

MINUTES
CLARK COUNTY SCHOOL DISTRICT
SPECIAL MEETING OF THE BOARD OF SCHOOL TRUSTEES
ADMINISTRATIVE CENTER, 4TH FLOOR CONFERENCE ROOM
5100 W. SAHARA AVE., LAS VEGAS, NV 89146

GOVERNANCE TRAINING

Monday, April 24, 2006

8:45 a.m.

Roll Call: Members Present
Ruth L. Johnson, President
Sheila Moulton, Vice President
Susan C. Brager-Wellman, Clerk
Larry P. Mason, Member
Shirley Barber, Member
Mary Beth Scow, Member
Terri Janison, Member

Dr. Walt Rulffes, Superintendent

Also present were: Mary-Anne Miller, Board Counsel, District Attorney's Office; Bill Hoffman, General Counsel, Legal Office; Lauren Kohut-Rost, Deputy Superintendent, Instruction Unit; Karlene McCormick-Lee, Assistant Superintendent, Research, Accountability, and Innovation Division; Maureen Fox, Assistant to the Superintendent, Superintendent's Office; John Carver, Carver Governance Design, Inc., Cindy Krohn, Executive Assistant, Board Office; and Stephanie Gatlin, Transcriber/Recording Secretary, Board Office.

ADOPT AGENDA

Adopt agenda.

Motion: Brager-Wellman Second: Scow Vote: Unanimous

Mrs. Janison was not present for the vote.

PUBLIC HEARINGS/RESPONSE TO PUBLIC COMMENT

None.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC.

Participation in training on, discussion of, and possible action on the Board's governance style, principles, and implementation of Policy Governance®; modifications, additions, and deletions to the Board's governance policies and policy manual; and supervision of monitoring of the District and Superintendent performance, as requested in Reference A.

Mrs. Johnson mentioned that the governance training that the board was receiving was being made possible through the Broad Foundation.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

The trustees talked about the issues they would like to address in this training session, such as:

- Reasonable interpretation
- Indicators/performance targets
- Sustainability
- Self-assessment
- Ends
- Public perception
- Reasonable progress
- Evaluating the superintendent
- Consistency in policies
- Use of board committees
- Performing administrative tasks

Dr. Ruffes also asked about signs to be aware of to avoid deterioration of commitment to Policy Governance®.

Dr. Carver said that in order for the public to have confidence in the way in which the board governs, the board must have confidence. He stated that in order for Policy Governance® to work, owners and customers must be clearly identified as separate concepts.

With regard to reasonable interpretation, Dr. Carver explained that the superintendent provides proof of his reasonable interpretation, and if it is not proven, then it is not a reasonable interpretation.

Mrs. Johnson stated that it is difficult to write a policy precisely and clearly, accept the superintendent's reasonable interpretation of that policy, and have the public also accept it. She talked about the expectation the public has of the board and the way in which the board must connect with the community.

BOARD MEMBER ARRIVES

Mrs. Janison arrived at the board meeting at 9:50 a.m.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

Dr. Carver suggested that the board should not hear the reasonable interpretation to approve it before the Monitoring Report, and he advised the board not to separate the reasonable interpretation from the Monitoring Report. He stated that the Monitoring Report has the statement of interpretation built into it.

RECESS: 10:50 a.m.

RECONVENE: 11:05 a.m.

PUBLIC HEARINGS/RESPONSE TO PUBLIC COMMENT (continued)

Governance Policy GP-13: Closed Sessions of the Board – Darryl Bell

Ms. Bell questioned who this policy would affect.

Ms. Miller explained that this would apply to employees, including possibly contracted employees.

Ms. Bell asked if the policy could be written more clearly to say it does not apply to the public.

Mrs. Johnson suggested that Ms. Bell could submit a language proposal for the board to review.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

There was a discussion about the board's vision for the school district and the children of Clark County and how that related to their jobs as school board members and incorporating Policy Governance®.

RECESS/RECONVENE

This meeting was recessed and reconvened on April 25, 2006. All board members were present.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

When speaking about possible deterioration of Policy Governance®, Dr. Carver stated that one fatal error in evaluating the superintendent is saying that the superintendent can have any reasonable interpretation of the policies and then not meaning it. Another fatal error would be evaluating the superintendent on something for which he was not made aware of the expectations.

Dr. Carver stated that policies are constantly made throughout the school district that the board never sees. He gave a list of flaws in Monitoring Reports that should be avoided:

- Around to it report – “We’re getting to it, but we’re not there yet.”
- Trust me report – “I’ve complied, but there is no data to connect.”
- No interpretation report – skipping the interpretation
- Incomplete report – only one aspect looked at
- Dump truck report – lots of data provided but unrelated to the criteria
- Wing flap report – “Look how busy we are.”

Dr. Carver advised the trustees to stay clear on what level the policies are on. He briefly went over some of the Governance Policies and offered the following comments:

GP-2: Governing Style – Bad formatting; could not tell what levels are what.

GP-3: Board Responsibilities – Levels are clear; by using the word “approve” in Number 3, the board is slipping into defining jobs; formatting falls apart; suggested reviewing to make sure that the levels are clear.

Mr. Mason mentioned that if the law says that the board must “approve”, then possibly it does not need to be said in policy.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

Dr. Carver continued to go over the policies.

GP-4: Board Members’ Principles of Operation – Conduct and Ethics – Compounds two things; addresses individual board members and the board as a whole; suggested separating the two.

GP-5: Board Officers – Formatting issues; shows no levels.

GP-6: President’s Role; GP-7: Vice President’s Role; and GP-8: Clerk’s Role – Contains no broad statement.

GP-10: Construction of the Agenda – Should not have instructions to staff in policy; formatting issues.

GP-15: Board Affiliated Committees – Bad formatting.

GP-16: Policy Development – Bad formatting; needs broad statement; only needs to pertain to policy development, not things included in policy development; needs clarity.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

Dr. Carver suggested that the board first consider a global statement and then consider what needs to be further explained.

RECESS: 10:35 a.m.

RECONVENE: 10:51 a.m.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

B/SL-2: Unity of Control – Suggested changing so that the superintendent doesn't have to ask the board for approval to fulfill a request.

B/SL-3: Accountability of the Superintendent – Good formatting.

BOARD MEMBER LEAVES THE MEETING

Mrs. Barber left the meeting at 11:00 a.m.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

B/SL-4: Delegation to the Superintendent – Sufficient formatting; the last sentence on Number 3 contradicts itself.

B/SL-5: Monitoring Superintendent Performance – Questioned Number 2.D, second bullet; stated it was not necessary; suggested changing Page 43, Number 1.

EL-3: Treatment of Students and Their Families – Suggested it may be a good place for policies such as delegating uniform issues, for instance.

EL-4: Treatment of Staff – Bad formatting; change "promote" in Number 5 to "provide"; may be an atmosphere of dignity and respect.

Dr. Carver stated that in the Monitoring Report EL-6: Financial Condition and Activities, second report, Number 4, Superintendent Interpretation, the first bullet is not, in his opinion, a reasonable interpretation because the word "allow" on page 3 of 6 gives a possible out with respect to accountability.

EL-5: Financial Planning/Budgeting – Dr. Carver stated that the reality is that budgets are a plan; actuals are where you do your planning; and budgets are made to protect the actuals.

RECESS: 12:05 p.m.

RECONVENE: 12:17 p.m.

EL-8: Asset Protection – Language appears to mean something it does not.

EL-10: Communication and Support to the Board – Dr. Carver suggested the following language for Number 5: "Actions that are likely to result in substantial negative public or customer reaction"; Number 13 exempts the consent agenda.

Concerning Ends, Dr. Carver suggested that the board should incorporate conducting routinely "what-if" sessions, trying to find holes in the system or learning how to cover unexpected situations. He stated that the ends are related to the entire school system. He added that in policy, whenever you see services and programs, it is a Means, not an Ends statement.

E-2A: Academic Achievement-Defined – Dr. Carver suggested that the board review the format first; make it easier to follow, such as combining Pages 61 and 62 into one page.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

E-3A: Essential Skills-Defined – Dr. Carver stated that this was a perfectly written policy.

Dr. Carver touched on the glossary, stating that on Page 65 the Ends are incorrectly identified. He stated that Ends are also determined by staff. He questioned the type of results as stated in the second sentence. He said there should be a designation of a result for the consumer or a designation of who the consumer is. With regard to Page 66, Dr. Carver said, the Means are anything which are not Ends. He went on to Page 67, stating that reasonable interpretation is the choice of the definition for the words chosen by the board by a reasonably prudent person. He suggested tightening up the policies as they are before actually making changes.

The board agreed to have a May 17, 2006, policy meeting in addition to the final budget approval at 1:00 p.m. and a self-assessment.

Mrs. Johnson mentioned connecting Monitoring Reports with the superintendent evaluation as required in the contract.

Dr. Carver stated that would be difficult to achieve.

When talking about agenda planning, Dr. McCormick-Lee mentioned expanding focus groups with respect to the district improvement plan this year, inviting parents, legislators, and students.

There was a discussion held about the board's response to the public.

Mrs. Johnson suggested making a statement that would educate the public on the board's job and that would let them know that a staff member may be able to help them at the discretion of the superintendent.

Mr. Mason asked how the board could convince the owners that this Policy Governance® model would sustain the district.

Dr. Carver advised the board not to be defensive but to be offensive and to show that it makes sense. He added that using a 19th century management system is not best for the public.

Mrs. Brager-Wellman expressed her satisfaction with the governance training.

Mrs. Janison stated that she believes the board needs to equate success in using Policy Governance® with student achievement.

Mrs. Brager-Wellman said the legislation is often a stumbling block in education as is English proficiency and transiency.

Dr. Carver stated that Policy Governance® gives the board a way to express how they want to help students achieve.

Mrs. Moulton mentioned that she would continue to support Policy Governance® to other public entities.

BOARD MEMBER LEAVES

Mr. Mason left the board meeting at 4:10 p.m.

GOVERNANCE TRAINING WITH CARVER GOVERNANCE DESIGN, INC. (continued)

Dr. Carver concluded by saying he agreed to this training session because he believed that the board is sincerely working at Policy Governance®.

ADJOURN: 4:13 p.m.

Motion: Moulton Second: Janison Vote: Unanimous

Mr. Mason and Mrs. Barber were not present for the vote.