



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item 8.1i

**Meeting Date:** January 21, 2016

**Subject:** Approve Minutes of the December 11, 2015, Special Board of Education Meeting

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Superintendent's Office

**Recommendation:** Approve Minutes of the December 11, 2015, Special Board of Education Meeting.

**Background/Rationale:** None

**Financial Considerations:** None

**LCAP Goal(s):** Family and Community Engagement

**Documents Attached:**

1. Minutes of the December 11, 2015, Special Board of Education Meeting

<p><b>Estimated Time of Presentation:</b> N/A</p> <p><b>Submitted by:</b> José L. Banda, Superintendent</p> <p><b>Approved by:</b> N/A</p>
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Putting  
Children  
First

# Sacramento City Unified School District BOARD OF EDUCATION SPECIAL MEETING

## Board of Education Members

Christina Pritchett, President (Trustee Area 3)  
Jay Hansen, Vice President (Trustee Area 1)  
Jessie Ryan, Second Vice President (Trustee Area 7)  
Ellen Cochrane (Trustee Area 2)  
Gustavo Arroyo (Trustee Area 4)  
Diana Rodriguez (Trustee Area 5)  
Darrel Woo (Trustee Area 6)

Friday, December 11 2015  
5:00 p.m.

Serna Center  
Community Conference Rooms  
5735 47<sup>th</sup> Avenue  
Sacramento, CA 95824

## **MINUTES** 2015/16-12

### **1.0 OPEN SESSION / CALL TO ORDER / ROLL CALL**

*The meeting was called to order at 5:00 p.m.*

*Members Present: President Pritchett, Second Vice President Ryan, Member Arroyo, Member Cochrane, Member Woo*

*A quorum was reached.*

### **2.0 BOARD WORKSHOP/STRATEGIC PLAN AND OTHER INITIATIVES**

#### *2.1 Strategic Plan Review (Dr. Al Rogers)*

*Dr. Rogers began the presentation by introducing LCAP/SPSA Coordinator Cathy Morrison and Will Jerrel of Pivot Learning Partners. He went over what will be part of the tonight's conversation, including clarification of our mission, Board guidance on a mission statement, core values, key categories of work, and clarification of the Board's priority deliverables.*

*President Pritchett interjected to allow for Public Comment.*

#### *Public Comment:*

*Alex Visaya stated that he has been working with the Board since 1990 and noted that President Pritchett is the first President from Area 3 since that time. He congratulated her on her presidency. He went on to speak about rights for student education. He asked the Board to hear and listen to what is needed for students. He gave the Board members an article about a school in San Francisco and feels the information would be helpful for students in our District. He spoke about how quickly children learn technology now and has concerns that the next school year calendar is not starting early enough. As Mr. Visaya was the only member of the public present at the workshop, the Board invited him to sit with them.*

*Dr. Rogers then continued with his introduction to the workshop. He spoke about four key categories of*

*work which will be drivers for the LCAP and the Strategic Plan. He stated that priority deliverables will help determine the drivers. Having a work plan in place will allow us to see how everything will unfold over the next five years.*

*Superintendent Banda gave an address on equity to bridge the opportunity gap. He described strategic planning and spoke about the direction we would like to take with our strategic plan. He said that tonight's work with the Board will provide a foundation so that we can move forward as a district. Superintendent Banda said he and staff will be listening closely to the Board's directions and guidance. He discussed equity and Smarter Balanced testing in the District. He said there are differences between the Local Control Accountability Plan and the Strategic Plan, although there should be a lot of overlap.*

*Cathy Morrison spoke on what we have learned so far by going over design team activities which included a needs assessment summary, community meetings, and surveys. She also went over data and themes resulting from community meetings and surveys.*

*Mr. Visaya made a comment that the counselors need to look more deeply into what students are doing in the classroom.*

*Second Vice President Ryan commented on equity and stressed the importance of having equity at the center of all that we do, given the diversity of the District. She feels the Strategic Plan needs to align with the acknowledgement in the Local Control Funding Formula that equity needs to ensure that each subgroup make gains so that we ultimately close the achievement gap.*

*President Woo said that broad recommendations and goals are important, but in order to be effective we want to be more laser-focused on the application so that we can guarantee more successful outcomes.*

*President Pritchett said she is glad we are identifying subgroups on which we can focus, but asked how we will move forward and what is the next process. Dr. Rogers said that is the purpose of tonight, to bring all the information gathered up to this point to the Board so the Board will be in a good position to give direction. He said it may be that some priorities are very clear tonight, and it may be that the Board needs more detail and information on other priorities.*

*Superintendent Banda noted that we are in a collection phase. In order to get to a comprehensive strategic plan with stakeholder involvement, it will be a process. We have used the LCAP model and have been seeking input from the school community, administrators, parents, other stakeholders, and now our Board to be able to finish a collection process. This will get us to define what we want the strategic plan to speak to, and some areas are equity, college and career readiness, and parent and community engagement. We cannot address everything; most strategic plans have three to six goals. Once we determine our goals we decide toward the end of this process what we are going to do to meet the goals.*

*Ms. Morrison said that we will have an implementation plan with a timeline and steps, but the will must be heard and determined first.*

*Second Vice President Ryan spoke about the summary of recommendations and themes that she feels are relevant to inform our direction moving forward. She said the idea of diversity and equity continues and she called out an emphasis on teaching, student supports, and collaboration and partnership. Connected to this is the question of reforming, innovation, and scaling. She feels there is room for reform and change, but she also thinks there is tremendous opportunity for scaling what works. Regarding providing and improving professional learning for staff, she would like to require and standardize what we know works so that all administrators and educators are being given the tools to serve students equitably.*

*Cathy Morrison gave details of their outreach efforts. She noted that, at almost every meeting held, parents of Special Education students attended. She feels that she learned from this phase of engagement that there is a gap here; parents learned of the meeting and saw it as an opportunity to obtain information from and have dialogue with an administrator and/or District staff. She then continued providing information on strategic plan draft survey results and spoke about Public Education Volunteers (PEV).*

*Superintendent Banda asked if the survey indicates if the participant is part of any particular organization. Ms. Morrison said that they would be identified as a community partner only if they wrote that information in.*

*Second Vice President Ryan asked if it is possible to look at each ethnic subgroup and determine by zip code or trustee area where the survey was submitted. Ms. Morrison said that zip code was included in the Spring survey, but not in the latest one. Member Ryan asked that this be included as a standard in the future. She also asked if an incentive could be added to encourage people to finish the survey. Ms. Morrison said that next Thursday she will be at the Foster Families Holiday Night with the survey, and those taking the survey will be given a raffle ticket. She thinks this is a good suggestion to implement District wide.*

*President Pritchett said that, in the recent calendar survey, many schools sent a paper version home with students. In visiting her schools she noted that many of the paper versions were coming back. The schools then sent the paper versions to the District office to input. She asked if this is being offered to schools. Ms. Morrison said yes, many surveys are done on paper.*

*Ms. Morrison continued going over survey results.*

*Member Cochrane asked Ms. Morrison to send each Board member a copy of the e-mail that was sent out to solicit responses so that they can disseminate it to their communities.*

*Second Vice President Ryan asked if the Assistant Superintendents could employ a similar strategy within their school sites.*

*Superintendent Banda commended Ms. Morrison on providing the data and being able to disaggregate it.*

*Will Jarrell of Pivot Learning Partners led the next section of the workshop, which was to envision excellence. Board members were asked to think about what they would like headlines about the District to be five years from now. Responses were collected and discussed.*

*Dr. Rogers said that we need to look at and envision the responses as something that we will make happen. He asked that the Board bring the same energy that was put into the headlines to the next section of the workshop. This section invited the Board to clarify the following commitments:*

- 1) Mission Statement*
- 2) Vision Statement*
- 3) Core Values*
- 4) Categories of Work*
- 5) Priority Deliverables*

*President Pritchett read the current District mission statement. Dr. Rogers asked if this is still the mission or if the Board would like to make changes.*

*Superintendent Banda said it has some great components, but the question is to think back when this was created and see if they still hold true in terms of what we are trying to do with our students. He mentioned a global focus and perhaps aspiring higher in preparing our students.*

*Member Cochrane said that mission statements do not typically give good arrows to follow, and she finds this to be true in the current mission statement. She feels it does not tell her that her mission as a Board member is to enable graduates from this District to pass entrance exams to get into state colleges. She knows this is a detail, but feels the current mission statement is too broad, verbal, and non-specific. She feels being broad makes the mission more difficult to obtain.*

*Superintendent Banda said that all mission statements tend to be broad and are more of an aspiration of what would like to be seen overall. We will flesh the mission statement out later in a document that says what that really means.*

*Member Arroyo said that he would like, in an effort to frame the dialogue, to preface each of the five commitment categories with “what is the purpose of”. The purpose of a mission statement is to give an idea so synthesized in a common statement that, without specifying all the details that go behind it, it gives the point of where we are going. Citing some of Member Cochrane’s comments, he gave an example of “the mission is to win the race” or “be one of top ten finishers” or “win the Olympics”. So it should not be vague, but seen with the proper lens which is, in our case, what is the purpose of a strategic plan. He requests that as the Board looks at all the different components that we identify what is the focus.*

*Second Vice President Ryan agrees with much of Members Cochrane’s and Arroyo’s statements and said perhaps a re-crafting of a mission statement is an exercise that should be done post-Board meeting. Core components of successful mission statements that she has seen are those that capture the essence of the values the district is trying to communicate, inspire the targeted constituencies, and unify stakeholders around the work. She feels the current mission does not do these three things and needs revisiting.*

*Mr. Jerrel spoke about branding and making that brand accessible to constituents through different types of documents to achieve clarity.*

*Member Woo gave the Wikipedia definition of a mission statement and said that based on that definition it appears we have our mission and vision statements switched. He suggested keeping in mind “a simple statement of purpose” regarding the mission statement. He suggested “We are here to prepare and graduate students ready to be productive citizens”. We can then look at pieces in terms of how we prepare students. One example would be by giving them the fundamentals for college and career and do it in a manner that is equitable.*

*Second Vice President Ryan said that she had the same initial reaction to Member Woo’s comments. She had written down the following: Every student graduates prepared to contribute as engaged citizens in a diverse and competitive world.*

*Member Arroyo noted that he had been part of the previous process on this matter, and there is an idea of having a document that is illustrious and eloquent, but on the other side there is the practicality and utility of it. In thinking of the people he deals with on a regular basis, parents, teachers, principals, etc., he brought up the practicality of the mission statement and said the mission statement should reflect the moment in time we are in currently. As we look at needs and feedback from the community, he feels there is a lack of trust and belief that we can do what we are saying we want to do. So he would like to bridge the gap between the lofty goal of what we wish one day we could be and the reality of today so that it gives the document validity. He hopes that the Board keeps it in perspective throughout the dialogue that this document is not just for the*

*Board, Superintendent, Cabinet, and stakeholders in the community, but for students, parents, teachers, and English learners as well. For him, we are a district in transition. We want to be at a certain height, are not there yet, and it will take a process to get there. It can be broken down into phases where we are in stage one and as we progress and improve and fix the culture of the District, customer service, etc., in getting to excellence, we engage parents and students who then become part of the dialogue. They will see improvement happening along with stakeholders, partners, universities, the city, etc., and then everyone starts to believe. Otherwise, it becomes a self-defeating purpose as the goal is so far out there that it is not connecting to the reality of everyday work that needs to be done. Therefore he supports a more modest, realistic approach and feels this fits in more with what Second Vice President Ryan was saying regarding how the message needs to inspire.*

*Dr. Rogers reminded the Board that staff is asking for guidance from the Board as we move forward with the Strategic Plan and asked if this is the language that they want in the Strategic Plan and the LCAP.*

*Member Arroyo said he is not saying that he does not want to make changes now, but is bringing his thoughts out as all are coming up with ideas to help the Superintendent come up with tools he can use, such as how branding was mentioned earlier.*

*Member Cochrane has full confidence in the staff and Superintendent to craft a mission statement and redo current vision and core values based on the suggestions and products that staff bring up. She feels that trying to do this first is putting the cart before the horse. It was her understanding that today's workshop would be to put ideas out so that Dr. Rogers can craft it into a plan that has hard facts within it. She asked for clarification on the process.*

*Superintendent Banda thanked Member Cochrane for pointing that out and for mentioning that we are getting close to the end of the workshop. He noted that another Board member mentioned earlier that perhaps this is something we can do at a later stage. So we are happy to do this. The next phase of this will be to come up with Board priorities and deliverables. All agreed to move to the next phase and circle back to this later.*

*Dr. Rogers then went on to the fifth commitment item, priority deliverable. He asked the Board to list the things that they feel must be done over the next five years. The Board members each gave their items which were recorded and listed all together by Ms. Morrison.*

*Dr. Rogers asked Superintendent Banda if he had any comments and/or guidance on the list. Superintendent Banda said that there are patterns in the list including equity, college and career readiness, and having high quality teachers.*

*Dr. Rogers thanked the Board for the guidance they have given tonight. He said they have been working with the drivers of college and career readiness, operational excellence, family and community empowerment, and safe, clean, and healthy schools. He feels those drivers still work for us, and as they continue with community dialogue they will be looking for community feedback, reaction, commitment, and support to these items.*

*Member Arroyo noted that principals have a good vantage point and a tremendous amount of insight from which they can provide a wealth of information about what is working and what could be improved. He suggests a method be developed by which the Superintendent and staff can more readily get information and ideas from people that are management and other critical positions. Ms. Morrison replied and gave an example of involvement. Dr. Rogers said he agrees, and that the principals are absolutely involved. The Superintendent and Assistant Superintendents regularly engage the principals at the regularly scheduled*

*principals' meetings about this.*

*Member Arroyo asked if, beyond the surveys, there was a way for people to anonymously convey messages. Ms. Morrison responded, and Dr. Rogers said that messages are typically sent to him.*

*Superintendent Banda thanked all that were able to attend the workshop, staff for their work, and the Board for their input. He said that this is a process, that we will be circling back on this, and giving the Board opportunity to take a look at this more as it forms.*

*Member Woo said this was a great workshop, and the more that we can continue to do this and hone down what the strategic plan is, the better it will be for our District.*

*President Pritchett said that she agrees with Member Woo and thanked the staff for their hard work. She looks forward to future meetings.*

#### **4.0 ADJOURNMENT**

*The meeting was adjourned at 7:08 p.m.*

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*José L. Banda, Superintendent*

*NOTE: The Sacramento City Unified School District encourages those with disabilities to participate fully in the public meeting process. If you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in the public meeting, please contact the Board of Education Office at (916) 643-9314 at least 8 hours before the scheduled Board of Education special meeting so that we may make every reasonable effort to accommodate you. [Government Code § 54953.2; Americans with Disabilities Act of 1990, § 202 (42 U.S.C. §12132)] Any public records distributed to the Board of Education less than 24 hours in advance of the Board of Education special meeting and relating to an open session item are available for public inspection at 5735 47<sup>th</sup> Avenue at the Front Desk Counter and on the District's website at [www.scusd.edu](http://www.scusd.edu)*