and advocacy. The Board discussed development of Board goals for 2021 at the December 2020 Board Retreat. At the December 2020 Retreat, the Board discussed the need for a smaller set of more focused goals to build on success of the prior year's aggressive approach and the intensity of the demands of the pandemic. There was strong agreement among members regarding the top level goals discussed at that time and presented here.

b. **Alternatives** As an alternative to adopting the attached 2021 Board goals and objectives, the Board could modify or continue deliberating on these goals and objectives. This is not recommended because the timely adoption will allow for the Board to begin the planning and implementation work on its adopted goals. As a second alternative, the Board could waive Board Policy No. 1810 for the year. This is not recommended as it models poor accountability practice. Additionally, as noted below, it is considered a best practice for boards to set annual goals and conduct annual evaluations.

c. **Research** The Washington State School Directors Association (WSSDA) has established Washington School Board Standards that are intended to provide school boards and individual directors with a common framework for school board governance based on best practices and good governance. These WSSDA standards serve as the basis for WSSDA's Boards of Distinction Program, which recognizes school boards annually. While the Seattle School Board has not been an active participant in the Boards of Distinction Program recently, Directors may find the WSSDA standards instructive as they consider Board goals for 2021. Consistent with Board Policy No. 1810, Annual Goals & Objectives, as well as Board Policy 1820, Evaluation of the Board, the WSSDA standards speak to boards conducting annual evaluations of their performance and setting goals for improvement.

5. **FISCAL IMPACT/REVENUE SOURCE**

Implementation of the attached Board Goals is anticipated to have a fiscal impact. Projected total costs over two partial fiscal years is anticipated to be \$50,000.

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

These Board goals are a tool for the Board's self-development and demonstration of accountability. Deepening the Board's community engagement is, however, a primary objective for these Board goals. As such, we are informing key stakeholder groups of the proposed Board Goals via email.

7. **EQUITY ANALYSIS**

Equity analysis was not completed for the Board Goals development process. It was however completed in 2020 for that year's goals and should be utilized every few years to remain steeped

in its purpose, any revisions and support Board Goal connection to the District’s broader equity goals.

8. STUDENT BENEFIT

As detailed by the Washington State School Directors Association publication, “The Role of School Boards in Improving Student Achievement, Guiding Principles from WSSDA,” research has found a positive correlation between district leadership—including that at Board level—and student achievement.

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. 1810 Annual Goals and Objectives, provides the Board shall approve this item
- ☐ Other: _____

10. POLICY IMPLICATION

Board Policy No. 1810, Annual Goals and Objectives, is implicated as described above. Policy No. 1820, Evaluation of the Board, describes how the Board will evaluate itself at the end of the goal cycle.

11. BOARD COMMITTEE RECOMMENDATION

This motion was discussed at the Executive Committee meeting on December 9, 2020. 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, the 2020 Board Goals will be established, and the Board will start to implement the goals. The Executive Committee will monitor progress the Board’s progress on the goals until the Board’s annual evaluation in November 2020.

13. ATTACHMENTS

- 2021 Board Goals (for approval)

2021 Board Goals

Goal	Metric
Communication and Healing: back to fundamentals, work toward common understanding on issues and messaging, reinsert humanness in our interactions with one another, staff, labor, community. Translate our shared understanding in ways that are accessible to all our constituents.	Board Developed, semi-annual self-survey as to communication improvements, gaps, opportunities. Develop shared definition of what “good communication” is, define, measure.
Leadership Development and Best Practices: gird our work with appropriate guardrails and knowledge. Identify what we don’t know and utilize available resources and collaboration to improve our practice individually and collectively. Structure our supports for mutual benefit to Board, Staff and in support of the above communication.	Quarterly commitments to training and review of WSSDA, CGCS and other resources.
Pacing and Prioritization: Focus policy work on balance of maintenance, process improvement and high risk/impact project areas. Tackle stepping the work into manageable timelines without sacrificing responsiveness and urgency but rather allowing systems time to catch up.	Board Wide Policy Review Calendar and multi-year backwards mapping for bigger policy projects areas such as those identified in the Resolution in Support of Black Student Safety