

## DYSART UNIFIED SCHOOL DISTRICT #89

### MINUTES: GOVERNING BOARD – REGULAR MEETING

2014-2015

July 16, 2014

Location:

Nathaniel Dysart Education Center

#### I. WORKSHOP - GENERAL FUNCTION

1. Ms. Traci Sawyer-Sinkbeil, Governing Board President, called the regular meeting to order at 4:04 p.m. Governing Board members constituting a quorum were present; Ms. Traci Sawyer-Sinkbeil, Ms. Jennifer Tanner, and Ms. Blossom Tande. Mrs. Bonnie Schroader attended the meeting via telephone.

#### **WORKSHOP**

- Policy Governance Feedback on Implementation

Dr. Tom Jandris, CEO of Progress Education, provided the Governing Board with an overview of the tenants of Policy Governance including: 1) Board Governance Responsibility; 2) District Owners; 3) Organization Purpose; 4) Ends and Means; 5) Limitations; 6) Board Policy Manual and 7) Monitoring.

During the 2013-2014 school year, an anonymous group of district administrators was tasked with observing the Board's interactions within the framework of the Policy Governance model. Dr. Jandris shared the rubric used by the group in this endeavor and addressed questions asked by Board Members.

Additionally, Dr. Jandris presented the Policy Governance Observer Activity Report. He concludes that overall the implementation process of Policy Governance seems to be progressing in the "fair to good" range. The Board seems to be doing quite well in coming to and acting in consensus – an important and laudable achievement – especially in contrast to its history.

#### APPENDIX A

#### I. REGULAR MEETING - GENERAL FUNCTION

1. Ms. Traci Sawyer-Sinkbeil, Governing Board President, called the regular meeting to order at 6:00 p.m. Governing Board members constituting a quorum were present; Ms. Traci Sawyer-Sinkbeil, Ms. Jennifer Tanner, and Ms. Blossom Tande. Mrs. Bonnie Schroader attended the meeting via telephone. Mrs. Schroader was excused from the meeting at approximately 6:16 p.m.
2. Dr. Stephen Poling led the Pledge of Allegiance.
3. A motion by Sawyer-Sinkbeil/Tanner was entered to approve the Agenda Form consistent with Board Policy and temporarily suspend any Governing Board Policy with which this agenda may be inconsistent. UNANIMOUS
4. Summary of Current Events
  - Presentations, Recognitions, Celebrations
    - Joe Toniazzo and Andrea Axness, Rancho Gabriela teachers, shared information regarding 12 days of STEM training they received at the Biosphere as part of an APS STEM grant. The things they discovered over the summer will drive instruction to improve student achievement.

- Superintendent Update – Dr. Pletnick reported we have officially kicked off the new school year. This week we had four days of administrative training and school offices are open gearing up to welcome students back on August 6<sup>th</sup>.
- Governing Board Update – Governing Board members welcomed back administrators, support staff and new cabinet members, Dr. Poling and Ms. Buck.
  - Traci Sawyer-Sinkbeil participated on the ASBA Legislative Committee meeting where they set the ASBA Political Agenda which will be presented to member districts and acted upon during the Delegate Assembly in September. July 18-21, 2014, she attended the Rachel’s Challenge Conference with Ms. Tande; report to follow. The WCHS band was recognized for their performance in the July 4<sup>th</sup> parade in Washington D.C. In addition, she congratulated Bob Young and the district for being named a National Campus Champion through SchoolDude. She also thanked Mr. Young for the securing the donation of the Eynon Memorial Tree. In addition, she attended the memorial services of Rowdy Dawson, a long time Surprise Chamber of Commerce member and City of Surprise advocate.
  - Blossom Tande reported having the opportunity to interact with parents, students and community members during the summer. It gave her an opportunity to share information regarding the district. She also learned about Every Kid Plays, a foundation granting funds for athletics. Through the foundation, the District has been awarded scholarship funds for the school year.
  - Bonnie Schroader honored Carol Squire for her contribution to Dysart during her 14 years as an employee. Ms. Squire recently lost her life in a car accident.

5. Audience with Individuals or Groups - None

**ACTION/CONSENT**

A motion by Tanner/Tande was entered to approve the consent items as presented with the exception of item number 2.

UNANIMOUS

**ACTION/CONSENT**

1. Recommendation to Approve Renewal of Property and Casualty and Workers’ Compensation Insurance with the Arizona Schools Risk Retention Trust for the 2014-2015 Fiscal Year and Authorize the Executive Director of Business Services to Sign the Agreement and Any Affiliated Documents  
Approved

UNANIMOUS

2. Recommendation to Approve Agreement With Learn-It Systems, LLC for Special and Alternative Education Services and Authorize the Assistant Superintendent of Academic Services to Sign the Agreement and Affiliated Documents  
Pulled from the agenda.

NO ACTION  
TAKEN

3. Recommendation to Approve an Agreement with Desert Choice Transport, LLC for the Provision of Student Transportation Services and Authorize the Executive Director of Business Services to Sign the Agreement and Affiliated Documents  
Approved

UNANIMOUS

4. Recommendation to Approve Arizona Department of Education Health and Nutrition Services, Food Program Permanent Service Agreement ADE Contract No. ED09-0001  
Approved UNANIMOUS
5. Recommendation to Approve an Intergovernmental Agreement with Maricopa County Community College District for Dual Enrollment for the 2014-15 School Year and Authorize the Superintendent to Sign the Agreement  
Approved UNANIMOUS
6. Recommendation to Approve Online Services Agreement Between Dysart Unified School District and Teaching Strategies, LLC and to Authorize the Assistant Superintendent to Sign the Agreement and Any Affiliated Documents  
Approved UNANIMOUS
7. Recommendation to Approve the 2014-15 Arizona Explore Program Commitment/Order Form with Northern Arizona University and Authorize the Assistant Superintendent to Sign the Document and Any Affiliated Documents  
Approved UNANIMOUS
8. Recommendation to Approve Personnel Action Items for the Period of June 4, 2014 Through July 16, 2014  
Approved UNANIMOUS
9. Request for Release from Contract – Certificated Staff – 2014-2015 School Year  
Released Cody Johnson from his 2014-2015 Certificated Employee Contract and assessed liquidated damages in the amount of \$2,500.00. UNANIMOUS
10. Request for Release from Contract – Certificated Staff – 2014-2015 School Year  
Released Brittany Kleinow from her 2014-2015 Certificated Employee Contract and assessed liquidated damages in the amount of \$2,500.00. UNANIMOUS
11. Request for Release from Contract – Certificated Staff – 2014-2015 School Year  
Released Tonya Lee from her 2014-2015 Certificated Employee Contract and assessed liquidated damages in the amount of \$2,500.00. UNANIMOUS
12. Request for Release from Contract – Certificated Staff – 2014-2015 School Year  
Released Nicholas Helmick from his 2014-2015 Certificated Employee Contract and assessed liquidated damages in the amount of \$2,500.00. UNANIMOUS
13. Reconsideration of Request for Release from Contract – Certificated Staff – 2014-2015 School Year  
Waived liquidated damages in the amount of \$2,500.00 for Ciara Puryear. UNANIMOUS

14. Reconsideration of Request for Release from Contract – Certificated Staff – 2014-2015 School Year  
Waived liquidated damages in the amount of \$2,500.00 for Enrico Tipton. UNANIMOUS
15. Approval of Qualified Evaluators  
Approved UNANIMOUS
16. Recommendation to Approve the District’s Pay for Performance (PFP) Plan for Eligible Certificated Staff for the 2014-2015 School Year  
Approved UNANIMOUS
17. Approval of the Minutes for the June 4, 2014 Regular Governing Board Meeting  
Approved UNANIMOUS
18. Recommendation to Approve Overnight and Out-of-State Travel  
Approved UNANIMOUS
19. Recommendation for Approval of Adoption of K-12 Language Arts, Math, Science and Social Studies Curriculum  
Approved UNANIMOUS
20. Approval to Adopt the Journey’s Reading Textbook, ©2014, Published by Houghton Mifflin Harcourt for Grades 4-6  
Approved UNANIMOUS
21. Approval of Supplemental Math Resources for Grades K-8  
Approved UNANIMOUS
22. Approval to Adopt the (TELL) Teaching Early Literacy and Language Curriculum for the District’s Early Childhood Programs  
Approved UNANIMOUS
23. Extra-Curricular Tax Credit Fund and Student Activities Fund Reports for the Month of May 2014 and June 2014  
Approved UNANIMOUS
24. Acceptance of Donations, Gifts and Grants  
Approved UNANIMOUS
25. Approval/Ratification of Expense Vouchers 1053, 1054, 1055, 1056, 1057 and 1058 in the Amount of \$6,634,043.57  
Approved UNANIMOUS
26. Approval/Ratification of Payroll Vouchers 7580, 57, 7581, 58, 7582, 59, 7583, 60, 61, 7584, 62, 7585, 63, 7586, 1, 7587, 2 in the Amount of \$4,972,097.35  
Approved UNANIMOUS

## INFORMATION

27. Report From the Dysart Liaison to the City of Surprise Regarding the Meeting of June 11, 2014  
The City of Surprise representatives attending the meeting were Councilmen John Williams and Skip Hall and the new city manager, Bob Wingenroth. Topics discussed included the Youth Leadership Initiative, piloting civic engagement classes at Cambridge schools, Marley Park and Countryside, sharing information about District initiatives through the City website and City initiatives through the District website.
  
28. Report From Board Members Tande and Sawyer-Sinkbeil Regarding the Rachel's Challenge Conference and Training Held in Denver, CO, June 18-21, 2014  
Members Sawyer-Sinkbeil and Tande provided information to the Board regarding the Rachel Challenge Conference they attended. They learned the District is doing the right thing and encouraged sites to identify projects that enhance service in the school and community. We need to be proactive and engage the community in the Rachel's Challenge initiative through local daycare centers, restaurants, advisory boards etc. Ms. Tande and Ms. Sawyer-Sinkbeil would like to kickoff the initiative for the school year at an August Board meeting. Additionally, they suggested schools be given an opportunity to showcase Rachel's Challenge projects at Board meetings, much like the Technology Showcases.
  
29. Recommendation for Adoption of Revised Governing Board Policies Sections 1.3 – Non-Discrimination/Equal Opportunity, 7.28 – Professional/Support Staff Leaves of Absence Without Pay and 7.44 – Professional Staff Reduction in Force – First Reading  
Dr. Pletnick shared Sections 1.3 and 7.28 revisions are to change the contact information to reflect a change in title. The revision of Section 7.44 is being made to ensure consistent and fair practice in the RIF process.

## ACTION/DISCUSSION

30. Recommendation to Approve the Appointment of Director of Finance  
A motion by Sawyer-Sinkbeil/Tanner was entered to approve the appointment of Marydel Speidell as Director of Finance.
  
31. Recommendation to Approve the Appointment of Interim Assistant Principal  
A motion by Tanner/Tande was entered to approve the appointment of Danielle Clute as Interim Assistant Principal. Ms. Clute will be assigned to Ashton Ranch.
  
32. Recommendation for Approval of Additional Positions for the 2014-2015 School Year  
After discussion, a motion by Sawyer-Sinkbeil/Tande was entered to approve additional positions for the 2014-2015 school year as presented. Appendix B
  
33. Discussion and Possible Action to Provide Direction to the Liaison Regarding Liaison Meetings with the City of El Mirage  
The Governing Board discussed the possibility of meeting with the City of El Mirage Liaison. No action was taken as the Board wants more information regarding items to be discussed at the meeting.

34. Continuing In-service Training and Development for Governing Board Members

After discussion, a motion by Tanner/Tande was entered to approve travel, conference registration and reimbursable travel fees for individual Board Members to attend training and conferences that may include but are not limited to Arizona School Boards Association and National School Boards Association events. An approved amount of \$4,000 per Board Member for the 2014-2015 school year is designated with a total travel budget not to exceed \$20,000 for the 2014-2015 year. If an individual Board Member exceeds the \$4,000 per Board Member travel and conference allocation, the Board Member would need to bring the travel request to the whole Board for consideration and possible approval in the action/discussion portion of the agenda.

**REQUESTS FOR FUTURE AGENDA ITEM(S)**

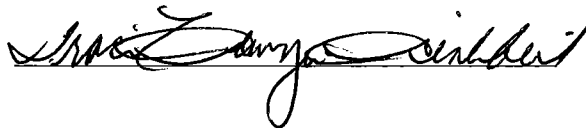
No requests were made.

**ADJOURNMENT**

On a motion entered by Sawyer-Sinkbeil/Tanner and by a unanimous vote, the meeting ended at 7:20 p.m.

Signed

Date:

 August 6, 2014

## APPENDIX A.1

# Policy Governance®

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Thomas P. Jandris, Ph.D.  
Progress Education Corporation  
2021-A N. Halsted St.  
Chicago, IL 60614

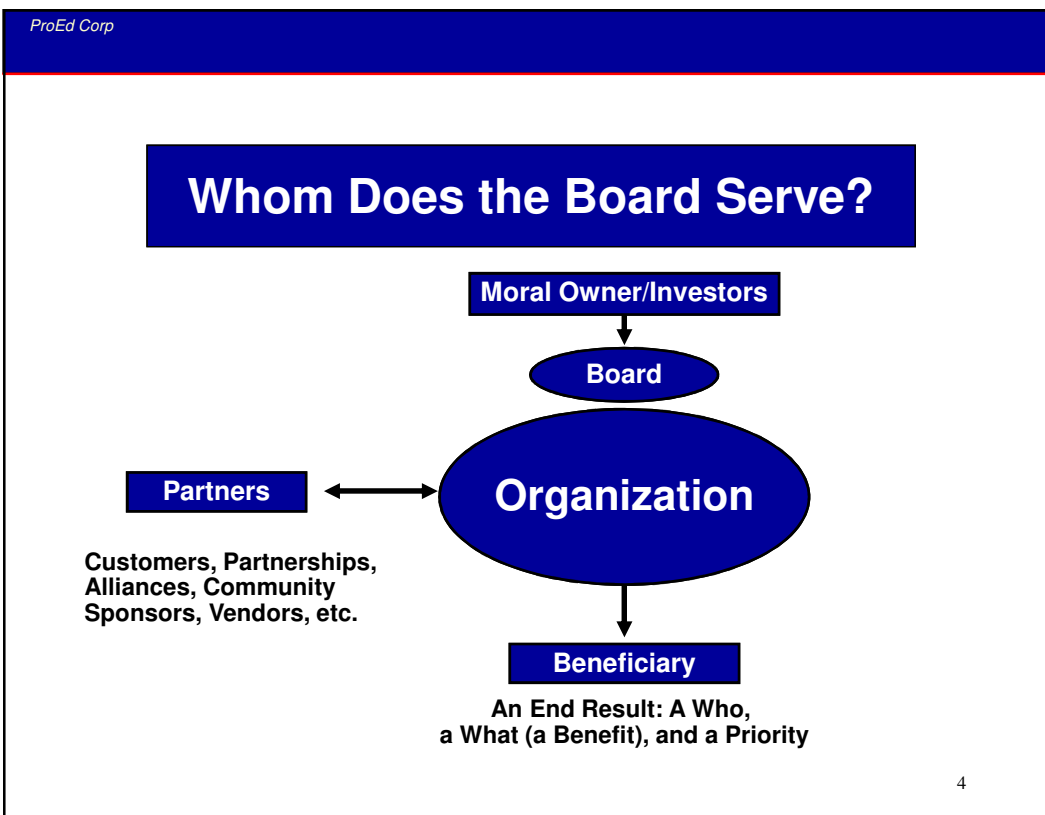
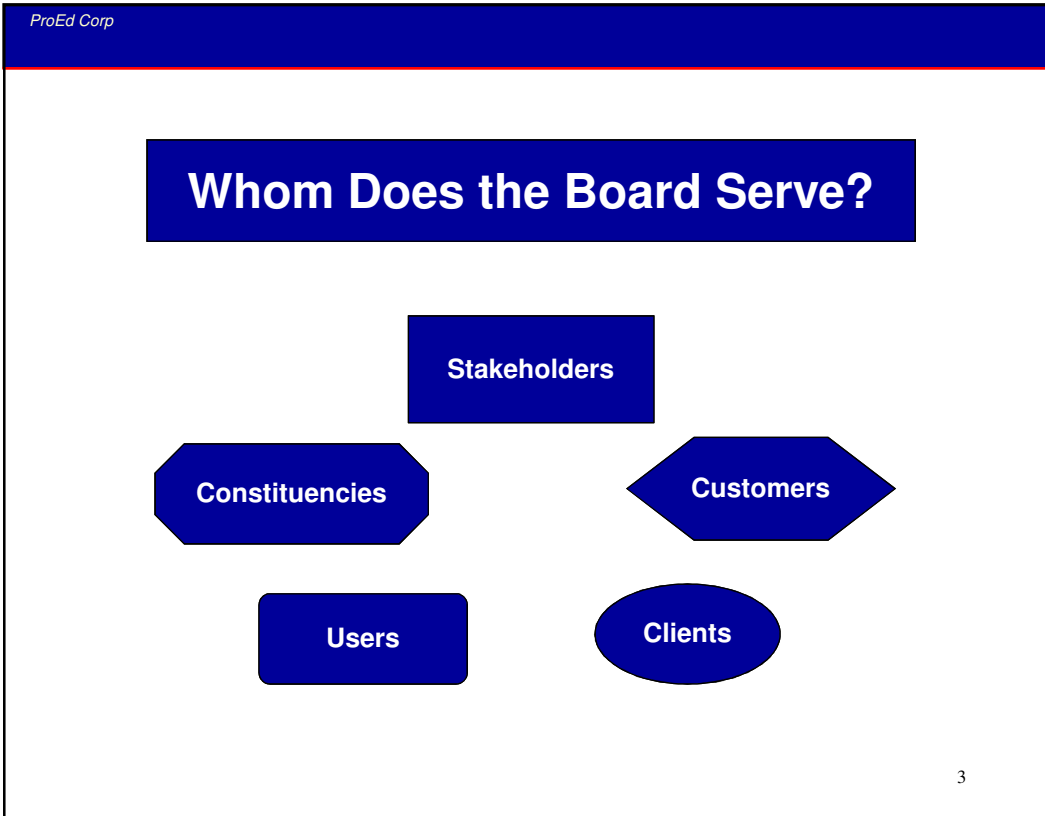
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ProEd Corp

## Board Governance Responsibilities

- **Connect to and represent owners**
- **Clarify organization's purpose**
- **Establish board self-management processes**
- **Delegate to executive**
- **Assure performance**

2





## Ownership Focus



## Ends

The positive difference that an organization should make in the lives of people.

5

## Organization Purpose

- **Ends: Three Elements**
  - A group of people
  - The benefit they should receive
  - An acceptable level of cost for the benefits produced
- **Ends are different and independent from Means**

6

## Ends and Means

- **What are Means and how are they different from Ends?**
- **For what part of the Means is the Board responsible?**
- **For what part of the Means is the Executive responsible?**

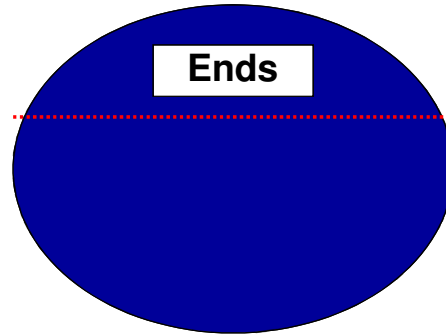
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## Reverse Proof

- **Sherlock Holmes' Approach**
  - **You have 3 suspects to a crime**
  - **You can prove that 2 aren't guilty**
  - **The third person must be guilty**

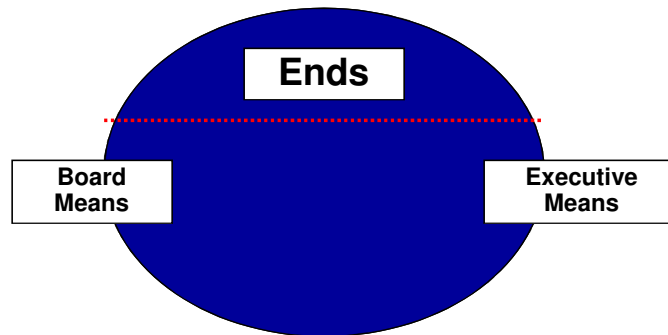
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## What are Means?

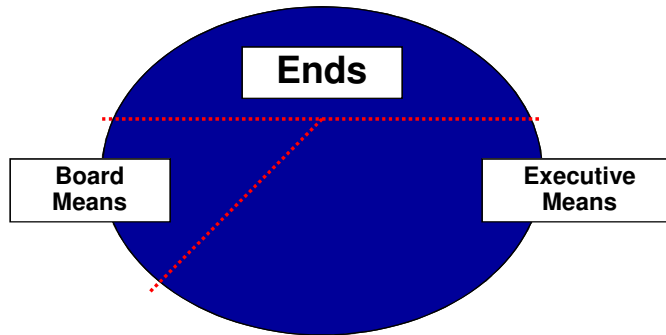


**Anything that is not an End**

## Means: Board & Executive

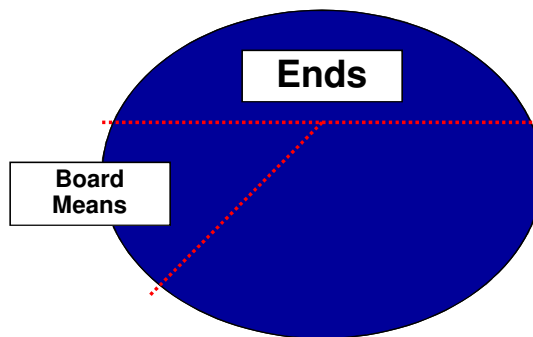


## What are Executive Means?



**Anything that is not a Board Means**

## Acceptable Executive Means?



# Two Approaches to Board Delegation

## Two Approaches to Delegation

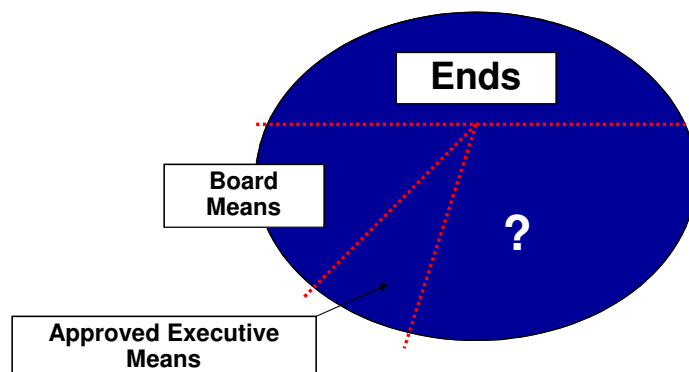
- **Approval - do nothing unless given permission**
  - Theory X
- **Limitations - do whatever it takes to achieve the Ends, unless restricted or required**
  - Theory Y

## Delegation

- **Responsibility**
  - Tasks and Results
- **Authority**
  - The right to make decisions
- **Accountability**
  - Responsible to fix it

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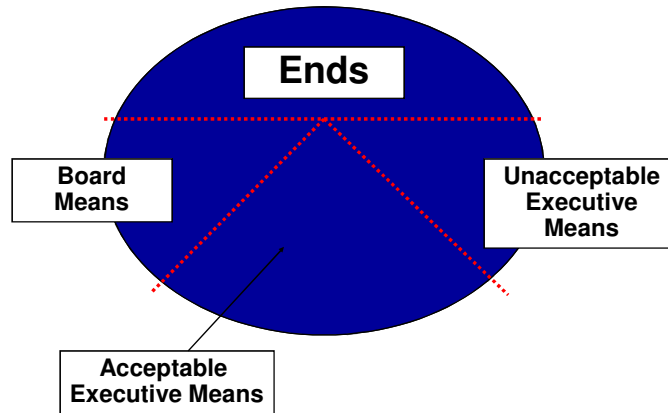
## Approval



Creates a parent-to-child relationship  
requiring permission and forgiveness

16

## Limitations



17

## Board Policy Manual

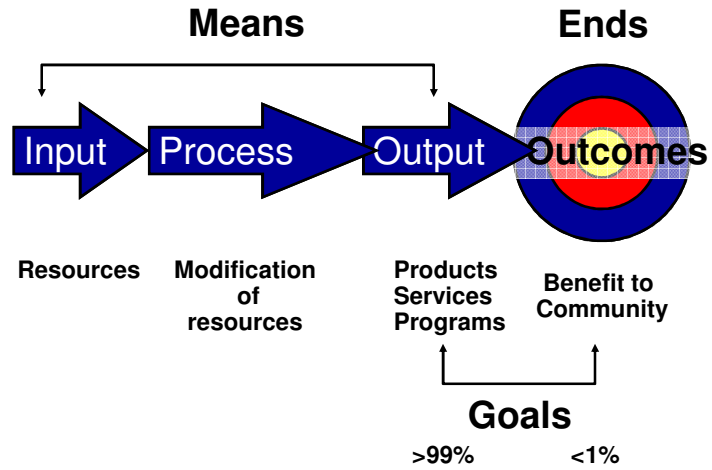
### The Written Voice of the Board

- Ends
- Board Means
  - Board Self-Management
  - Board-Executive Relationship
- Executive Limitations

\* Based on and adapted from  
John Carver, Boards that Make a Difference.

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## Outcome Chain



19

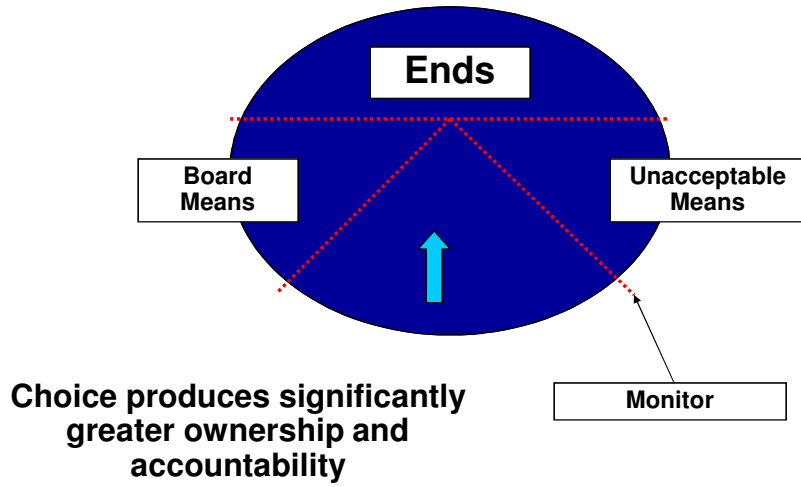
## Monitoring

- **Creates Accountability**
  - Limitations create a clear line for corrective action
  - Monitoring ensures that corrective actions are taken
- **Little monitoring happens in traditional governance approaches**

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# Monitoring



# APPENDIX A.2

## DUSD POLICY GOVERNANCE OBSERVATION FORM

Observer:

<b>GROUP PROCESS</b>		
(Scale 1 = none or poor, 5 = frequent or excellent)		
<b>Category</b>	<b>Behavior</b>	<b>Observations/Weight (1-5)</b>
<b>Agenda</b>	The agenda evidences a focus on Board topics rather than staff topics.	
<b>Ends</b>	The Ends are monitored and referenced to guide direction.	
<b>Means</b>	Discussions of Means are limited to only Board Means.	
<b>Adherence to Written Policies</b>	The Board and its officers follow the policies and act on reasonable interpretations of the policies.	
<b>Adherence to Policy Procedures</b>	The Board monitors all the appropriate policies in the manner described in the policy.	
<b>Reflection</b>	The Board shows evidence of reflecting on its own conduct.	
<b>(Other)</b>		

**INDIVIDUAL CONTRIBUTIONS**

(Scale 1 = none or poor, 5 = frequent or excellent)

<b>Category</b>	<b>Behavior</b>	<b>Observations/Weight (1-5)</b>
<b>Participation in Discussion</b>	Percentage of Board members that participated in discussions.	
<b>Individual vs. Policy Focus</b>	Instances of members advancing individual agendas.	
<b>Consensus Support</b>	Evidence of support for consensus authority.	
<b>Reference to Board Policies</b>	Number of references or quotes of Board policies.	
<b>Suggested Policy Changes/ Clarification</b>	Number of suggested changes to or clarification of Board policies.	
<b>Policy Governance® Clarification</b>	Number of discussions involving a clarification of Policy Governance®	
<b>Process Improvement</b>	Number of proposals or suggestions for an improvement to a Board process.	
<b>Reflection</b>	Give evidence of reflection on own conduct.	
<b>Comments/Suggestions:</b>		

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**APPENDIX A.3**



228 South La Grange Road  
La Grange, Illinois 60525  
[www.progresseducation.com](http://www.progresseducation.com)

**DYSART UNIFIED SCHOOL DISTRICT**

**POLICY GOVERNANCE  
OBSERVER ACTIVITY REPORT**

**MARCH 2014**

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## **INTRODUCTION:**

The Governing Board of Dysart Unified School District (DUSD) is committed to conducting its official business through and in the framework of Policy Governance. To that end, years of preparation, training, and policy review have been undertaken. During the 2012 - 2013 school year, the Board approved and adopted the final, new and revised district policies to align to policy governance standards. The Board also committed to the development of future policy to those standards as well as to the conduct of its meetings and other Board processes in alignment with policy governance standards.

An important component of policy governance is for the Board to commit to a process of self-evaluation, as it relates to policy governance practices adherence. To facilitate that evaluation, the Board established a process by which a team of trained, Board “observers” would monitor Board practices and report anonymously on those practices through the policy governance consultant to the Board.

The observation process has now been in effect for over six months. The observers have done reasonably well living up to the requirement to submit reports to the consultant within two business days of each Board meeting. Further, this implementation period provides a valid and reliable span of time upon which to analyze Observer reports and provide initial feedback to the Board.

A summary of that analysis follows:

## **ANALYSIS OF BOARD OBSERVER REPORTS**

Relative to the policy governance category of “**GROUP PROCESS**,” and the six subcategories comprising it, the following observations are important:

1. Agenda: “The agenda evidences a focus on Board topics rather than staff topics.” – The MEAN rating is 4.9 (out of a 5 point scale) with 5.0 being high performing. This rating and analysis suggest that agendas are being well developed and are absent any significant breaches of policy governance standards.
2. Ends: “The Ends are monitored and referenced to guide direction.” – The

Mean score is 4.0. The rating and analysis suggest good adherence by the group to monitoring Board “Ends.” There seems to be consensus that the Board focus on the review and implementation of the strategic plan was particularly well done. Apparently, creating further understanding within the Board that, in the adoption of the budget, it establishes “Ends,” could further strengthen the Board’s performance in this area. The Board should strive to improve on focusing only on “Ends” without becoming further involved in detailed, budget, item analysis unless necessitated by the occurrence of unaccomplished “Ends.”

3. Means: “Discussions of Means are limited to only “Board Means.” – The AVERAGE rating is 3.75. There appears to be a fair to good performance related to this standard. In contrast, however, it was reported in several instances, that the Board violates Policy governance standards when discussing “job descriptions.” The details of a job description, outside of that for the Superintendent or as may be referenced in any specific Board Policy, violates Policy governance standards in that they are not Board Ends or Means.
4. Adherence to Written Policies: “The Board and its officers follow the policies and act on reasonable interpretations of the policies.” – The MEAN rating is 3.38. There appears to be fair to good adherence to written policies. It seems, the Board struggles with its policy governance role as it relates to matters of operational restructuring, staff positions, and job descriptions.
5. Adherence to Policy Procedures: “The Board monitors all appropriate policies in the manner described in those policies.” - The MEAN rating is 3.57. Once again, there appears to be fair to good conduct relating to Board Procedures. As suggested earlier, the Board needs to limit its involvement in human resource matters to Board Ends and Means and attempt to avoid engaging in operations.
6. Reflection: “The Board shows evidence of reflecting on its own conduct.” – The MEAN rating is 2.75. – There is little or no evidence that, as a group, the Board spends time reflecting on its own conduct. There is little evidence of public, self-evaluation. Such activity could be very beneficial to the Board as well as to the over-all, organizational climate, by way of a positive example.

Relative to the category of “**INDIVIDUAL CONTRIBUTIONS,**” and the eight sub-

categories comprising it, the following observations are important:

1. Participation in Discussion: “Percentage of Board members that participated in discussion.” - The MEAN rating is 4.7. This high rating suggests that individual Board members are participating and are engaged in the activities of the Board.
2. Individual vs. Policy Focus: “Instances of members advancing individual (private) agendas.” – The MEAN score is 2.57. This poor to fair measure suggests that, too often, individual Board members engage in discussion or comments reflective of their own, personal circumstances, points of view, personal biases, or individual agendas, as opposed to representing the interests of the “Owners” as defined by Policy Governance. There were reports that occasionally board members may be confusing their roles as Board members with their own parenting roles.
3. Consensus Support: “Evidence of support for consensus authority.” – The MEAN score is 4.5. This high score suggests that the Board is increasingly conscious of the need to perform and act by consensus.
4. Reference to Board Policies: “Number of references or quotes of Board policies.” – The MEAN score is 2.25. Apparently, too infrequently, individual Board members make reference to Board Policy. This suggests a lower than appropriate focus on policy in their primary role as makers and agents of that policy.
5. Suggested Policy Changes/Clarification: “Number of suggested changes to or clarification of Board policies.” – The MEAN score is 2.0. Given the relatively low number of reports of incidences of suggested policy changes, there are two possible interpretations of relevance: a) the recently revised and/or approved changes are adequate and serve the District’s needs; or b) individual Board members lack the confidence, expertise and/or motivation to suggest changes at this level.
6. Policy Governance Clarification: “Number of discussions involving clarification of Policy Governance” (processes, definitions, standards). – The MEAN score is 5.0. This score is a little misleading. It reflects the fact that Observers highly rated the quality of those instances when Board members did make such inquiries. However, the score should not be overly emphasized due to the fact that only two such instances were observed/reported in over six months. This is a procedural limitation that should be eliminated in future Observer training.

7. & 8. Process Improvement, Reflection: “Number of proposals or suggestions for an improvement to a Board process”; and, “Give evidence of reflection on own conduct.” Relative to these two categories, there is no MEAN available, since there were no reports in over six months relating to the observation of these behaviors by Board members. This reality reinforces the point of view suggested earlier that, as a group as well as individually, the Board does not engage in reflective, self-study, and/or self-evaluation.

## **CONCLUSIONS:**

Overall, the implementation process of Policy Governance seems to be progressing in the “fair to good” range. The Board seems to be doing quite well in coming to and acting in consensus - an important and laudable achievement - especially in contrast to its history.

In contrast, improvement seems to be required in two important areas:

1. When it comes to operating and organizational matters affecting personnel, the Board tends to cross over from its policy governance role into attempts to influence (dictate?) operating “Means.”
2. The Board, both collectively and individually, should demonstrate a commitment to both group and individual reflection and self-evaluation as it relates to conduct and performance. This can be an important element in improving overall organizational climate. If faculty, staff, students, and the community observed a commitment to assessment and accountability by the Board regarding itself, that example could provide the “moral authority” for the Board to expect the same of the rest of the District’s stakeholders.



# APPENDIX B

## District M & O Positions

<b>New Positions or Additional FTE</b>	<b>Eliminated or Not-Filled Positions</b>
Director of Student Services Director of Student Activities and Athletics	Director of Student Services and Athletics
Payroll and Benefits Manager Benefits and Payroll Supervisor	Payroll Supervisor Assistant Payroll Supervisor Benefits Supervisor
Accounting Coordinator Budget Analyst (additional FTE)	Accounting Administrator Budget Coordinator