



SCHOOL BOARD ACTION REPORT

DATE: December 17, 2018
FROM: Director Jill Geary

For Introduction: January 23, 2019
For Action: February 6, 2019

1. TITLE

Adoption of 2019 Board Goals and Objectives

2. PURPOSE

This Board Action Report adopts Board goals and objectives for self-development in 2019, per Board Policy No. 1810, Annual Goals and Objectives.

3. RECOMMENDED MOTION

I move that the School Board adopt the 2019 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.

The Executive Committee began development of Board goals for 2019 in September 2018 with a high-level discussion about the purpose and process for adopting Board goals. Subsequently, staff gathered feedback from each Director regarding their goals for the Board. Consensus points were shared by staff during the October 2018 Executive Committee meeting, and Directors present (Geary, Mack and DeWolf) discussed a slate of three proposed goals for the Board for 2019. Those goals were brought to the Executive Committee for further review during its November 2018 meeting, and Directors present (Harris, Burke, and Geary) refined the draft goals further and asked that Director Geary incorporate the feedback to date into three goals for consideration by the Board.

Director Geary worked with staff to formalize the goals and objectives. These 2019 Board goals and objectives were then shared with the full Board during a work session on December 12, 2018 for further discussion and feedback. Refinements offered by Directors during the work session were incorporated into this BAR by Director Geary, and an accompanying evaluation instrument was developed for use by the Board in evaluating progress toward the goals.

b. **Alternatives**

The Executive Committee discussed potential goals for the Board for 2019 during its September, October, and November 2018 Committee meetings and, based on those discussions, developed a proposal for discussion by the full Board during the December 12, 2018 work session. During the Executive Committee’s deliberations, numerous alternative goals were considered but were not advanced for a variety of reasons. As an alternative to adopting the attached 2019 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 because the Board waived goal-setting under the same policy in 2018. 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 2019.

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. The attached 2019 goals and objectives are also consistent with benchmarks for success outlined by WSSDA, including a demonstrated commitment by Directors to equity, working as an effective and collaborative team, and engaging the local community.

5. FISCAL IMPACT/REVENUE SOURCE

The fiscal impact to this action will depend on the Board’s method of implementation. Per the attached goals, the Board will engage in racial equity training, but the format for the training has not yet been determined. The number of sessions for the training and the trainer(s) selected, whether internal or external, will impact the cost. In the past, the Board has engaged in racial equity training with internal staff trainers without a fiscal impact. It is estimated that the cost for Board racial equity training with an external trainer would begin at \$2,500 per session.

Additionally, per the attached goals, the Board will hold off-site work sessions in 2019, but the timing, locations, and other logistics for these work sessions have not yet been determined. Although it is not anticipated that off-site work sessions will have a fiscal impact, they will affect staff capacity.

The revenue source for this motion is general fund.

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

Community engagement has not been conducted during the development of these Board goals, as they are a tool for the Board’s self-development. Deepening the Board’s community engagement is, however, a primary objective for these Board goals, which include holding work sessions off-site so as to expand community access.

7. EQUITY ANALYSIS

This action was not put through a formal racial equity analysis. However, racial equity is a central focus of these 2019 Board goals and objectives. As noted in the attachments, the Board will engage in racial equity training in 2019.

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. The attached evaluation instrument is intended to facilitate the Board's implementation of 2019 Board goals and the Board's next self-evaluation.

11. BOARD COMMITTEE RECOMMENDATION

This motion was discussed at the Executive Committee meeting on January 17, 2019. The Committee reviewed the motion and moved it forward to the full Board with a recommendation of approval.

12. TIMELINE FOR IMPLEMENTATION

Throughout the fall of 2018, the development of 2019 Board Goals has been a standing agenda item on the Executive Committee agenda. Once the Board adopts goals and an evaluation instrument, the Executive Committee will move into the implementation phase of these goals and will use this standing agenda item to measure monthly progress and to shepherd the Board's work as indicated in the attached evaluation instrument. In November 2019, the Board will hold a work session to evaluate itself on these goals utilizing the evaluation instrument.

13. ATTACHMENTS

- 2019 Board Goals and Objectives (for approval)
- 2019 Board Goals and Objectives Evaluation Instrument (for reference)

2019 Board Goals and Objectives

Board Racial Equity Training

The Board will engage in racial equity training during the 2018-19 school year. In consultation with District staff, the Board President and Executive Committee will work to determine the priorities, methodology, and timing of training. All Directors will participate in the training.

Board Collaboration and Governance

The Board will review and discuss those Board Series 1000 policies speaking to the role of the Board, its officers, and committees. This review will be led by the Executive Committee and will focus on Director collaboration, the role of Committee Chairs, and the current system of communications amongst Directors.

The purpose of the review will be to develop a shared understanding of and commitment to existing Board policy on these topics in order to foster stronger internal alignment, better communication, and increased trust and respect amongst Directors. Where gaps in the existing policies or practice are identified, the Board will work toward developing policy or practice updates.

Board Community Engagement

The Board will hold two work sessions off-site as a pilot during the 2019 calendar year. The Executive Committee will identify the work sessions, giving consideration to the topics and locations so as to expand community access. The Executive Committee will evaluate lessons learned from the pilot.

2019 Board Goals and Objectives Evaluation Instrument

As applicable, each section of this evaluation will be informed with an equity lens consistent with Board Policy No. 0030 with the intent to:

- 1. Raise the achievement of all students while narrowing the gaps between the lowest and highest performing students;
- 2. Eliminate the racial predictability and disproportionality in all aspects of education and its administration (e.g., the disproportionate over-application of discipline to students of color, their over-representation in special education, and their under-representation in various advanced learning programs);
- 3. Ensure all students regardless of race or class graduate from Seattle Public Schools ready to succeed in a racially and culturally diverse local, national, and global community.

Goal 1: Board Racial Equity Training

Measure	Not Started	In Progress	Completed	Comments
Consult with district staff on effective racial equity training and develop options for Executive Committee consideration. (Lead: Board President)				
Determine priorities, methodology, and timing of training. (Lead: Executive Committee)				
Participate in racial equity training. (Lead: Full Board)				

Goal 2: Board Collaboration and Governance

Measure	Not Started	In Progress	Completed	Comments
<p>Executive Committee will plan for the review and discussion of Board Series 1000 policies regarding the role of the Board, its officers, and committees with a focus on Director collaboration, the role of Committee Chairs, and the current system of communications. (Lead: Executive Committee)</p>				
<p>The Board will review and discuss Board Series 1000 policies, per an approach developed by the Executive Committee, to develop a shared understanding of and commitment to existing Board Policy in order to foster stronger internal alignment, better communication, and increased trust and respect amongst Directors. (Lead: Executive Committee)</p>				
<p>The Board, as led by the Executive Committee, will engage in a process to identify any gaps between existing policies or practice and work toward developing policy or practice updates. (Lead: Executive Committee)</p>				

Goal 3: Board Community Engagement

Measure	Not Started	In Progress	Completed	Comments
<p>The Executive Committee shall identify work sessions to be held off-site during the 2019 calendar year, giving consideration to the work session topics and locations so as to expand community access. (Lead: Executive Committee)</p>				
<p>The Board will hold two work sessions off-site during the 2019 calendar year, as a pilot. (Lead: Executive Committee; Participants: Full Board)</p>				
<p>The Executive Committee will evaluate lessons learned from the pilot off-site work sessions for consideration in scheduling future work sessions and community engagement opportunities. (Lead: Executive Committee)</p>				