

**DYSART UNIFIED SCHOOL DISTRICT #89**

**MINUTES: GOVERNING BOARD – SPECIAL MEETING**

**2011-2012**

**October 20, 2011**

**Location:**

Nathaniel Dysart Education Center

**SPECIAL MEETING - GENERAL FUNCTION**

- I. The special meeting was called to order at 4:04 p.m. Governing Board members constituting a quorum were present; Ms. Jennifer Tanner, Mrs. Bonnie Schroader, Ms. Christine Pritchard and Ms. Traci Sawyer-Sinkbeil.
- II. A motion by Tanner/Schroader was entered to approve the Agenda Form consistent with Board Policy BEDB and temporarily suspend any Governing Board Policy with which this agenda may be inconsistent. UNANIMOUS

**Policy Governance Transition  
Video Conference**

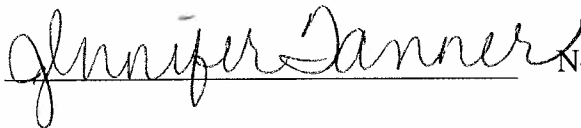
The Governing Board and Dr. Pletnick were joined via video teleconference by Rick Maloney and Bob Hughes who presented information regarding implementation of Policy Governance in Washington state at University Place and Lake Washington school districts. An overview of Policy Governance which included 10 Policy Governance principles was presented followed by a question and answer period. Appendix A

**ADJOURNMENT**

On a motion entered by Tanner/Sawyer-Sinkbeil and by a unanimous vote, the meeting ended at 6:20 p.m.

Signed:

Date:


  
November 2, 2011

# APPENDIX A

## Policy Governance® Overview

Rick Maloney  
Bob Hughes

August 20, 2011



What PG

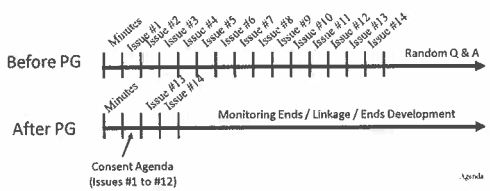
## Since 2000 – PG in Washington School Districts

- Puget Sound ESD
- Lake Washington ✦
- University Place ✦
- Issaquah
- Mercer Island ✦
- Manson ✦
- Washougal ✦
- Finley ✦
- La Center
- Yakima
- North Mason ✦
- Arlington
- Bellingham ✦
- Federal Way ✦
- South Kitsap ✦

Brewitt - Time bus

## Board Meeting Agendas

- Status reports efficiently delivered through the monitoring reports
- More time reflecting on ends and discussing key issues
- More time doing "linkage" – discussing community needs, stakeholder opinions



Agenda

## Today's Agenda

- Laying the Foundation ←
- 10 Principles
- Setting Policy
- Monitoring
- Implementation

Q&A

## What is the Role of the Board?

Which of the following would you consider board work?  
(i.e., not staff or Superintendent work?)

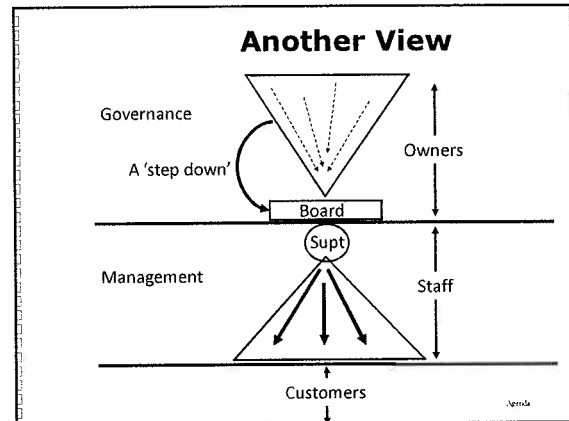
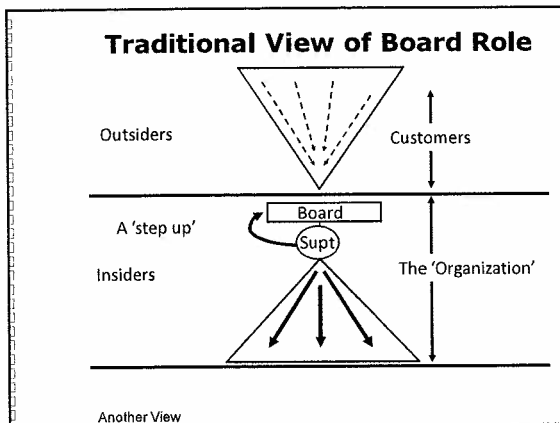
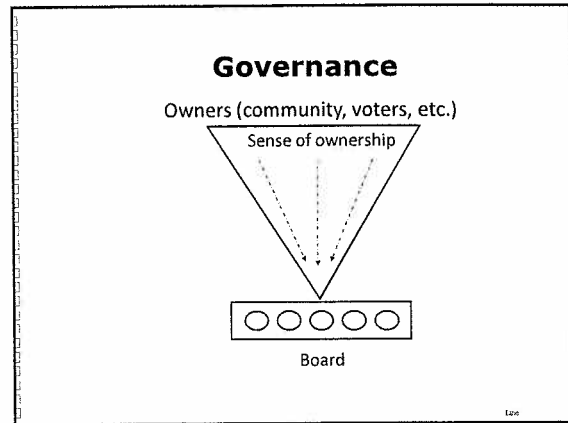
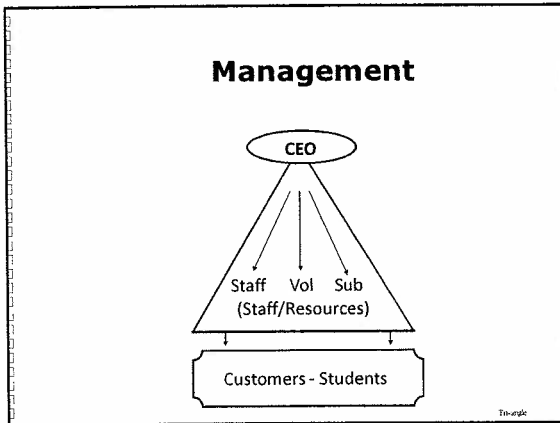
- Budget review and approval Y or N
- Develop an Operating Plan Y or N
- Develop a Strategic Plan Y or N
- Report progress to owners Y or N
- Form sub-committees of the Board Y or N

Agenda

"Very competent individuals can come together to form a very incompetent board."

– John Carver  
*Boards that Make A Difference*

Tri-angle

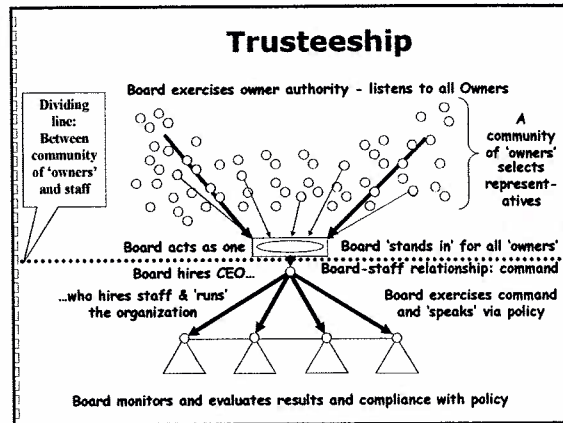
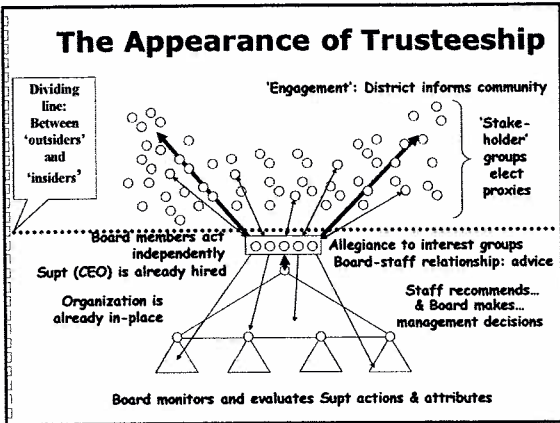


- ### Today's Agenda
- Laying the Foundation
  - 10 Principles ←
  - Setting Policy
  - Monitoring
  - Implementation
- Example

### Principle #1

**The Board is a *trustee* for its community of 'owners'.**

Example



## Principle #2

**The first duty of the Board:**  
**Determine desired Ends**

**(End Results for customers)**

Exofall

### Prescribe Ends – Proscribe Means

Lombardi (might have) said:  
"Get to the goal line. Stay inbounds...but get there."

- Identify desired result (end zone)
- Set boundaries/limits (sidelines)
- Allow your players the freedom to respond to situations 'on the field'

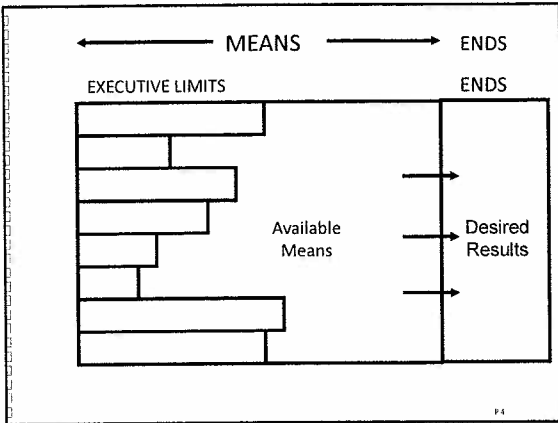
P3

## Principle #3

**The Board's role in guiding operational means is to limit the executive's choices. (i.e., tell the Superintendent what would be unacceptable)**

Ty back

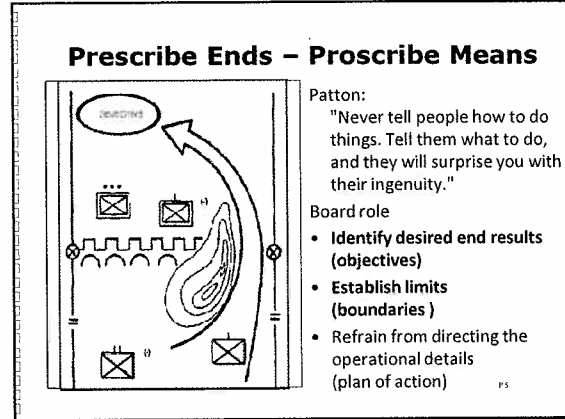
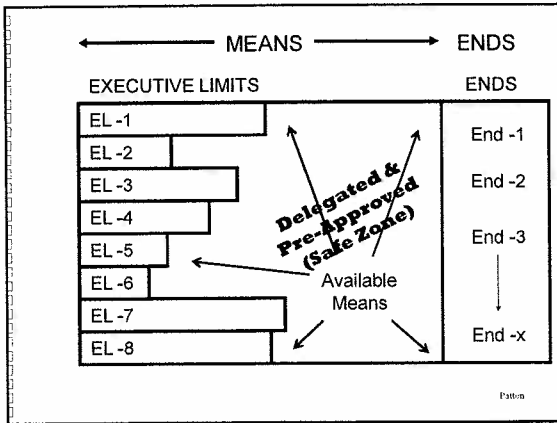




### Principle #4

The Board must create a relationship with the Supt that is **empowering** ...creating an environment where it is **safe** to take action.

Footed



### Principle #5

Superintendent performance and actions must be monitored rigorously by the Board using criteria established in policy.

Reasonable

### Monitoring: Reasonableness Standard

- Has the Superintendent made reasonable progress toward our desired Ends?
- Has the Superintendent avoided unacceptable situations/conditions - reasonably complying with parameters as defined in our Executive Limitations?
- Compare 'what is' vs. 'what ought to be'

P6

## Principle #6

The Board speaks with a single, clear voice.

10/18/2017

## One Voice Concept



Shawn Doney

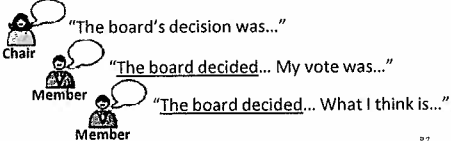
## One Voice Concept

- During the meeting



[All voices are heard]

- After the meeting



9/7

## Principle #7

Board decisions should be policy level decisions.

Policy - A plan or course of action, intended to influence and determine decisions, and actions.

In Writing

## Policy Level Decisions

Putting it in writing ensures:

- Clarity – effective communication
- Deliberation – before speaking
- Commitment – ‘the board decided...’
- Avoids amnesia (“you didn’t tell me”)
- Protection (of Supt and board) against individual (renegade) board members

1/3

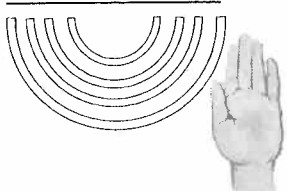
## Principle #8

Policy should be formulated by determining the broadest values before progressing to more narrow ones.

Dowds

**Staff Compensation** EL-5

The Superintendent shall develop compensation and benefit plans for employees which are similar to organizations of comparable size and type, and within available and projected resources.



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...shall not...

- 
- 
- 

**Staff Compensation** EL-5

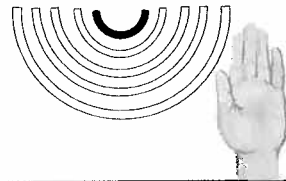
The Superintendent shall develop compensation and benefit plans for employees which are similar to organizations of comparable size and type, and within available and projected resources.

...shall not...

- Fail to develop and implement compensation plans to attract and maintain top quality staff,
- Fail to examine alternative compensation mechanisms and related opportunities, in partnership with affected staff,
- Change his or her own compensation and benefits without approval of the board.

**Broadest Values First**

- Then progressively greater detail
- Enough to communicate the board's intent
  - But not one step further



**Staff Compensation** EL-5

The Superintendent shall develop compensation and benefit plans for employees which are similar to organizations of comparable size and type, and within available and projected resources.

...shall not...

- Fail to develop and implement compensation plans to attract and maintain top quality staff
  - Use the compensation structure of Xyz district
- Fail to examine alternative compensation mechanisms and related opportunities, in partnership with affected staff,
- Change his or her own compensation and benefits without approval of the board.

**Principle #9**

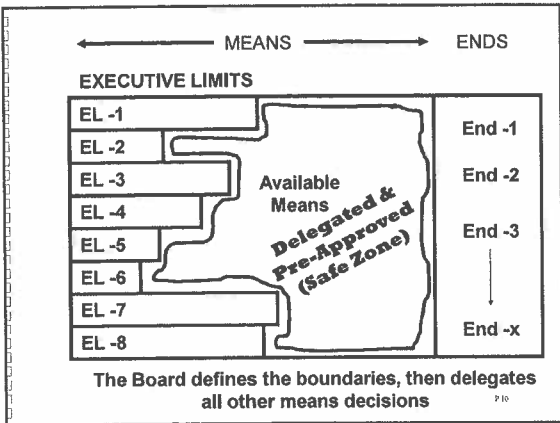
The Board should define and delegate, not react and ratify.

The Superintendent should be asking...

“What has the Board already said?”


not

“What will the Board say?”




## Principle #10

**The Board establishes its own culture, using policy statements.**



**Governance Process**



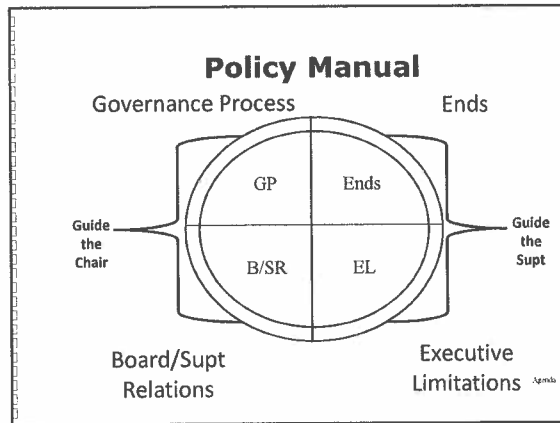
**Board-Superintendent Relations**

Agenda

## Today's Agenda

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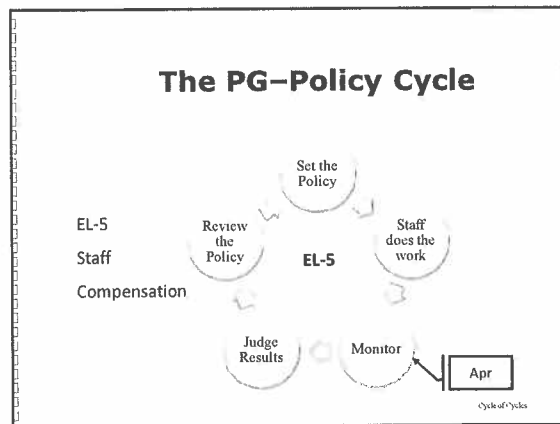
Slide



## Today's Agenda

- Foundational concepts
- 10 principles
- Setting policy ←
- Monitoring
- Implementation

Policy cycle







## PG Model Benefits

- Systematic Process\*
  - A meaningful Superintendent evaluation process
  - A meaningful Board self-assessment process,
  - A process for focusing on results
  - A process for monitoring district operations
  - A process for linking with your community of owners

\*Collectively...A Strategy for Governing

Opus

## Today's Agenda

- Laying the Foundation
- 10 Principles
- Setting Policy
- Monitoring
- Implementation ←

Opus

## Adopting Policy Governance

- Decision to proceed
- Prepare board – reading/discussing
- Prepare staff – reading/observe board
- Prepare community – linkage
- Develop means policies – GP, B/SR, EL
- Develop ends policies – ENDS
- Schedule monitoring – annual agenda
- Resolution / News release/ Flip the switch

Time Required

## Policy Development

GP	Governance Process	5 hrs
B/SR	Board/Supt Relations	2 hrs
EL	Executive Limitations	7 hrs
ENDs	ENDs Policies	6 hrs

- Monitoring Schedule Development (GP-8E in sample) 2 hrs
- Adopt Policies
- Linkage Training

ESZ

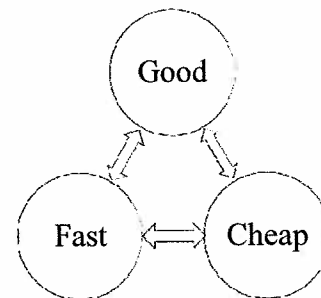
## Multi-Session vs. Blitz

Option 1:	Option 2:
Several months	Several days (6 typical)
More depth of understanding	More unity of agreement
Requires patience	Requires three weekends

- Focus on getting to a high level of understanding of the governance principles, not the speed of implementation.

ESZ

## Considerations



Opus