



Northwest Regional
Education Service District

BOARD PACKET

MATERIALES DE LA MESA DIRECTIVA

WORK SESSION

REGULAR MEETING

AUGUST 10, 2021
10 DE AGOSTO DE 2021
9:30AM - 3:30PM

CONTACT/CONTACTO

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Northwest Regional Education Service District

Welcome to this Public Meeting of the
NWRESD Board of Directors
Worksession

August 10, 2021

9:30 AM

Tillamook Bay Community College

9:30 AM	1.	<u>WELCOME CONNECTING</u>	Dan Goldman
10:00 AM	2.	<u>BOARD DEVELOPMENT WITH OSBA</u>	Vincent Adams
12:00 PM	3.	-LUNCH BREAK-	
12:20 PM	4.	<u>STAFF FEEDBACK AND RETENTION</u>	Kelsey Cardwell & Sharif Liwaru
12:50 PM	5.	<u>SUPERINTENDENT GOALS</u>	Dan Goldman
1:15 PM	6.	<u>BOARD DIVERSITY & GOALS</u> A. <u>Board Diversity</u> B. <u>Board Goals 2021-22</u>	Dan Goldman
1:45 PM	7.	<u>NWRESD ORGANIZATION</u>	Dan Goldman
2:00 PM	8.	<u>ADJOURN</u>	Chair Poehlitz



Northwest Regional Education Service District

August 5, 2021

TO: Board of Directors

FR: Dan Goldman, Superintendent

RE: Board Working Agreements

EXPLANATION: On August 10, 2021, Vincent Adams from the Oregon School Board Association will present on Board Goal Three: Improve Board Governance.

PRESENTER(S): Vincent Adams, OSBA

SUPPLEMENTARY MATERIALS: See attached ("Board/Super Working Agreements")

RECOMMENDATION: N/A

PROPOSED MOTION: N/A

Agreements for Board Meetings, Work Sessions, and Executive Sessions

General Board Meeting & Work Session Agendas

- The Board Chair, Vice Chair and Superintendent will set the board agenda.
- Individual board members may request that items be added to the agenda by contacting the Superintendent, Board Chair, or Board Secretary or discussing their desire in public session.
- Items will not be added to the current agenda by individual board members unless the majority of the present board members vote to approve the addition at the meeting.
- The Board and Superintendent will seek to include multiple perspectives on agenda items of key concern for the community in order to provide for balanced conversation.

Before Meetings

- Board members will come prepared for the meeting by having read all packet materials. If additional items are provided during the meeting, the Board will take time to review them before voting.
- Always abstain from conducting Board business or decision-making outside of board meetings or executive sessions.
- The board packet will normally be e-mailed to board members by the Thursday before regularly scheduled board meetings. The Board will be notified if there is a delay. If requested, a printed copy shall be made available.
- Board members will contact the Superintendent prior to meetings with any questions on agenda items.
 - When an individual board member asks the Superintendent a substantive question about an agenda item, the response will be shared with all board members.

Norms for Public Meetings

- The Board and Superintendent will strive to have no surprises at board meetings
- Each board member has an opportunity to be heard
- Come prepared having read the information provided
- Stay engaged
- Discussions between members of the Board will serve as a model for positive and constructive public dialogue
- Honor the right of individual members to express opposing viewpoints and vote their convictions
- Seek consensus
- Regardless of one's vote, support the decision of the majority
- Respect executive session confidentiality

Procedural Safeguards for Board Meetings

The Superintendent will act as parliamentarian at board meetings to help ensure each motion is clear and there is no missing or misunderstood information.

The Board will not vote on agenda items not listed as “Action Items,” unless it is considered an emergency. In emergency situations, Board Policy will be followed.

Members of the public will be given an opportunity in public session to express opinions prior to the board taking a vote.

Board members will strive to show respect at board meetings and refrain from surprising or embarrassing other board members, administrators, staff members or the audience.

Uphold the confidentiality requirement of Board Meeting Executive Sessions.

Public Comment

- We are committed to providing an opportunity for NWRESD citizens to make public comment.
- Public comment will be scheduled at regular Board Meetings with a time limit of three minutes per speaker.
- Public comment should be just that, and NOT a discussion with the Board. The Board will not answer questions on the spot or engage with public, but could refer questions to the administration or board chair for answer at a later time.
- The Board should clearly state that they will not hear complaints against individuals in public, and that all complaints must go through the chain of command as spelled out in Policy KL (“Public Complaints”) and Procedure KL-AR (“Complaint Form”). This statement shall be made in writing on the agenda, or by the board chair as an announcement at the beginning of the public comment session. For example:

“The Northwest Regional Education Service District Board of Directors requests comments be limited to three (3) minutes per speaker. Speakers will state their name and home address for the record. The Board appreciates community members sharing information during public comments. While the Board does not respond to public comment, following the meeting, the Chair, Vice Chair, and Superintendent will together determine the appropriate level response. Speakers may offer objective criticism of district operations or programs but the Board will not bear complaints concerning specific ESD personnel.”

- The Board will limit the public's participation to the public comment section of the agenda. There should not be cross-discussion between the Board and the public during other agenda items.
- All public comment should be directed respectfully to the Board through the Chair. Comments should not be directed at any individual board member.
- The Board will clearly explain the 'rules' for public comment in writing on the meeting agenda and verbally by the chair at the start of the public comment section of the meeting. Example:

“The Board appreciates community members sharing information during public comments. The Board will listen, but not comment on information we hear from the audience. However, following the meeting, the chair, vice chair and superintendent will together determine if the superintendent shall respond in a public way, a private way or if the issue will be added to future board meeting or work session agendas.”

- Public input will be limited to three minutes per person unless explicitly adjusted for a particular meeting by the Chair.
- Groups will be encouraged to appoint a spokesperson so the same issue is not repeated.
- Each public speaker will identify themselves by name and address, and will submit a form with basic contact information to the Board Secretary before they are recognized to speak.

EXECUTIVE SESSIONS

The Board may meet in executive session to discuss subjects allowed by statute but may not take final action, except for specific instances pertaining to student matters. Executive sessions may be held during regular, special or emergency meetings for any reason permitted by law.

Content discussed in executive sessions is confidential. Members of the media may attend executive sessions, except in specific instances (Board Policy BDC).

The Board may be called to meet in executive session or decide to go into executive session at any time during a regular, special or emergency meeting to discuss certain matters. By Oregon law, the chair may call a Board into executive session without a vote of the Board.

Whenever an executive session is called, the presiding officer must identify the section and subsection of ORS 192.660 (listed reasons) or 332.061 (expulsion or medical records of a minor student) that authorize the executive session's purpose.

Purposes for which executive session may be called:

- To consider the employment of a public officer, employee, staff member or individual agent. ORS 192.660(2)(a)
- To consider the dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or agent, unless he or she requests an open meeting. ORS 192.660(2)(b)
- To conduct deliberations with persons designated to carry on labor negotiations. ORS 192.660(2)(d)
- To conduct deliberations to negotiate real property transactions. ORS 192.660(2)(e)
- To consider records exempt by law from public inspection. ORS 192.660(2)(f)
- To consult with counsel concerning current or possible litigation. ORS 192.660(2)(h)
- To review and evaluate the performance of the superintendent or any other public officer, employee or staff member, unless that person requests an open hearing. ORS 192.660(2)(i)
- Conduct a hearing on the expulsion of a student or to review a student's confidential medical records. ORS 332.061(1)

Boards may never meet in executive session to conduct the following business:

- Fill a vacancy in an elective office
- Fill a vacancy on any public committee, commission or other advisory group
- Consider general employment policies
- Discuss an employee's performance, unless that employee has been notified and has been given the option of having the discussion held in public
- Hire the superintendent or any other employee if the vacancy has not been advertised, hiring procedures have not been adopted by the board, and there has been no opportunity for public input about the hiring



Board-Superintendent Operating Agreements

Purpose

The Board of Directors is the educational policy-making body for Northwest Regional Education Service District. To effectively meet the ESD's goals and challenges, the ESD Board and Superintendent must function together as a leadership team. To ensure collective commitment among team members, effective group agreements must be in place. The following are the group agreements for this leadership team.

Information Requests

- Individual board member requests for information will be directed only to the Superintendent. The Superintendent will respond to general questions and inquiries.
- The Superintendent will determine how to proceed with board member requests that require staff work.
 - If a request requires a large amount of staff work, the request may be discussed with the Board Chair and potentially added to a board agenda for the entire Board to determine if it is a good use of staff time.

Personnel Issues

- Board members recognize that they have one employee, the Superintendent.
- When board members have concerns, they will follow the chain of command and go through the Superintendent. Board members will not make their own investigations.
- Board members recognize that they individually do not direct the staff. They direct the Superintendent as a full Board, and the Superintendent directs the ESD staff members.

Communication With Staff/Community

- Board members are encouraged to visit programs and school sites. Such visits should be planned in advance with the Superintendent. When board members visit schools as a parent or volunteer, they will sign in at the office and ask for a visitor badge.
- Board members shall not direct staff members' work. All requests for staff work will go through the Superintendent.
- In talking with staff, board members will be sensitive to any open-ended, informal questions that might be viewed as "fishing expeditions."
 - The Board's job is not to go fishing, it's to manage the riverbeds and fish ladders: *Don't take a fishing rod, while walking alongside the creek.*
- Prior to utilizing social media, board members will strive to recognize how others may perceive their online presence across the communities they serve.

Speaking with One Voice

- Board members will voice their concerns about any agenda items, or about processes and procedures, during a public meeting before the final vote is taken.
- Board members will publicly support decisions of the majority after honoring the right of individual members to express opposing viewpoints and vote their convictions.
- Board members will show respect for all, including fellow board members, staff and the community.
- Only the Board Chair speaks, or will assign one board member or the Superintendent to speak, on behalf of the Board to the media with regard to ESD affairs.
- The Superintendent (or designee) is expected to communicate with the media and notify the Board when responses pertain to board work.

Superintendent/Board Relations

- The Superintendent will communicate with the Board in a timely manner about issues of concern to the ESD. Board members will give feedback to the Superintendent if they feel adjustments are needed.
- Board Chair and Vice Chair will meet regularly and consistently with the Superintendent to plan Board meeting agendas and strategize on how to address key issues.
- Board Chair and Vice Chair and the Superintendent will together determine timelines to make certain that all members of the Board are made aware of responses to public comment at meetings and/or media requests.
- The Superintendent and Board members will be open to feedback and respond respectfully.
- The Superintendent will provide the Board with a regular report on ESD progress and matters of importance.

Accountability

- It is the role of the entire Board to hold one another to these working agreements. Board members will remind one another in a respectful manner when a member is violating an agreement.
 - If necessary, the Chair or Vice Chair will initiate a 1:1 conversation with the Board member(s) who do not adhere to these agreements.
- The Board and Superintendent will review, revise and recommit to these agreements annually.



ESD Board-Superintendent Roles & Responsibilities

1. Board Roles & Responsibilities

a. ESD Board Defined

- ESD board members, although locally elected and appointed, are really state officials, co-partners with the legislature. They are designated by school law to administer the school system in each district.
- Effective boards concentrate their time and energy on determining what the service district should accomplish, as well as enacting/revising policies to carry out these goals.

b. Primary Responsibilities

- **Planning** – The Board of Directors will engage in strategic planning. This is a basic responsibility to the public electorate.
- **Setting Policy** -- The central responsibility of a board, both in theory and in law, is to be the policy-forming body. Policy means actions of the Board that set written goals and objectives for the ESD and parameters for actions.
- **Evaluating Results** -- The Board will evaluate the results of planning. Evaluation “completes the loop” and, in fact, leads inevitably to more planning. Evaluation occurs all the time, both formally and informally. As a group, the Board is not an administrative body; neither should it be a “rubber stamp” for professional educators.
- **Hire/Evaluate the Superintendent** -- The selection, review, and retention of a competent chief executive is one of the Board's most important functions.
- **Listen to and Represent** the community in its entirety.

c. Additional Duties

- Enact rules and regulations governing the operation of the ESD
- Enact rules and regulations governing student and employee behavior
- Adopt the budget and levy taxes
- Confirm ESD compliance with state and federal regulations
- Confirm the construction, equipping, furnishing and maintenance of ESD facilities and other capital resources
- Determine the compensation of employees
- Confirm operable student transportation systems as needed
- Confirm the provision of food services for students as needed
- Acquire and manage real estate for ESD purposes
- Do other things necessary to carry out the duties and responsibilities assigned to ESD boards by the State of Oregon

2. Collective Authority of the Board

- The Board's authority comes from the power of the majority
- A single board member has no authority to make decisions or take any actions
- The majority of the board can take action on any agenda item (properly identified as an "action item" prior to taking action)
- The Board, by majority vote, hires the Superintendent; the other licensed staff members (including administrators) are recommended to the school board by the Superintendent and must be approved or denied through formal Board action
- Any licensed staff, other than the Superintendent, comes to the board for dismissal as a recommendation from the Superintendent. The Board takes action and then the collective bargaining agreement and state laws are followed regarding appeals, etc.
- Discipline of any employee, including appeals (other than that of the Superintendent), will be handled by the Superintendent according to state law, district policy and the collective bargaining agreement
- The Board handles complaints concerning the Superintendent in accordance with ESD policy (KL-AR) and contract agreements with relevant employee groups
- The Board handles appeals about administrative action regarding student disciplinary issues

3. Individual Board Members

- No singular authority. Same as any other citizen.
- When visiting, should let the school, program, or facility know if they are there as a board member, parent or community member. If visiting as a board member, a courtesy call to the Superintendent prior to the visit is appropriate.
- Will call the Superintendent or Board Chair with ideas, solutions, concerns that they would like considered for Board discussion or action.
- Email between board members is subject to public meeting laws and public records requests. The Board will not conduct deliberations over email.
 - "Reply All's" that include a quorum of Board Members is never appropriate.

4. Authority of the Board Chair

- Singularly speaks - or will assign one other Board Member or Superintendent to speak - on behalf of the Board to the media with regard to Board policy and decisions.
- Makes certain that new board members are oriented to Board processes.
- Makes certain the Board follows its own "Operating Agreements." If these agreements are violated, it is the responsibility of the Board Chair to hold the member(s) accountable.
- Works together with the Superintendent and Vice-Chair to develop efficient agendas with input from other Board members and the Superintendent, and encourages the knowledgeable participation, thoughtful discussion, and effective decision-making on the part of the Board as a whole.
- Facilitates board meetings in a collaborative, focused and timely manner.
- Assigns board members to working committees.

5. Role of the Superintendent

- Is the Chief Executive of the ESD.
- Runs the daily operations of the ESD.
- Carries out policies established by the Board.
- Makes certain staff and programs are aligned to carry out the established mission/vision of the ESD.
- Makes certain staff and programs are aligned to maximize student achievement and social development.
- Provides recommendations to the Board regarding all licensed hires/terminations.
- With other administrators, handles all staff complaints and complaints regarding staff (with the exception of complaints against the Superintendent).



Northwest Regional Education Service District

August 5, 2021

TO: Board of Directors

FR: Kelsey Cardwell, Communications Director

RE: Survey results on staff engagement and inclusion

EXPLANATION:

At the request of the board, we are providing information on the background, results and actions from the annual staff survey to provide context and foundational information about efforts to promote an equitable and inclusive workplace.

PRESENTER(S): Sharif Zakir Liwaru, Equity and Family Partnerships Director and Kelsey Cardwell, Communications Director

SUPPLEMENTARY MATERIALS: See attached (“Staff Engagement Survey - Board”)

RECOMMENDATION: N/A

PROPOSED MOTION: N/A

Staff Survey Results

Creating an inclusive culture and retaining talent



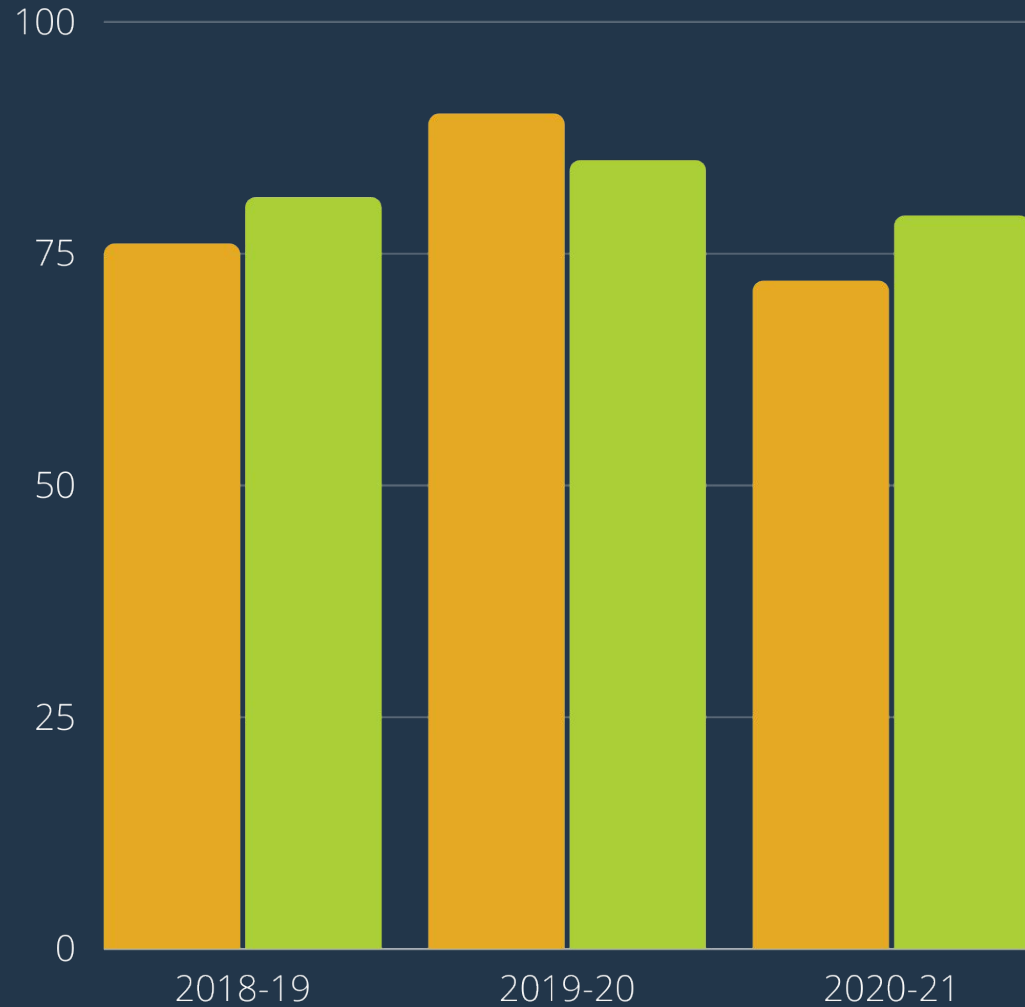
Board Work Session
August 10, 2021

Staff Survey

- Six years of results
- Three years measuring BIPOC staff responses
- 2020-21 survey:
 - 343 total respondents / 44 BIPOC staff responses
 - 39 questions about engagement, inclusion, wellness, knowledge of the strategic plan, demographics

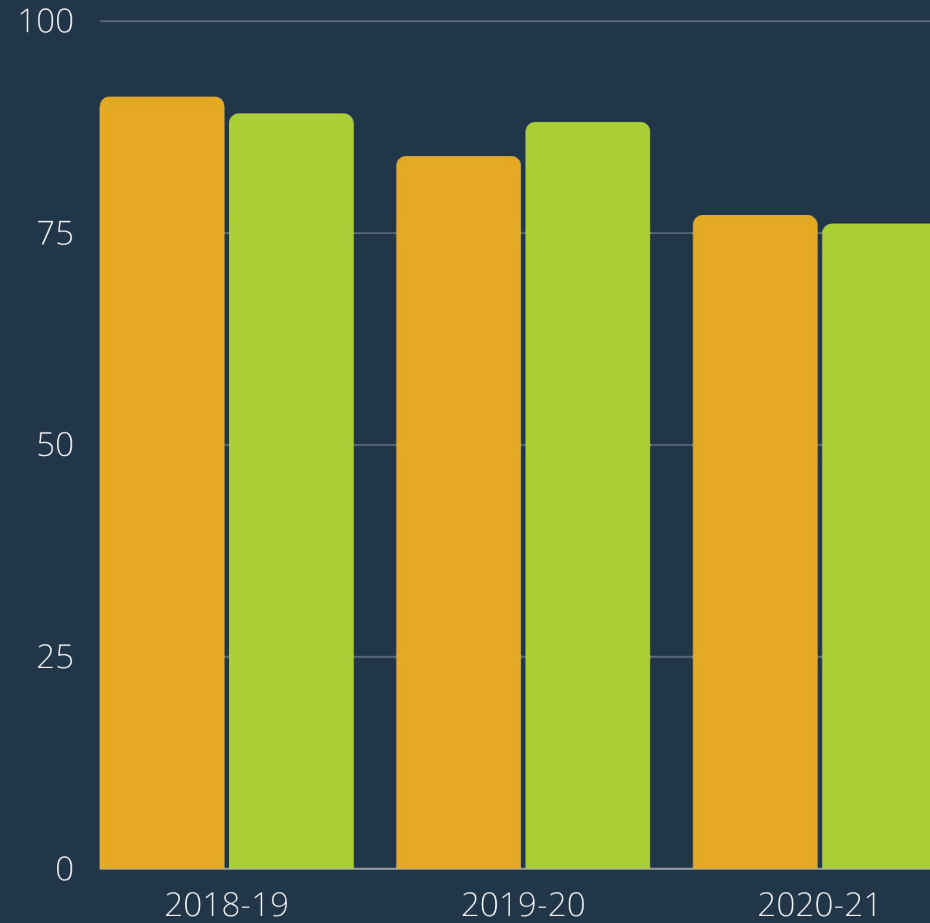


I would recommend Northwest Regional ESD to family or friends as a great place to work.



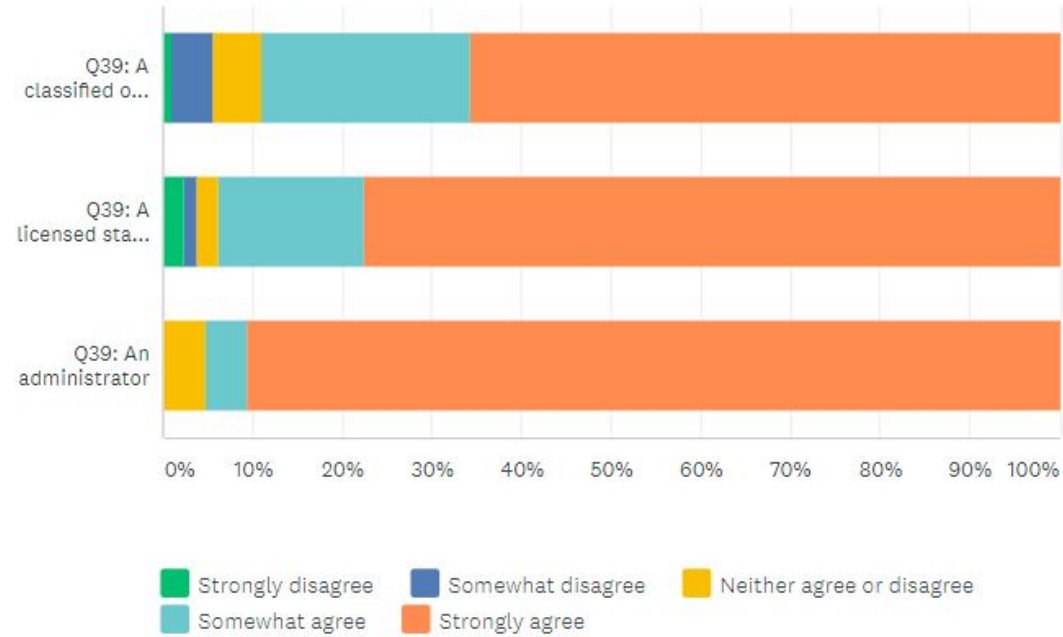


I feel a sense of belonging at work (2020-21) / I feel welcome at work (prior years)



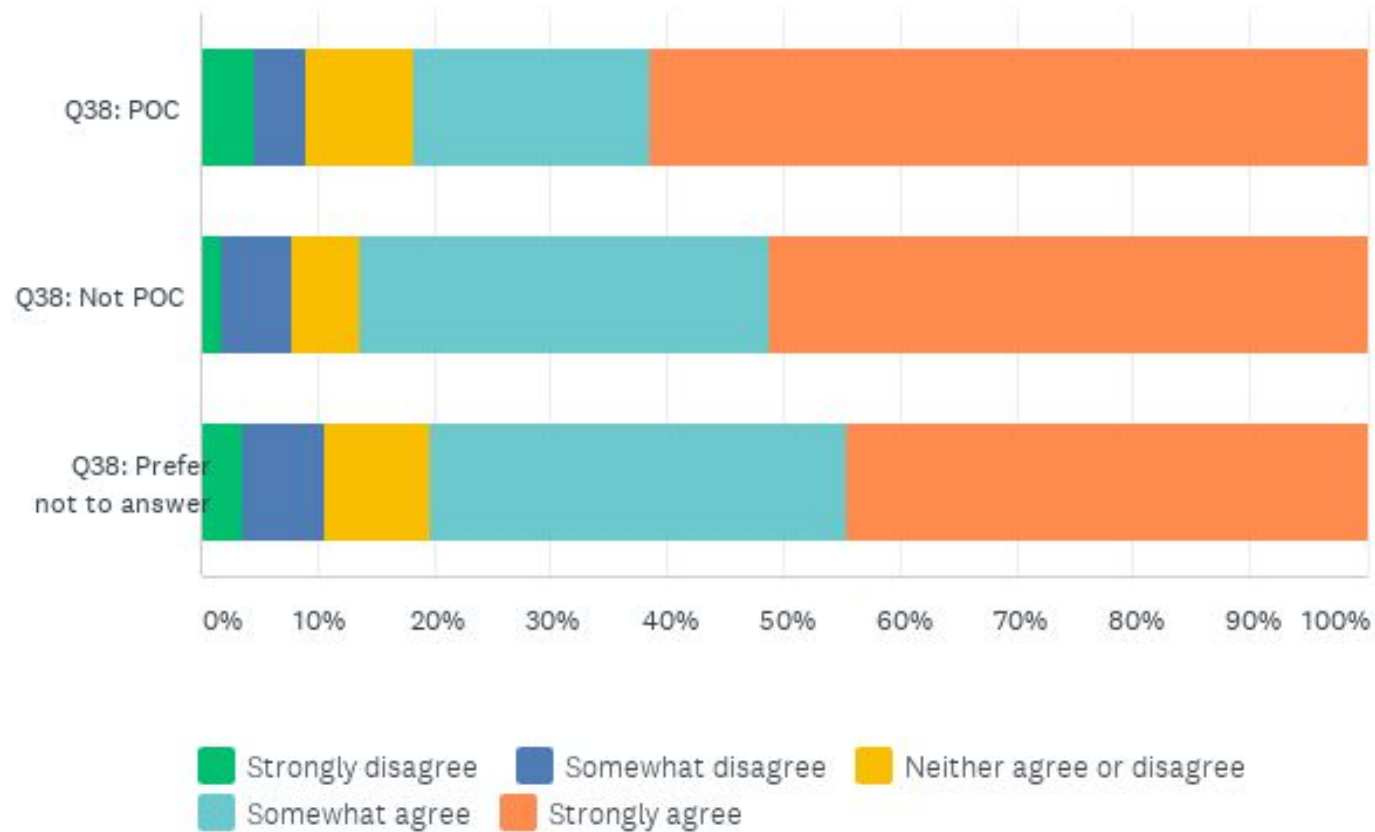
My work is meaningful.

Answered: 258 Skipped: 1



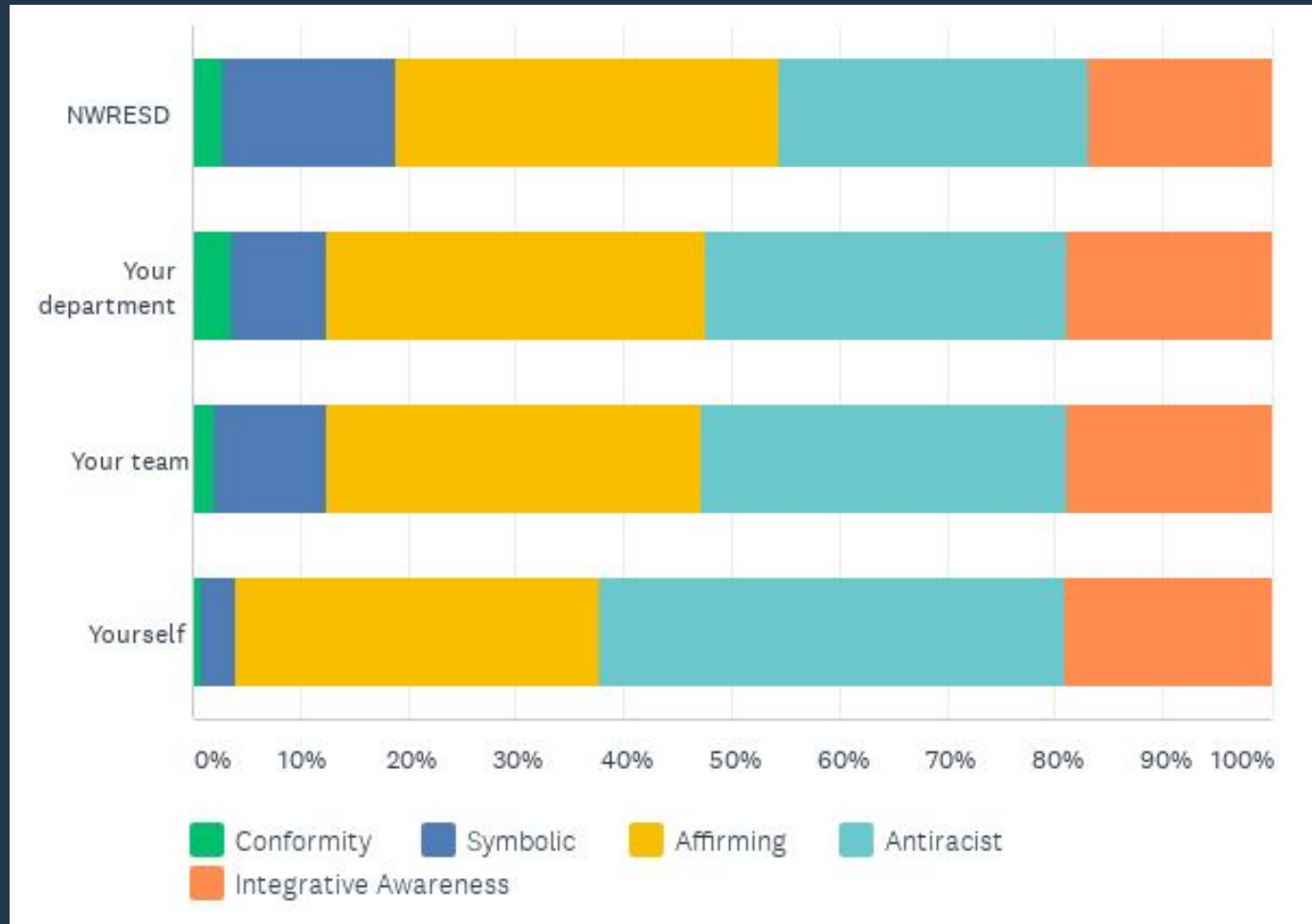
	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	TOTAL
Q39: A classified or confidential staff member (A)	0.93% 1	4.63% 5	5.56% 6	23.15% 25	65.74% 71 B	41.86% 108
Q39: A licensed staff member (B)	2.33% 3	1.55% 2	2.33% 3	16.28% 21	77.52% 100 A	50.00% 129
Q39: An administrator (C)	0.00% 0	0.00% 0	4.76% 1	4.76% 1	90.48% 19	8.14% 21
Total Respondents	4	7	10	47	190	258

Q8 I feel productive in a remote work environment.





New this year: Please take a moment to re-familiarize yourself with Northwest Regional ESD's Antiracist Multicultural Continuum.





Major Strategies - Actions

- Affinity group for staff of color meets monthly
- Equity learning teams (includes site-based and itinerant staff to address multiple environments)
 - Building Equitable Learning Environments (BELE) Network with ESD Equity Leaders and a school district partner team to further influence environments where we have staff
- Action plans will have input from the Equity and Family Partnerships team and increase expectations for multiple perspectives in plan design
- Board equity policy advisory committee
- Anti-bias training to be included in annual required training for all staff
- Streamlining reporting for complaints, discrimination



Northwest Regional Education Service District

August 5, 2021

TO: Board of Directors

FR: Dan Goldman, Superintendent

RE: 2021-22 Superintendent Goals

EXPLANATION:

Attached please find the proposed Superintendent Goals for 2021-22. These goals will be discussed during the work session and approved during the regular session.

PRESENTER(S): Dan Goldman, Superintendent

SUPPLEMENTARY MATERIALS: See attached ("Supt Goals 2021-22")

RECOMMENDATION: N/A

PROPOSED MOTION: N/A

2021-22 NWRES D Superintendent Goals

Dan Goldman

OVERVIEW & PURPOSE

Each summer, the Superintendent and Board will collaborate towards setting actionable, relevant and measurable Superintendent goals for the coming academic year. Progress towards the following goals will be utilized by the Board as a component of the annual evaluation of the Superintendent.

Goal 1: The Superintendent will make demonstrable progress towards fulfilling the organizational goals in the Board-adopted strategic plan

The Superintendent will:

1. Implement and report on Department and Site-Level Action Plan progress demonstrating the breadth and depth of organizational action to fulfill Strategic Plan commitments (Strat Plan 5.1).
2. Report summative progress to the Board twice-annually indicating progress towards Key Milestones and Metrics in the Strategic Plan.

Goal 2: The Superintendent will elevate equity, anti-racism, and community/family partnership efforts

The Superintendent will:

3. Engage at least 10 department/site-level teams to participate in a comprehensive, year-long equity professional learning series (Strat Plan 1.1).
4. Strengthen NWRES D's role as a regional leader in providing racial equity professional development services as measured by the number of component school districts engaged with the Office of Equity and Family Partnership by 25%, from 11 in 2020-21 to 14 (Strat Plan 5.3).

5. Increase BIPOC staff member's feeling of belonging at work from 76% (in 2021-22) to 80% as measured by the annual staff survey.

Goal 3: The Superintendent will ensure that school district superintendents are supported, engaged, and receive excellent service

The Superintendent will:

6. Ensure at least 90% of school districts approve the LSP/Annual Report by January 2022.
7. Ensure each school district is participating in at least one professional learning network (e.g., 9th Grade Success, Diverse Educator Pathways, Early Literacy, Instructional Coaching, Regional Educator, Social, Emotional, and Mental Health) (Strat Plan 3.2, 3.2, 3.4).
8. Expand the number of children with developmental disabilities in school district-operated partnership preschool classrooms by at least 20% (from 99 in 2020-21 to 119) (Strat Plan 3.1).

Goal 4: The Superintendent will improve the ESD's financial position and ensure resources are aligned to strategic priorities.

The Superintendent will:

9. Produce a proposed budget that increases operating revenue in reserves, net of the beginning fund balance, from 6.7% in 2020-21 to 7.7% (Strat Plan 6.5).
10. Produce a proposed budget plan that clearly aligns resources to Strategic Plan priorities (Strat Plan 6.4).
11. Produce an Annual Report that clearly communicates the agency's commitment to educational equity and anti-racism (Strat Plan - Collective Commitment 1).



Northwest Regional Education Service District

August 5, 2021

TO: Board of Directors

FR: Dan Goldman, Superintendent

RE: Board Diversity

EXPLANATION:

In advance of the Board's discussion on Board Diversity, please find the attached demographics for student membership in the NW region. This report is based on the Oregon Department of Education Fall Membership report.

This time will provide an opportunity for the Board to discuss its role in the agency's diversification effort and future opportunities for Board membership.

PRESENTER(S): Board Members

SUPPLEMENTARY MATERIALS: See attached ("Demographics")

RECOMMENDATION: N/A

PROPOSED MOTION: N/A

2020-21 Demographics

Source: ODE Fall Membership 2/4/2021

	Enrollment	Asian	Indigenous	Pacific Islander	Black	Latinx	Multiracial	White
Clatsop	4871	0.9%	0.8%	0.8%	0.3%	20.3%	4.3%	72.6%
Astoria SD 1	1809	0.6%	0.7%	1.1%	0.4%	19.0%	4.0%	74.3%
Jewell SD 8	112	0.0%	0.0%	0.0%	0.0%	13.4%	7.1%	79.5%
Knappa SD 4	492	0.2%	1.4%	0.2%	0.2%	7.9%	4.5%	85.6%
Seaside SD 10	1513	1.7%	0.8%	0.6%	0.5%	28.8%	3.0%	64.6%
Warrenton-Hammond SD 30	945	0.5%	0.6%	1.0%	0.0%	16.4%	6.7%	74.8%
Columbia	6822	0.9%	1.2%	0.3%	0.5%	10.5%	6.1%	80.5%
Clatskanie SD 6J	651	0.2%	1.4%	0.0%	0.2%	10.0%	7.8%	80.5%
Rainier SD 13	857	0.7%	2.0%	0.0%	0.5%	9.3%	5.7%	81.8%
Scappoose SD 1J	2123	1.3%	1.0%	0.5%	0.5%	10.8%	6.1%	79.7%
St Helens SD 502	2655	0.7%	1.2%	0.2%	0.7%	11.2%	6.1%	80.0%
Vernonia SD 47J	536	0.9%	1.1%	0.4%	0.2%	8.2%	5.0%	84.1%
Tillamook	3242	0.6%	1.0%	0.4%	0.3%	26.2%	4.9%	66.6%
Neah-Kah-Nie SD 56	711	0.7%	0.8%	0.3%	0.4%	16.0%	5.5%	76.2%
Nestucca Valley SD 101J	455	0.0%	1.3%	0.0%	0.7%	26.2%	5.7%	66.2%
Tillamook SD 9	2076	0.7%	1.1%	0.5%	0.2%	29.6%	4.5%	63.4%
Washington	83116	11.0%	0.5%	0.9%	2.4%	30.4%	7.5%	47.5%
Banks SD 13	1062	0.5%	0.3%	0.3%	0.4%	9.5%	5.7%	83.3%
Beaverton SD 48J	39515	17.6%	0.4%	0.7%	3.0%	25.9%	8.1%	44.3%
Forest Grove SD 15	5747	1.1%	0.5%	0.2%	0.6%	55.9%	3.5%	38.1%
Gaston SD 511J	512	0.4%	0.6%	1.0%	1.6%	11.9%	2.1%	82.4%
Hillsboro SD 1J	19366	6.8%	0.6%	0.7%	2.4%	40.1%	7.4%	41.9%
Northwest Regional ESD	213	0.9%	3.8%	0.0%	3.3%	12.2%	5.6%	74.2%
Sherwood SD 88J	4842	3.4%	0.4%	0.6%	0.7%	10.8%	6.5%	77.6%
Tigard-Tualatin SD 23J	11859	5.1%	0.3%	2.2%	2.0%	28.1%	8.3%	53.8%
4 County Region	98051	9.4%	0.5%	0.8%	2.1%	28.4%	7.1%	51.6%



Northwest Regional Education Service District

August 5, 2021

TO: Board of Directors

FR: Dan Goldman, Superintendent

RE: 2021-22 Board Goals

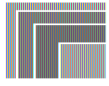
EXPLANATION: Please find attached the draft 2021-22 Board Goals. Board Goals will be discussed during the work session and approved during the regular session.

PRESENTER(S): Dan Goldman, Superintendent

SUPPLEMENTARY MATERIALS: See attached ("Board Goals")

RECOMMENDATION: N/A

PROPOSED MOTION: N/A



Board Goals	2020-21	Evidence
Goal One	Attend board meetings consistently and arrive prepared to discuss presented materials.	Attendance rate: 85%
Goal Two	Ensure board/superintendent working agreements are known, practiced, and monitored.	
Goal Three	Improve Board governance.	
Goal Four	Learn more about regional programs using the ESD Equity Lens.	
Board Goals	2021-22	Evidence
Goal One	Attend board meetings consistently and arrive prepared to discuss presented materials.	
Goal Two	Ensure board/superintendent working agreements are known, practiced, and monitored.	
Goal Three	Improve Board governance.	
Goal Four	Learn more about regional programs using the ESD Equity Lens.	



Northwest Regional Education Service District

August 5, 2021

TO: Board of Directors

FR: Lauren O'Driscoll, Board Secretary

RE: 2021-22 NWRESD Organizational Chart

EXPLANATION: Please find attached 2021-22 Organizational Chart which will be discussed during the work session and approved during the regular session.

PRESENTER(S): Dan Goldman, Superintendent

SUPPLEMENTARY MATERIALS: See attached ("Org Chart")

RECOMMENDATION: N/A

PROPOSED MOTION: N/A



Northwest Regional Education Service District

