



THE WASHINGTON STATE BOARD OF EDUCATION

A high-quality education system that prepares all students for college, career, and life.

Title: _____	
As Related To:	<div><input type="checkbox"/> Goal One: Develop and support policies to close the achievement and opportunity gaps.</div> <div><input type="checkbox"/> Goal Two: Develop comprehensive accountability, recognition, and supports for students, schools, and districts.</div> <div><input type="checkbox"/> Goal Three: Ensure that every student has the opportunity to meet career and college ready standards.</div> <div><input type="checkbox"/> Goal Four: Provide effective oversight of the K-12 system.</div> <div><input checked="" type="checkbox"/> Other</div>
Relevant To Board Roles:	<div><input type="checkbox"/> Policy Leadership</div> <div><input type="checkbox"/> System Oversight</div> <div><input type="checkbox"/> Advocacy</div> <div><input checked="" type="checkbox"/> Communication</div> <div><input type="checkbox"/> Convening and Facilitating</div>
Policy Considerations / Key Questions:	N/A
Possible Board Action:	<div><input checked="" type="checkbox"/> Review</div> <div><input type="checkbox"/> Adopt</div> <div><input type="checkbox"/> Approve</div> <div><input type="checkbox"/> Other</div>
Materials Included in Packet:	<div><input checked="" type="checkbox"/> Memo</div> <div><input type="checkbox"/> Graphs / Graphics</div> <div><input type="checkbox"/> Third-Party Materials</div> <div><input checked="" type="checkbox"/> PowerPoint</div>
Synopsis:	<p>This section provides an update on the main planning issues for the September Board Retreat as well as some of the activities that will be involved in the retreat.</p> <p>Activity #1: Strengths Finder Board members will be provided the Strengths Finder book at the July meeting. Each book will have a code in the back of the book to take the Strengths Finder test.</p> <p>Please return your Strengths Finder test results noting your top five strengths to Judy Jennings by Monday, July 31st at 5:00 p.m. You may email her your results at: jjennings60@comcast.net</p> <p>At the September Retreat, a Board member will facilitate an hour-long discussion regarding how Board members identified Strengths Finder strengths impact the Board working together as a group.</p> <p>In your packet you will find:</p> <ul style="list-style-type: none">• Documents providing an update on the main planning issues for the September Board Retreat.

	Monday, Sept 11th	Tuesday, Sept 12th	Wednesday, Sept 13th	Thursday, Sept 14th
8:00		(Breakfast from 7:30 - 8:30) 8:45 AM Bus Transport	(Breakfast from 7:30 - 8:30)	Vote on Executive Committee Elections
9:00		School Visit to Methow Valley S.D. (Credit-based Graduation Req Waiver) - Return at 11:30 AM	Developing & Using an Equity Lens in Policy Decision-making	Status Check: Reflections on Prior Days, Next Steps, Unresolved Issues.
10:00				
11:00			Policy Discussion: Use of Assessments	Board Budget Adoption & Legislative Priority Process
12:00			Working Lunch - Teambuilding activity: use of 'Strengths-Finder' results to understand board colleagues.	Board Lunch & Preview of Action Items on Thursday
1:00		Foundational discussions Part 1: Mission, Theory of Action, "What is our Why?"	Foundational disc's Part 2: -3 Meeting Arc, -Next Major Board Initiatives, - SPI Relationship -next steps	Wrap Up & Board Discussion Target Adjournment at 2:30 PM
2:00	Possible school visit to Bridgeport High School (tentative & member optional)			
3:00	Activities (Variety of Options/Member Optional)			
4:00				
5:00				
6:00	Dinner on your own (2 restaurants at facility)	Sponsored "Cowboy Dinner" Event - Approx \$25/member cost	Dinner on your own (2 restaurants at facility)	Travel home
7:00				
8:00				
9:00				



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Copy of the Email Sent to all Board Members From Acting Chair Lavery on June 28, 2017.

Dear Board Members,

A week ago you received an email from Ben about the trajectory of our next few meetings, and some details about our executive committee retreat. We talked about how we wanted to spend our time both from a practical standpoint and what sort of major decisions and issues we should address. We also talked about involving more members in the process – both from the standpoint of planning and execution of the retreat event, but also the advocacy and work that follows.

To that end, and in preparation for some of our discussion in July, I would like to introduce some of our thinking about the retreat and to invite your input & participation.

We have four big topics that we want to tackle at the retreat as outlined below:

- **Foundational Discussions on our Mission & Theory of Action**
 - Understanding our organizational “why”
 - Understanding how our work contributes to change; using our unique SBE levers of influence and authority, etc.
 - Advancing an Equity Agenda (cross-cutting)
- **SBE Team-Building**
 - Utilizing ‘strengths-finder’ as a team-building tool
 - Understanding each other better; our strengths and aspirations for the system
 - Understanding assets on our board and how to use them
- **Planning our Work Ahead**
 - How to bring key initiatives to a place of understanding/execution
 - Career Readiness
 - Student Transitions
 - Advancing an Equity Agenda (cross-cutting)
 - Next 3 Meeting Arc

Kevin Lavery, *Vice Chair* • Ben Rarick, *Executive Director*
Janis Avery • Mona Bailey • MJ Bolt • Jeff Estes • Connie Fletcher • Baxter Hershman • Patty Wood
Ricardo Sanchez • Peter Maier • Lindsey Salinas • Dr. Alan Burke • Judy Jennings • Holly Koon
Chris Reykdal, *Superintendent of Public Instruction*

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- **Leadership & Process**
 - Board elections
 - Discussing legislative priorities: issues/process
 - Creation of *ad hoc* advocacy committee?

As the executive committee is not inclined to hire outside facilitators for this based on past experience, we are creating a member-led structure. Members of the executive committee may be reaching out to you to gauge your interest and ability to contribute to the activities and planning of the retreat. These calls are likely to be made in the next couple of weeks and/or talking with you in Spokane. Stay tuned.

-Kevin

Executive Committee Retreat

**BEN RARICK,
EXECUTIVE DIRECTOR**

JUNE 30, 2017



Goals for today

1. Discuss the goals/ content/ logistics of the Retreat
 1. What to do, when to do it (agenda), how to do it (speakers? Facilitators? Etc).
 2. How to tee-up for full board discussion.
2. Discuss the trajectory of Board work overall
 1. Future direction/next 3 meeting arc?
 1. Issue(s) that will define board's work over next 6 months.
 2. Investing in the whole board through process
 1. Cultivating legislative & policy priorities from membership
 2. Committees of the board?
 3. Next steps with Superintendent Reykdal



Agenda

(See Doc 01 ECR Agenda for supporting document guide and 02 ECR Cheat Sheet for Must-Dos)

- ✧ 2:00 – 2:15: Discuss Goals for the Day
- ✧ 2:15 – 3:15: Discuss Logistical Matters for the Retreat (What, When, How...)
- ✧ 3:15 – 5:00: Discuss 3 Meeting Outlook for SBE Work – Next Phase of Strategic Plan Implementation.
- ✧ 5:00 – 5:20 Status Check – Are We Making Progress? How Can We Best Use our Last Hour?
- ✧ 5:20 – 5:50: Address Remaining Issues & Generate Follow-up Items Leading Up to Retreat (Perhaps Each Team Member Can Take At least One Item)
- ✧ 5:50 PM: **NOTE: Gated Parking Lot Closes at 6 PM Sharp!**
- ✧ 6:00 PM: Dinner & Follow-up Discussion



Retreat Logistics

SECTION ONE
PLEASE REFER TO THE DECISION TREE



Draft Agenda/Structure

Here are Some Ideas for You to Consider

Sun Mountain Lodge

Monday

- Social evening gathering

Tuesday

- School Site Visit (option 1)
- Retreat Activities
- Board Dinner

Wednesday

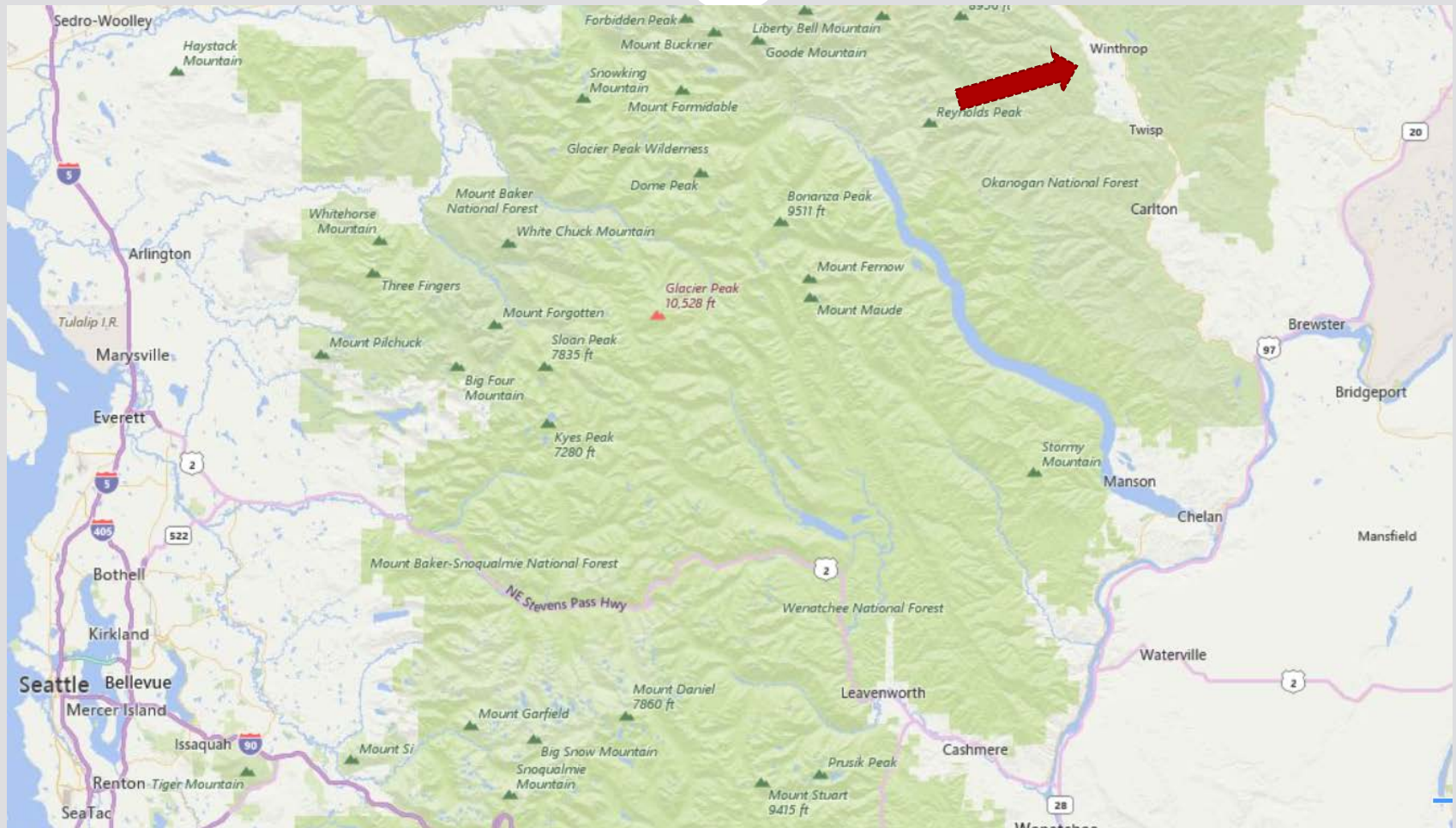
- Retreat Activities
- School Site Visit (option 2)

Thursday

- Retreat and business items (if any)



Winthrop, WA (Sun Mountain Lodge)



Meeting/Lodging Destination



- 199 miles from Seattle (4 hours)
- 286 miles from Olympia (5 hours)
- 190 miles from Spokane (3.5 hours)
- 221 miles from Pasco (4 hours)

Nearest airport is in Wenatchee (105 miles away; 2 hours)

- Meeting room - \$300 per day; a deck available for us to eat outside
- Rooms and meals at per diem (The coffee is affordable at this location!)
- No TVs in the hotel rooms, but there is WiFi. 🤖



Suggestions from Members

- *MJ: “It was noted by OSPI that Manson School District is showing to be one of the very top districts in our state with the post-graduation enrollment, completion and remediation data that they are looking at, not yet released. I think it would be a super opportunity for us to hear from them, especially since we'll be at Winthrop in September, which is only about 30 minutes away from Manson.*
- *Visit to Methow Valley regarding their credit-based graduation requirement waiver (Can't remember which member)*
- *Peter M: Possible visit to Bridgeport School District*



Issues to Discuss

- Overarching Purpose: Where do we want to be by the end of the Retreat?
- Detailed Questions:
 - ✦ Use of Facilitator? Guest Speaker?
 - ✦ Objective of 'Group Time'
 - ✦ Data to be Presented
 - ✦ Strategic Plan Review
 - ✦ Location/Purpose/Date of Site Visit(s)
 - ✦ What homework do we give the members in advance?



Topics To Address

- Next Steps in conversation with Superintendent Reykdal
- Next 3 Meeting Arc
 - Next Steps on Career Readiness
 - Next Steps on Equity
- Tackling the Accountability Conundrum within the Board
- Stability in Strategic Planning
- Possible Special Board Meeting in August



Options for the Retreat Days

- **Monday Night Gathering:**
 - ✦ Gathering place outside with some beverages and snacks (no host bar)
 - ✦ Game Night (board games, cards, Hangman, etc)
- **Ice Breakers:**
 - ✦ M&M Game
 - ✦ Draw Straws Game
 - ✦ Scavenger Hunt
- **Retreat Activities:**
 - ✦ Roundtable activities that provide an opportunity for board members to share and discuss the topics important to them
 - ✦ Share personal education pathway stories
- **Dinner Options:**
 - ✦ “Cowboy Dinner” with wagon ride (\$59 per person; SBE could pay \$23 (per diem rate) for members and staff, but individuals responsible for the remaining \$36)
 - ✦ Private dinner at the Lodge’s restaurant; per diem rate for everyone
- **School Site Visit:**
 - ✦ Bridgeport, Methow Valley or Manson
 - ✦ Will need to use Methow Valley SD’s buses for transportation; \$18 per hour for bus driver



Retreat Focus

SECTION TWO
REFER TO THE ACCOMPANYING DECISION TREE



- Facts & Figures Review for Retreat -

Intent to follow same format w/ accompanying video (See Doc 10 FOR REFERENCE)

Facts and Figures of 2015

BEN RARICK
EXECUTIVE DIRECTOR

JULY 2015



Overview of this facts and figures presentation

- Summary of board authority, accomplishments, composition, and meetings
- Review of waiver data
- Review of 2015 legislative advocacy and Strategic Plan progress
- Review of communications data (news, website, social media)
- Summary of community forum attendance
- Review of budget data and what staff are proud of



History of Last Two EC Retreats

(See Doc 06, 07, and 08 FOR REFERENCE)

- **2015 Five Big Ideas**

1. Addressing the Need for More Alternative Pathways for Assessments.
2. Implementing a competency-based system
3. Developing a system of incentives for summer learning activities
4. Develop a working definition of 'career-readiness' for Washington State
5. Fully develop the accountability framework in statute from ground up, in anticipation of post-NCLB freedoms.

- **2016 Crystal Ball Exercise**

1. Charter schools
2. Education system governance
3. Career-readiness standards
4. SBAC cut scores and exit exam debate
5. Long-term goal-setting, Index revisions, and ESSA implementation



History of Last Two Retreats

(See Doc 06, 07, and 08 FOR REFERENCE)

- **July 2015 in Seattle at Museum of Flight**
 - ✦ Three workgroups with guiding questions and a staff lead (statutory powers and duties, five big ideas review, and SBE role in closing gaps)
 - ✦ No facilitator
 - ✦ Diversity training with Seattle Office of Civil Rights
 - ✦ School visits to a HS and ES with extended learning programs
- **September 2016 in Skamania**
 - ✦ Former-Superintendent Raj Manhas as facilitator
 - ✦ Three buckets (ESSA, student transitions, system transitions)
 - ✦ School visit to Wind River Middle School
 - ✦ Developed guiding principles for staff to further Strategic Plan



How should the Strategic Plan progress update look for the Sept. Board Retreat?

1. Narrative explanation of recent progress made on each of the four goals

- Example for goal three: The Board bolstered the implementation of 24 credit graduation requirements through a series of initiatives focused on 24-credit workshops, competency-based crediting, high school and beyond planning, statewide CTE course equivalencies, and two-for-one crediting. The Board held half a dozen workshops throughout the state that featured SBE, OSPI, AWSP, and guest administrators panelists and attracted hundreds of attendees. The Board released a guidebook on competency-based crediting. The Board provided guidance on HSBP and helped develop the WSIPC tool with OSPI. The Board collaborated with OSPI to approve two dozen statewide CTE course equivalencies and develop guidance on two-for-one crediting (meeting two graduation requirements with only one credit).
- PRO: easy to understand, quick/easy for staff to produce, CON: not a visual

2. Tabular update focused on each strategy (1.A-level of detail) and action step (1.A.1-level of detail)

1.B.3 Partner with other education agencies to use the high school Smarter Balanced assessment to improve college placement, admissions, and course-taking outcomes.	September 2015	Legislative Priority	<ul style="list-style-type: none">• Collaborated with the Core-to-College project to use the Smarter Balanced assessment to test out of remediation• Sent letter to the Core-to-College project• Participation in the WSAC Improving Student Learning at Scale collaborative• Sent letter to the NCAA regarding acceptance of Bridge to College coursework• WSIPC HSBP tool
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SBE Strategic Planning Update

(See Doc 06 FOR REFERENCE)

- Entering final year of 2015-2018 Strategic Plan – Will develop new Strategic Plan in September 2018
- Opportunity to use NASBE policy audit tool (assuming we receive grant extension) in strategic planning
- Create a new three-meeting arc and discuss one-year work plan



Executive Committee Elections

Eligibility, length of terms, etc.

November 2013	Sept of 2014	Jan 2015 Special Election	July 2015 Special Election	Sept of 2015	Sept of 2016	Sept of 2017
2013-2014	2014-2015	2015-2016	2015-2016	2015-2016	2016-2017	
Kris Mayer*	Isabel Muñoz-Colón*	*K Lavery *C Fletcher *J Jennings		Isabel Muñoz-Colón	Isabel Muñoz-Colón	n/a
Deborah Wilds	Deborah Wilds			Kevin Lavery	Kevin Lavery	Eligible
Judy Jennings (RE)	Vacant due to tie			Peter Maier	Peter Maier (RE)	Not Eligible
Kevin Lavery	Kevin Lavery (RE)			Connie Fletcher (RE)	Janis Avery	Eligible
Isabel Muñoz-Colón	*Kris Mayer			Judy Jennings (RE)	Judy Jennings (RE)	Not Eligible

Chair/ViceChair: Bylaws allow for "no more than two consecutive two-year terms"

At-Large: Bylaws allow for "no more than two consecutive one-year terms"

Kevin has served 1 full term and one partial term, making him eligible for a final two year term.

Peter has served two complete year terms as an "at-large" member, making him ineligible

Janis has served 1 complete year term as an "at-large" member, making her eligible

Judy has served two complete year terms as an "at-large" member, making her ineligible



Bylaws on Elections of Officers - Article IV

Section 1. Designation. There shall be five officers of the board: the chair, the vice chair, the immediate past chair, when available, and at least two members at-large.

Section 2. Term of officers. (1) The chair shall serve a term of two years and may serve for no more than two consecutive two-year terms.

(2) The vice chair shall serve a term of two years and may serve no more than two consecutive two-year terms.

(3) The members at-large shall serve a term of one-year and may serve no more than two consecutive one-year terms.

(4) (a) The immediate past chair shall serve a term of one-year.

(b) Once the immediate past chair has served her/his one year term, the fifth officer position shall be elected as a member at-large.

Section 3. Officer elections. (1) Elections shall be conducted by ballot and in accordance with RCW 42.30.060

(2) **Two-year positions.** (a) The chair and vice chair shall be elected biennially by the board at the planning meeting of the board.

(b) Each officer under subsection (1)(a) shall take office at the end of the meeting and shall serve for a term of two years or until a successor has been duly elected. No more than two consecutive two-year terms may be served by a Board member as chair, or vice chair.

(3) **One-year position.** (a) The member at-large officer positions shall be elected annually by the Board at the planning meeting of the board.

(b) The members of the board elected as members at-large shall take office at the end of the meeting and shall serve for a term of one year or until a successor has been duly elected. No more than two consecutive one-year terms may be served by a board member as a member at-large.

(c) The immediate past chair position shall be considered a member at-large position for the purpose of duties and term limits.



Bylaws on Elections of Officers - Continued

(4) **Vacancies.** (a) Upon a vacancy in any officer position, the position shall be filled by election not later than the date of the second ensuing regularly scheduled board meeting. The member elected to fill the vacant officer position shall begin service on the executive committee at the end of the meeting at which she or he was elected and complete the term of office associated with the position.

(b) Time served filling the remainder of a term of office due to vacancy does not count towards the established term limits.

(5) **Ties.** (a) After three tied votes for an officer position, the election shall be postponed until the next regularly scheduled meeting, at which time one final vote will be taken.

(b) If the final vote results in a tie, all candidate names shall be placed in a receptacle and the election for the officer position shall be decided by a blind draw of a candidate name from the receptacle by the chair.

Section 4. Duties. (1) **Chair.** The chair shall preside at the meetings of the board, serve as chair of the executive committee, make committee and liaison appointments, be the official voice for the board in matters pertaining to or concerning the board, its programs and/or responsibilities, and otherwise be responsible for the conduct of the business of the board.

