



Northwest Regional
Education Service District

BOARD PACKET MATERIALES DE LA MESA DIRECTIVA

WORK SESSION - SESIÓN DE TRABAJO

AUGUST 9, 2022
9 DE AGOSTO DE 2021
10:00AM

CONTACT/CONTACTO

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Northwest Regional Education Service District

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

August 9, 2022
10:00 AM

Tillamook Bay Community College

10:00 AM	1.	CALL TO ORDER	Chair Erickson
10:03 AM	2.	WELCOME CONNECTING	Dan Goldman & S. Liwaru
10:45 AM	3.	2020-25 STRATEGIC PLAN PROGRESS & NEXT STEPS	Dan Goldman, David Williams, Brian Bain, & S. Liwaru
11:45 AM		-LUNCH BREAK-	
12:15 PM	4.	BOARD WORKING AGREEMENTS	Dan Goldman
12:30 PM	5.	SUPERINTENDENT GOALS	Dan Goldman
12:45 PM	6.	ANNUAL BOARD GOALS	Chair Erickson & Dan Goldman
1:00 PM	7.	BOARD COMMITTEES	Dan Goldman
1:15 PM	8.	BOARD PRESENTATION SCHEDULE	Dan Goldman
1:30 PM	9.	NWRESD ORGANIZATION	Dan Goldman
1:45 pm	10.	ADJOURN	Chair Erickson



Northwest Regional Education Service District

August 9, 2022

TO: Board of Directors

FR: Dan Goldman, Superintendent

RE: Welcome & Connecting

EXPLANATION: The NWRESD has been engaged in significant reform efforts towards becoming a more equitable, antiracist and multicultural organization as directed by Board Policy “ADA - Equity.” As the Board continues its work to examine issues of diversity, identity, beliefs and values to effectively lead for equity, members will be afforded the opportunity to make connections between who we are as individuals and how that shapes our decisions and behaviors.

PRESENTER(S): Dan Goldman, Superintendent

Sharif Zakir Liwaru, Equity & Family Partnerships Director

SUPPLEMENTARY MATERIALS: [Board Policy ADA - Equity](#)
[Connecting Slidedeck](#)

RECOMMENDATION: N/A

Northwest Regional Education Service District

Code: **ADA**
Adopted:
Revised/Readopted:
Orig. Code(s):

Equity

Northwest Regional Education Service District is committed to equity and the success of each and every student. This commitment means we focus on attaining student outcomes that are not predicted by race, ethnicity, family economic status, mobility, language, country of origin, gender, gender expression, sexual orientation, disability, or zip code.

Equity in education ensures inclusion and centers on social justice. Equity is not used interchangeably with principles of equality. Equity goes beyond equality where students are not simply given the same thing, but instead receive what they need to succeed. Thus, fostering an environment in which each and every student has an opportunity to access and succeed in a high-quality educational experience.

Education is a core determinant factor in a student's health, well-being, economic stability, civic involvement, and contribution to society. The creation of a more equitable and just society hinges on actualizing the principles of educational equity. In order to break the predictive link between student demographics and student achievement, the ESD will apply the principle of equity to all policies, programs, operations, and practices.

To achieve educational equity for our students the ESD is committed to:

- Being an antiracist and multicultural organization;
- Using data, disaggregated by race, ethnicity, language, special education, gender, sexual orientation, socioeconomic background, and mobility to inform decision-making;
- Creating and fostering an inclusive and welcoming environment for all students, families, and staff;
- Providing systemic and sustainable professional development and support in equity for personnel at all organizational levels through culturally sustaining practices and equitable delivery of services.
- Engaging members of our communities who are racially and culturally representative of our student demographics on decision-making and advisory bodies, and honoring their contributions of voice and perspective;
- Ensuring Special Education for students with disabilities (i.e. Autism Spectrum Disorder, Communication Disorder, Deafblindness, Developmental Delay, Emotional Disturbance, Hearing and/or Vision Impairment, Intellectual Disability, Orthopedic Impairment, Traumatic Brain Injury, or Other Health Impairment) is culturally sustaining and considers race and language;
- Recruiting, employing, and retaining personnel at all organizational levels that reflect the diversity of the students in districts served by the ESD. In alignment with the Educators Equity Act (ORS 342.433 to 342.449).
- Ensuring the ESD Strategic Plan embraces principles of educational equity with measureable outcomes to attain the goal of preparing every student for college and career readiness, and to achieve their dignity and potential.

The superintendent shall develop procedures to implement this policy, and will report on the strategic plan as to the progress of actions in support of this policy.

END OF POLICY

Legal Reference(s):



Northwest Regional Education Service District

August 9, 2022

TO: Board of Directors
FR: Dan Goldman, Superintendent
RE: 2020-25 Strategic Plan Progress & Next Steps

EXPLANATION: The ESD is moving into the third year of a five-year strategic planning cycle. In this session, the Board will review progress made towards meeting the objectives of the 2020-25 Strategic Plan as well as discuss potential future adjustments and revisions as we take stock of our progress related to initial objectives.

PRESENTER(S): Brain Bain, Director of Research, Evaluation & Assessment
David Williams, Chief of Staff
Dan Goldman, Superintendent

**SUPPLEMENTARY
MATERIALS:** Slide Deck

RECOMMENDATION: N/A

PROPOSED MOTION: N/A



2020-25 STRATEGIC PLAN PROGRESS & NEXT STEPS

Introduction to the 2020-2025 Strategic Plan



Our five-year strategic plan is rooted in our mission, values and community input. After hundreds of conversations with community members, staff, school district partners and students, our agency developed and launched a 2020-25 strategic plan.

A 28-member strategic plan work group outlined a vision and six collective commitments. We believe that when all of our staff work in collaborative teams to pursue these six collective commitments, then we will achieve our vision: **Every student educated, equipped and inspired to achieve their full potential and enrich their communities.** The strategic plan also outlines the strategies and metrics to hold us accountable to these commitments.

Our Vision
Every student
potential and

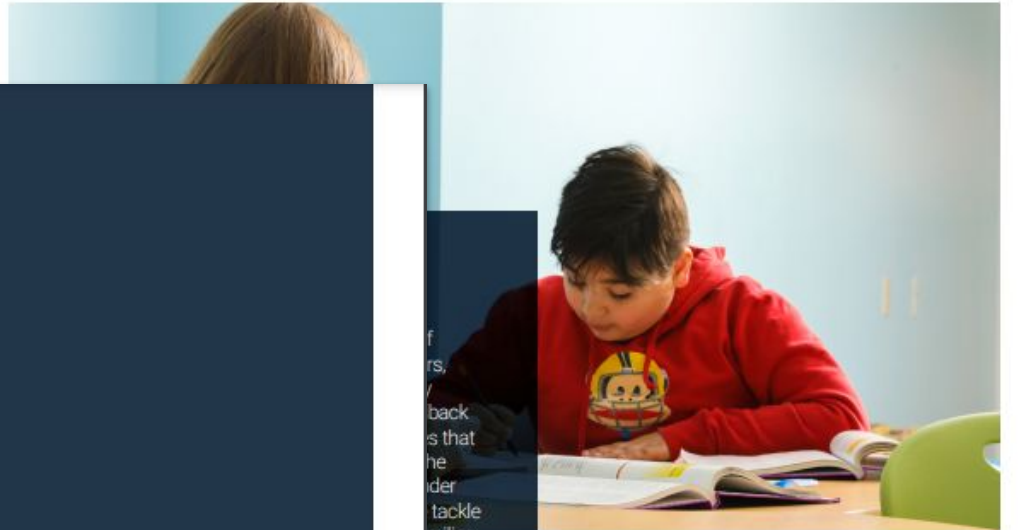
Our Mission
In partnership
Education Service
equitable and

Our Values

- **Student**: our work provides service opportunities for all students.
- **Partnership**: we partner with other education service providers to share resources and support successful transitions.
- **Equity**: we address community gaps for our partner communities.
- **Innovative Service**: we offer specialized services to students, families and districts through skilled and responsive providers. Our innovative service delivery allows us to maximize resources for partner districts and preserve their local budgets, while providing quality services.



2020-2025 Strategic Plan



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What is this plan anyway... and how was it built?!

- Over 130 individual interviews with staff, administrators, district superintendents, partner organization leaders, community leaders, and members
- Superintendent collected feedback at every NYU ED department and work site
- Hundreds of responses to the Equity and Justice Impact Assessment
- Multiple sessions for development with EOP
- Six sessions for development with the team (racially, geographically, and organizationally)
- Office of Equity and Justice conducted three workshop sessions to collect feedback and recommendations from BIPOC staff in Racial Affinity spaces
- Board input collected throughout process in three public work sessions
- Board Adopted in August 2020

The Result...

Theory of Action

VISION

Every student educated, equipped, and inspired to achieve their full potential and enrich their communities

...a connected set of propositions, a logical chain of reasoning that explains how change will lead to vision fulfillment and improved practices

Theory of Action

Every student will be educated, equipped, and inspired to achieve their full potential and enrich their communities, when all NWRES staff work in collaborative teams to:

1. Cultivate anti-racism, and diverse racial perspectives in curriculum design, and decision-making;

3. Establish high achievement for every student;

5. Develop inclusive partnerships with students, families, and community partners;

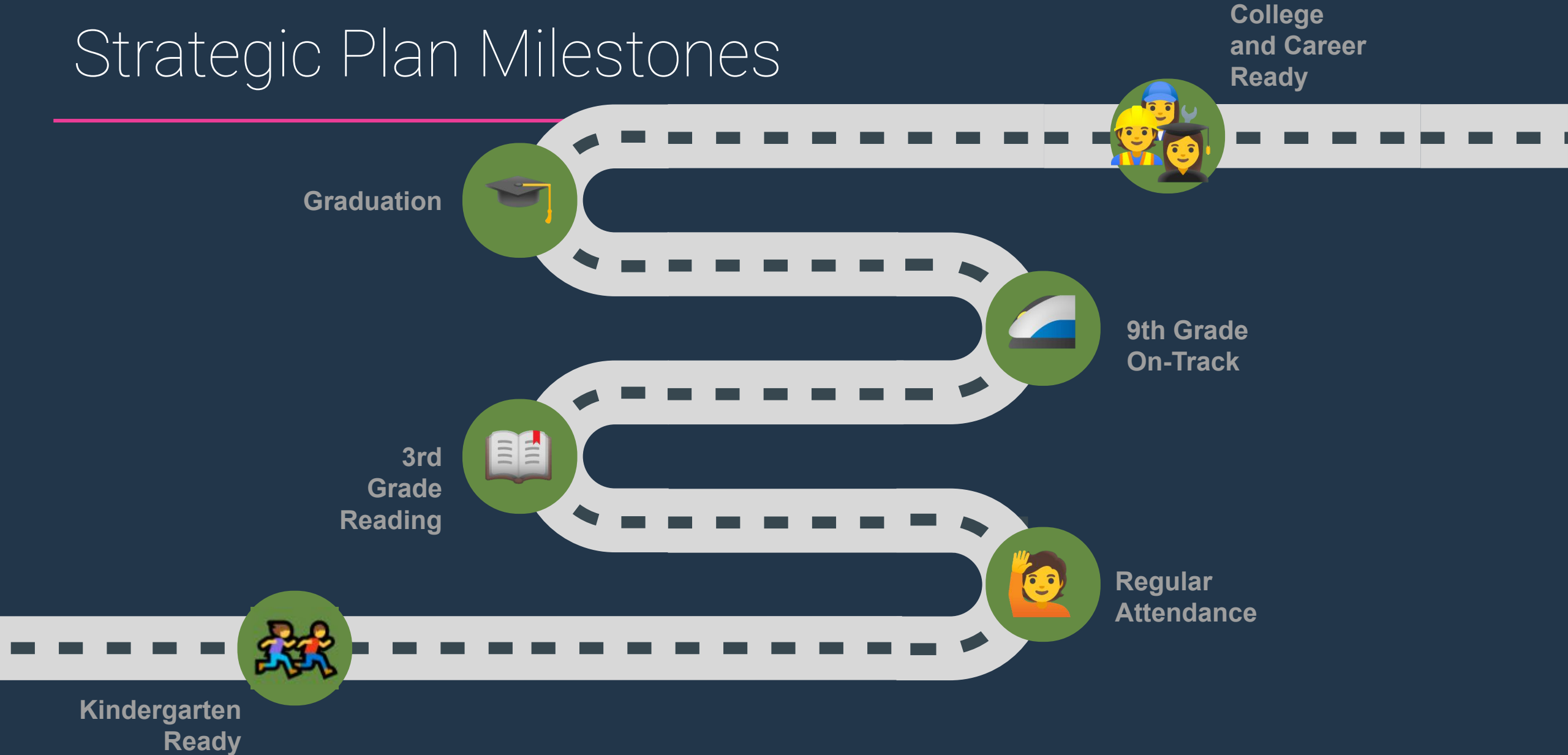
seek, organize, and allocate resources towards achieving these commitments.



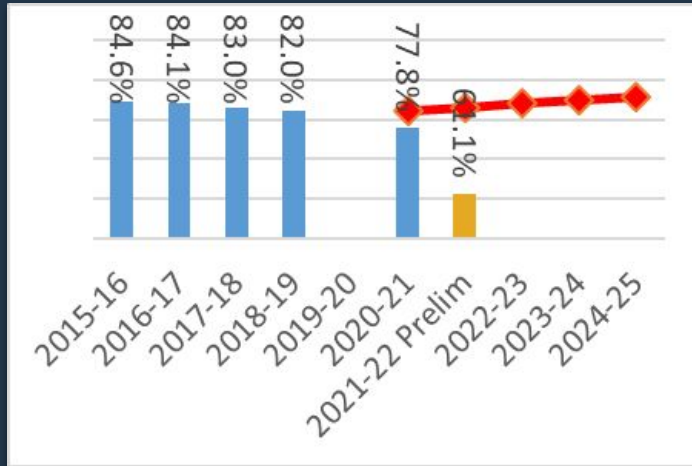
Collective Commitments



Strategic Plan Milestones



Milestones Progress



Outstanding Attendance										
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 Prelim	2022-23	2023-24	2024-25
All students	84.6%	84.1%	83.0%	82.0%		77.8%	61.1%			
Goal						82.2%	83.1%	84.0%	84.9%	85.8%
Latinx	81.3%	79.6%	78.5%	76.4%		67.2%	49.3%			
Goal						79.2%	80.3%	81.4%	82.4%	83.5%
Black/African American	83.8%	84.0%	82.9%	82.8%		75.9%	59.4%			
Goal						83.8%	84.3%	84.8%	85.3%	85.8%
American Indian/Alaska Native	75.4%	76.6%	74.8%	75.4%		67.6%	44.7%			
Goal						77.2%	78.8%	80.4%	81.9%	83.5%
Pacific Islander/Native Hawaiian	78.0%	72.6%	69.1%	69.5%		53.0%	41.6%			
Goal						72.4%	74.5%	76.5%	78.6%	80.6%
Students with Disabilities	77.6%	77.0%	75.7%	74.6%		68.9%	55.1%			
Goal *						76.7%	77.7%	78.7%	79.6%	80.6%

What do you see?

What does this mean for districts in our region?

How does this impact our planning for supporting districts?

Strategic Plan Progress - Stock Take

Collective Commitment	Planning	Capacity	Evidence	Overall Likelihood of Success
1. Cultivate anti-racism, multiculturalism, and diverse racial perspectives in program design, continuous improvement, and decision-making	Yellow	Yellow	Orange	Orange
2. Create culturally sustaining learning environments that ensure each student is safe, known, and connected	Orange	Yellow	Red	Orange
3. Establish high expectations for the achievement and personal growth of each student	Yellow	Yellow	Orange	Yellow
4. Utilize culturally sustaining, research-based practices for designing and delivering instruction	Orange	Orange	Orange	Orange
5. Develop authentic, reciprocal, and inclusive partnerships with our diverse students, families, and community partners	Yellow	Green	Yellow	Yellow
6. Seek, organize, and allocate resources toward achieving these commitments	Green	Yellow	Yellow	Green



HIGHLY PROBLEMATIC
Requires urgent and decisive action



PROBLEMATIC
Requires substantial attention



MIXED
Some good, some requires attention



GOOD
Requires refinement

Feedback from Cabinet

Summarize Redlines by Cabinet

Redlines due by 8/1

Just a few examples



Northwest Regional Education Service District

August 9, 2022

TO: Board of Directors
FR: Dan Goldman, Superintendent
RE: Board-Superintendent Working Agreements

EXPLANATION: Each year, the Board reviews its working agreements in an effort to continuously improve. In this session, the Board will review, discuss and revise the following documents that will guide its governance work for the 2022-23 school year:

- School Board/Superintendent Roles and Responsibilities
- Board-Superintendent Operating Agreements
- Agreements for Board Meetings, Work Sessions, and Executive Sessions

PRESENTER(S): Dan Goldman, Superintendent

SUPPLEMENTARY
MATERIALS:

-Board Roles and Responsibilities
-Board-Supt Operating Agreements
-Agreements for Board Meetings, Work Sessions, Executive Sessions
[Board-Super Working Agreements Deck](#)

RECOMMENDATION: N/A

PROPOSED MOTION: N/A

NWRESD 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, inevitably leads 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).



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.
- 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.
- 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.

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.

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.

When at all practicable, 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 the 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 hear 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 WORKING AGREEMENTS





Agreements for Board Meetings, Work Sessions, and Executive Sessions

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- Individual board members may request that items be added to the agenda
- Superintendent or Board Chair, or Board Secretary or discussing their items will not be added to the current agenda by individual board members
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Before Meetings

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- Board members will contact the Superintendent prior to meetings with items.
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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 public dialogue
- Honor the right of individual members to express opposing viewpoint
- Seek consensus
- Regardless of one's vote, support the decision of the majority



NWRESD Board-Superintendent Roles & Responsibilities

1. Board Roles & Responsibilities

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 - **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



Board-Superintendent Operating Agreements

Purpose

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 - 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.
- 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.
- 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.

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."



Northwest Regional Education Service District

August 9, 2022

TO: Board of Directors
FR: Dan Goldman, Superintendent
RE: Superintendent Goals

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

PRESENTER(S): Dan Goldman, Superintendent

SUPPLEMENTARY
MATERIALS:

[2022-23 Draft Superintendent Goals](#)

[2021-22 Superintendent Goals - Summative Review](#)

RECOMMENDATION: N/A

PROPOSED MOTION: N/A



2022-23 Proposed 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.

The Board has communicated its desire to focus on 1) fostering the growth of Cabinet members to retain and attract talent; and, 2) continuing the expansion of communications with the board, staff, and communities.

Goal 1: Recruit and retain talented and diverse staff

The Superintendent will:

1. Assure that all new NWRESD staff members receive meaningful, equity-oriented professional development in their first 90 days of employment as a part of required onboarding (Strat Plan 1.2).
2. Establish a comprehensive training series for administrators via a monthly Administrator Academy focused on supervision & evaluation, instructional leadership, systems management, and building positive climate and culture (Strat Plan 6.1).
3. Assure that all NWRESD service centers, sites, and programs offer wellness opportunities for staff and that 90% of users rate wellness activities as effective/highly effective (Strategy 6.6).

Goal 2: The Superintendent will make demonstrable progress towards fulfilling the organizational goals in the Board-adopted strategic plan

The Superintendent will:

4. Engage NWRESD's diverse stakeholders in developing recommendations to the Board for revisions to the Strategic Plan strategies and metrics. Regularly report on the process and progress to the board with recommendations in Spring 2023.
5. Implement and report on Department and Site-Level Action Plan progress demonstrating the breadth and depth of organizational action to fulfill current Strategic Plan commitments (Strat Plan 5.1)
6. Report interim and summative progress to the Board (twice-annually) indicating progress towards Key Milestones and Metrics in the Strategic Plan.

Goal 3: The Superintendent will elevate equity, anti-racism, and community/family partnership efforts

The Superintendent will:

7. Embed new racial equity standards within the professional evaluation system for all licensed staff and train all administrators to effectively leverage them for instructional improvement (Strat Plan 6.2).
8. Refine and implement a meaningful, growth-oriented professional evaluation system for licensed staff (Strat Plan 6.3).
9. Engage at least 15 department/site-level teams to participate in a comprehensive, year-long equity professional learning series (Strat Plan 1.1).

Goal 4: The Superintendent will ensure that school district's are supported, engaged, and receive excellent service

The Superintendent will:

10. Assure that at least 90% of school districts approve the LSP/Annual Report by January 2022.
11. Assure that at least 80% of school districts utilize NWRESD Instructional Services for ODE's required Integrated Guidance grant submission.
12. Assure that every school district is participating in at least one instructional services program (e.g., 9th Grade Success, MTSS, ORRTI, Early Literacy, Instructional Coaching, Regional Educator, School Culture and Climate, etc.) (Strat Plan 3.2, 3.3, 3.4).

Goal 5: The Superintendent will sustain the ESD's solid financial position and ensure resources are aligned to strategic priorities.

The Superintendent will:

13. Produce a proposed budget that maintains a minimum of 8% operating revenue in reserves, net of the beginning fund balance (Strat Plan 6.5).
14. Produce a proposed budget plan that clearly aligns resources to Strategic Plan priorities (Strat Plan 6.4).
15. Produce an Annual Report that clearly communicates the agency's commitment to educational equity and anti-racism (Strat Plan - Collective Commitment 1).

2021-22 NWRES D Superintendent Goals

Summative Review - August 2022

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).
 - **MET:** 9 departments have completed Action Plans (5 operations, 4 instruction). Each plan was developed with a racially diverse team and includes SMART Goals connected to the Board's Strategic Plan, high leverage adult actions, professional development scope and sequences, & progress monitoring plans. The Board received a [status report](#) at their regular February meeting
 - [Example AP: SEL Schools](#). Each department [has presented their AP to the Superintendent Office Team](#) and submitted mid-point assurances (progress reports) in February/March.
 - Areas for growth for 2022-23
 - Plans are overly narrative and thus take a lot of time to develop. We need to revamp the template to better emphasize the use of quantitative and qualitative data. A representative team (cross departmental and racially diverse) led by Brian Bain reviewed and revised templates for 2022-23.
 - This is the first full year of this continuous improvement process. Our leaders need ongoing support to more effectively include and partner with diverse stakeholders. Brian Bain will lead a series of PD activities throughout the 2022-23 school year with the Administrative Council.

2. Report summative progress to the Board twice-annually indicating progress towards Key Milestones and Metrics in the Strategic Plan.
 - **MET:**
 - February: mid-point assurances from action plan leaders due to superintendent
 - February 8, 2022 - Action Plan Presentation to the Board
 - 2022-23 Summer Work Session report of Stocktake Data (a systematic, data driven way NWRES D monitors staff implementation of the strategies, and ultimate progress towards the key indicators 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).
 - **MET:** We have 12 Equity Learning Teams active across our departments, schools, and programs. Our ELTs will have participated in twelve equity professional learning sessions by the end of the school year. These teams are being prepared to utilize liberatory design principles in designing and implementing antiracist practices at school sites and with school communities. Liberatory Design helps us better understand challenges in highly complex interconnected systems, to see ways that systemic oppression impacts our context, to root our decision-making in our values, to combat status quo behavior with deep self-reflection, and to learn and change in a fast-moving, meaningful way. ELTs are being trained to notice, experiment, learn, reflect, and repeat.
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).
 - **NOT MET:** We added one district, but did not get to 14. The Office of Equity and Family Partnerships is currently engaging with 12 districts in support of their equity professional development including PD to district leadership teams, PD to school-based equity teams, implementation of SB 732 (development of district equity teams), collaboration of regional equity leadership, & support with family engagement in SSA and continuous improvement planning activities.
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.
 - Staff survey to be completed by February 7. Results will be analyzed afterward



SUPERINTENDENT GOALS

Purpose

- Review 2021-22 Outcomes
- Discuss 2022-23 Draft Superintendent Goals

2021-22 Summative Review

Highlights:

- 4 Goals, 11 metrics
- Met 10 metrics
 - Increase BIPOC staff member's feeling of belonging at work from 76% (in 2021-22) to 80.3% as measured by the annual staff survey.
 - Now have 12 Equity Learning Teams active across our departments, schools and programs
 - 63% increase in children with disabilities receiving education in inclusive partnership preschool classrooms
 - Improved financial position

2022-23 Draft Goals

Highlights:

- 5 Goals, 15 metrics
 - Mid-point review and potential revision to strategic plan
 - Significant focus on recruitment & retention of diverse workforce
 - Significant focus on equity & antiracism
 - Lofty goal on school district participation in new Integrated Guidance services
 - Implementation of new fiscal practices to increase contracting with the Minority, Women, and Emerging Small Business (MWESB) community



Northwest Regional Education Service District

August 9, 2022

TO: Board of Directors
FR: Dan Goldman, Superintendent
RE: NWRESD Annual Board Goals

EXPLANATION: Each year, the Board will collaborate towards setting relevant improvement goals for the coming academic year. In this session, the Board will discuss progress made on prior year goals and collaborate towards setting goals for the 2022-23 school year.

PRESENTER(S): Dan Goldman, Superintendent

SUPPLEMENTARY
MATERIALS: [Board Goals](#)

RECOMMENDATION: N/A

PROPOSED MOTION: N/A



Board Goals & Meeting Attendance

Board Goals	2022-23 Proposed
Goal One	Each board member will engage on NWRESD board committees and/or learning activities via OSBA & OAESD membership
Goal Two	Ensure board/superintendent working agreements are known, practiced and monitored.
Goal Three	Schedule regular public updates on strategic plan progress & provide formative feedback to Superintendent on future direction
Goal Four	Maintain a minimum of 90% attendance rate at board meetings and arrive prepared to discuss board materials.

Board Goals	2021-22
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.

Goal One: 2021-22 Board Member Attendance

Board Meetings	Chair Tony Erickson	VC: Ross Tomlin	Karen Cunningham	Doug Dougherty	Ernest Stephens	Lisa Poehlitz	Chris Riley	Diane Wilkinson	Maureen Wolf	
	Zone 5	Higher Ed	Zone 4	Zone 2	Business	Zone 3	Zone 2	Social Services	At-Large	
8/10/2021	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
9/14/2021	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
10/12/2021	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
11/9/2021	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
12/7/2021 Hearing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
12/14/2021	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
1/11/2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
2/8/2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
3/8/2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
4/12/2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
5/10/2022 Budget Meeting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
5/10/2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
6/14/2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	100.00%	100.00%	100.00%	100.00%	87.50%	92.31%	100.00%	76.92%	100.00%	95.54%



BOARD GOALS

Purpose

- Review 2021-22 Outcomes
- Discuss 2022-23 Draft Board Goals

2021-22 Goals

	2021-22	Evidence
Goal One	Attend board meetings consistently and arrive prepared to discuss presented materials.	95.5% Attendance Rate
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.	-Improvement in monthly "Administrative Reports" -Multiple program presentations on: early learning, equity, professional learning networks

2022-23 Draft Goals

Goal One	Each board member will engage on NWRESD board committees and/or learning activities via OSBA & OAESD membership
Goal Two	Ensure board/superintendent working agreements are known, practiced and monitored.
Goal Three	Schedule regular updates at Board Meetings on strategic plan progress & provide formative feedback to Superintendent on future direction
Goal Four	Maintain minimum of 90% attendance rate at board meetings and arrive prepared to discuss board materials.

2021-22 Board Goals

Goal # 2: “Board/superintendent working agreements are known, practiced, and monitored.”

Goal #3: “Improve Board governance.”

Discussion

Did the Board live up to its commitments in our adopted agreements?

- **Areas of commendation? Improvement?**

Discuss Superintendent suggested revisions and any other desired changes to improve our team's practice.

Suggested revisions will be incorporated and agreements approved at September Board Meeting.



Northwest Regional Education Service District

August 9, 2022

TO: Board of Directors

FR: Dan Goldman, Superintendent

RE: 2022-23 NWRES D Board Committees

EXPLANATION: Each year, the Board will identify various board committees and members will express individual preferences for committee assignments. In alignment with Section 4 of the "Board-Superintendent Roles & Responsibilities," the Board Chair will make final committee assignments.

PRESENTER(S): Dan Goldman, Superintendent

SUPPLEMENTARY
MATERIALS: [Board Committee Membership](#)

RECOMMENDATION: N/A

PROPOSED MOTION: N/A

Board Committees	2020-21	2021-22	2022-23
Audit & RFP Lead Staff: Lori Baker, CFO	Members	Members	Members
	Lisa Poehlitz	Lisa Poehlitz	
	DaWayne Judd	Ross Tomlin	
	Ross Tomlin	Ernest Stephens	
Board Equity Policy Advisory Committee (BEPAC) Lead Staff: Liwaru, EFP Director	Karen Cunningham	Karen Cunningham	
	DaWayne Judd	Dianne Wilkinson	
	Renee Bruce	Maureen Wolf	
Negotiations Lead Staff: Debbie Simons, CHRO	Tony Erickson	Karen Cunningham	
	Karen Cunningham	Maureen Wolf	
	Chris Riley	Chris Riley	
	<i>Alternate: Marilyn McGlasson</i>		
Superintendent Evaluation (Membership Includes Board Chair and Vice Chair)	Chair: Lisa Poehlitz	Chair: Tony Erickson	
	Vice: Tony Erickson	Vice: Ross Tomlin	
	Marilyn McGlasson	Lisa Poehlitz	
	Chris Riley	Chris Riley	
NWRESD Board Representatives NWRESD Foundation OAESD	Chris Riley	Chris Riley	
	<i>Alternate: Ross Tomlin</i>		
	Dave Hollandsworth	Doug Dougherty	



Northwest Regional Education Service District

August 9, 2022

TO: Board of Directors

FR: Dan Goldman, Superintendent

RE: 2022-23 NWRESD Board Presentation Schedule

EXPLANATION: To ensure a primary focus on strategic priorities in board meetings & to provide the administration a predictable roadmap for board interaction, presentations to the Board of Directors will be mapped out for the 2022-23 school year. In this session, the Board will review and provide formative feedback to the Superintendent's draft recommendation of presentation topics.

Unforeseen events may dictate changes in scheduled presentations.

PRESENTER(S): Dan Goldman, Superintendent

SUPPLEMENTARY
MATERIALS: [2022-23 Board Presentation Schedule](#)

RECOMMENDATION: N/A

PROPOSED MOTION: N/A

NWRESD Board of Directors Presentation Schedule

Purpose: To ensure a primary focus on strategic priorities in board meetings & to provide the administration a predictable roadmap for board interaction, presentations to the Board of Directors will be mapped out for the 2022-23 school year. Unforeseen events may dictate changes in scheduled presentations.

August 2022	
Topic	Presenter(s)
Work Session	
Strat Plan Progress	Dan Goldman, Brain Bain, David Williams
Equity Workshop	Liwaru & Dan Goldman
Board Committees	Dan Goldman
Board Working Agreements	Dan Goldman
Board Goals	Dan Goldman
Superintendent Goals	Dan Goldman
Program Presentations	Dan Goldman
Agency Organization	Dan Goldman
Regular Session	
OAESD ED Report	Amber Eaton

September 2022		
Topic	Strategic Plan Alignment	Presenter(s)
Washington County Preschool for All	Strategy 3.1	David & Dorothy
SEL Schools Curriculum Adoption	Strategy 2.3, 4.3	Cathy
Professional Evaluation Update	Strategy 6.2, 6.3	Debbie

October 2022		
Topic	Strategic Plan Alignment	Presenter(s)
Expanding Inclusive Preschool Settings	Strategy 3.1	Johnna, Peggy, Kendra
New Employee Orientation/Onboarding	Strategy 1.2, 6.1	Debbie & Liwaru
Strategic Plan Update Report		Dan & David

November 2022

Topic	Strategic Plan Alignment	Presenter(s)
Professional Learning Networks	Strategy 3.2, 3.3, 3.4, 3.5, 3.6	Megan, Jerome, Ryan, Rosa
Action Plans	Strategy 4.1, 5.1	Brian
Local Service Plan		Dan & Finance

December 2022

Topic	Strategic Plan Alignment	Presenter(s)
Integrated Guidance	Strategy 5.2	Megan, Rosa, Renae, Inger
Launch of College/Career Readiness Services	Strategy 3.5	Megan, Jerome
Expand regional internet connectivity	Strategy 2.5	Stuart

January 2023

Topic	Strategic Plan Alignment	Presenter(s)
Cascade Alliance for Equity (CAFE)	Strategy 5.3	Liwaru
Strategic Plan Update Report		Dan & David

February 2023

Topic	Strategic Plan Alignment	Presenter(s)
Equity Learning Teams	Strategy 1.1	Liwaru
NWRESD Professional Learning Communities	Strategy 4.2	Cathy and SEL principals

March 2023

Topic	Strategic Plan Alignment	Presenter(s)
Diverse Educator Pathways	Strategy 1.5	Dominique, Marina
Mid-Year Strategic Plan Stocktake		David & Brian

April 2023

Topic	Strategic Plan Alignment	Presenter(s)
REN Engagement and Change Idea Implementation	Strategy 1.4	Megan, Mariana
Regional MTSS	Strategy 3.6	Ryan, Brian, Lindsey
Columbia County BELE Collaboration	Strategy 5.3	Stacy, Cathy, Liwaru

May 2023

Topic	Strategic Plan Alignment	Presenter(s)
Budget Committee Meeting	Strategy 6.5, 6.6	Dan & Fiscal
Implementing SB 732: District Equity Teams	Strategy 5.3	Liwaru
Integrated Guidance	Strategy 5.2	Megan, Rosa, Renae, Inger

June 2023

Topic	Strategic Plan Alignment	Presenter(s)
Budget Hearing	Strategy 6.5, 6.6	Dan & Fiscal
Preschool Access/Expansion	Strategy 3.1	Johnna & Peggy
Emergency Response Systems	Strategy 2.4	Jen Johnson



BOARD PRESENTATION SCHEDULE

Purpose

To ensure a primary focus on strategic priorities in board meetings & to provide the administration a predictable roadmap for board interaction, presentations to the Board of Directors will be mapped out for the 2022-23 school year.

Unforeseen events may dictate changes in scheduled presentations.



Northwest Regional Education Service District

NWRESD Board of Directors Presentation Schedule

Purpose: To ensure a primary focus on strategic priorities in board meetings & to provide the administration a predictable roadmap for board interaction, presentations to the Board of Directors will be mapped out for the 2022-23 school year. Unforeseen events may dictate changes in scheduled presentations.

August 2022	
Topic	Presenter(s)
Work Session	
Strat Plan Progress	Dan Goldman, Brain Bain, David Williams
Equity Workshop	Liwaru & Dan Goldman
Board Committees	Dan Goldman
Board Working Agreements	Dan Goldman
Board Goals	Dan Goldman
Superintendent Goals	Dan Goldman
Program Presentations	Dan Goldman
Agency Organization	Dan Goldman
Regular Session	
OAESD ED Report	Amber Eaton
Policy 1st Reading	Debbie Simons

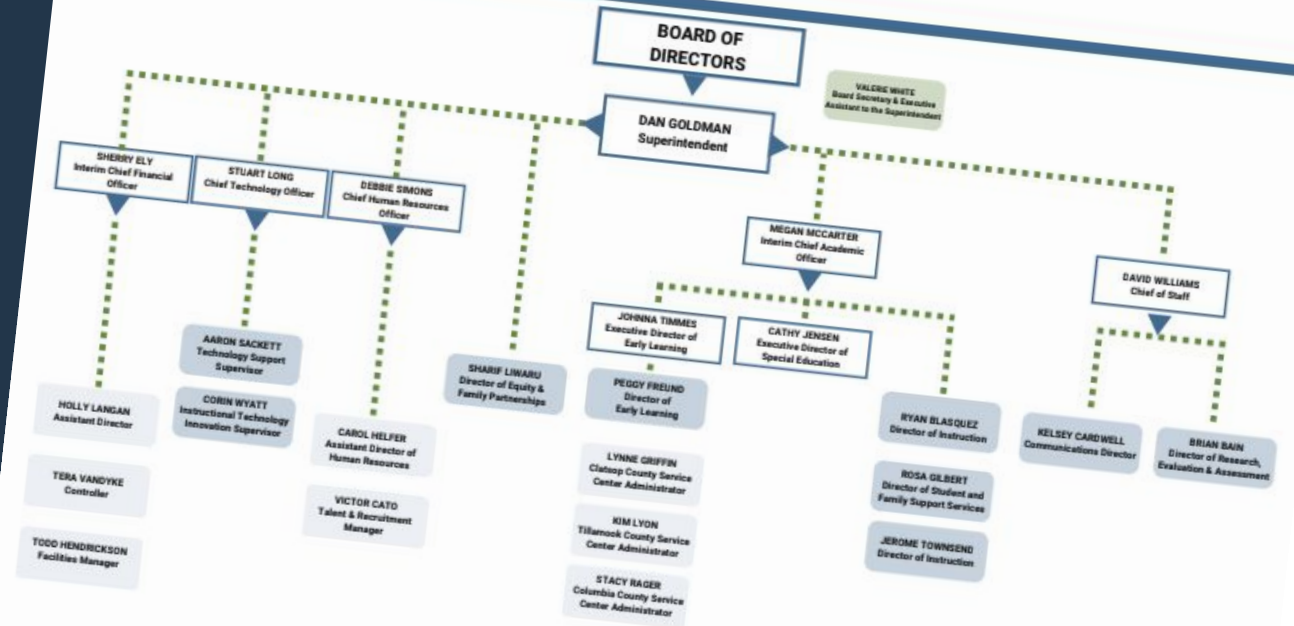
September 2022	
Topic	Presenter(s)
Washington County Preschool for All	David & Dorothy
SEL Schools Curriculum Adoption Process	Cathy
Professional Evaluation Update	Debbie
Departmental Reports	Equity, Instruction, Early Learning, SPED, Tech, Strategic & Legislative Affairs, Fiscal, HR

https://docs.google.com/document/d/12d1RHhQD3fld-xT-Z1BGc11RjxovufuRagAoH_1oTQg/edit

NWRESD Organization



Northwest Regional
Education Service District



2022-23 ORGANIZATIONAL CHART



Northwest Regional Education Service District

August 9, 2022

TO: Board of Directors

FR: Dan Goldman, Superintendent

RE: 2022-23 NWRESD Organizational Chart

EXPLANATION: Each year, the Board will review and provide input to organizational recommendations of the Superintendent concerning reporting relationships, supervisory responsibilities and chains of command within the agency. The proposed 2022-23 Organizational Chart represents new lines of supervision to support the rapid growth of the organization over the last three years. Specifically, changes from 2021-22 include: 1) the Chief of Staff will supervise communications and assessment functions to ensure alignment with the strategic priorities set forth by the Board; 2) the Chief Academic Officer will supervise the three academic divisions: instruction, early learning, and K-12 special education to ensure greater program alignment; and, 3) service center administrators will be supervised by early learning leadership as the vast majority of their job duties are supporting comprehensive early programs in Clatsop, Columbia and Tillamook Counties.

PRESENTER(S): Dan Goldman, Superintendent

SUPPLEMENTARY

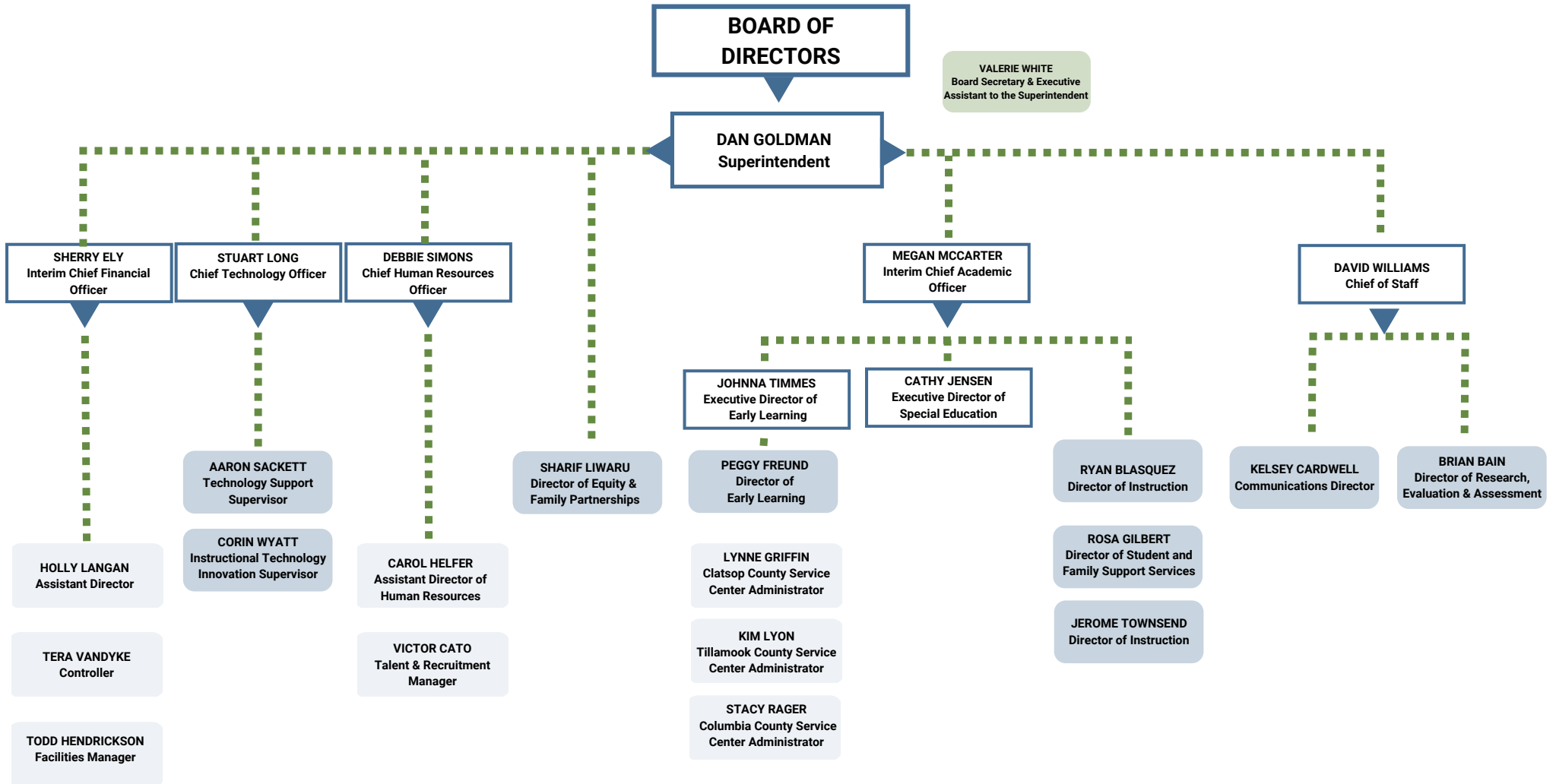
MATERIALS: [2022-23 NWRESD Org Chart](#)

RECOMMENDATION: N/A

PROPOSED MOTION: N/A



Northwest Regional Education Service District





Northwest Regional Education Service District

If you have any questions about materials please contact:

Valerie White (vwhite@nwresd.org)

Executive Assistant to the Superintendent and Board of Directors



Northwest Regional
Education Service District

END OF PACKET

FIN DEL PAQUETE

WORK SESSION - SESIÓN DE TRABAJO

AUGUST 9, 2022

9 DE AGOSTO DE 2021

10:00AM

CONTACT/CONTACTO

Valerie White

vwhite@nwresd.k12.or.us