

To be approved at the Board of Education meeting April 15, 2008.

## MINUTES OF THE MARCH 15, 2008 SPECIAL BOARD OF EDUCATION MEETING.

The Shaker Heights Board of Education met in a special workshop session on Saturday, March 15, 2008 at 8:30 a.m. at the Punderson Manor Conference Center, located at 11755 Kinsman Road, Newbury, Ohio 44065.

Members present: Mr. Norman A. Bliss, Ms. Freda J. Levenson, Mr. Peter A. Robertson, Ms. Annette Tucker Sutherland, and Mr. F. Drexel Feeling.

Also present were Superintendent Mark Freeman and consultant Andrew Lebby.

President F. Drexel Feeling presided.

Superintendent Mark Freeman served as Treasurer Pro-Tem for the meeting until 11:15 a.m., when Treasurer Bryan Christman arrived.

Mr. Andrew M. Lebby, facilitator for the two-day workshop meeting, opened the day's session by reviewing the highlights of the previous day's session, after which the discussion continued on the 2-day workshop agenda items as follows:

1. Welcome, Review & Revise Agenda
2. Clarify and Confirm the Role of the Board
  - a. Alternate role models
  - b. Alternate membership models
  - c. Board role in strategic planning
3. Environmental Scan-What trends do we see occurring over the next few years that significantly affect us politically, educationally, and financially?
  - a. Locally
  - b. State
  - c. Nationally
4. Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis
  - a. District Strengths
  - b. District Weaknesses
  - c. District Opportunities
  - d. District Threats
5. Action Items with responsibilities and timelines
  - a. Strategic
  - b. Tactical

Potential Domains of Action (for use in each of the 4 steps of the SWOT analysis)

1. Academic (the outcomes)
2. Curricular (the what)
3. Instructional (the how)
4. Extracurricular
5. Organizational (the structure)
6. Technological (the tools)

7. Personnel (the who)
8. Facilities
9. Financial
10. Communications/Marketing/Public Relations

At 10:30 a.m. a short fifteen-minute recess was declared by President Feeling. The meeting reconvened at 10:45 a.m., at which time the discussion continued.

A significant portion of the workshop session time was devoted to the Board's compilation of a list of broad categories of importance and focus, around which the Board's discussion items revolved:

- Extracurricular;
- Curriculum & Instruction;
- Academic Achievement;
- Personnel;
- Financial; and
- Marketing/Public Relations/Community Relations.

After further discussion, the following were listed as important sub-categories within the broad categories of importance and focus to the Board:

#### **Extracurricular**

- Define extracurricular core offerings
- Identify strategies for extracurriculars that reflect the student body—achieve balance
- Protect arts programs
- Improve before/after care programming

#### **Curriculum & Instruction**

- Stop curricular weakening--math
- Strengthen teaching
- NCLB
  - Curricular narrowing
  - Resource/time allocation
- Preventive measures
- Curricular coherence
- Variance in collaborative skills/practice

#### **Academic Achievement**

- Set the bar as “college ready”
- Identify/assist underperforming students
- Climate issues-open/closed campus/attendance/dress code

#### **Personnel**

- Principal evaluation/training process
- Succession planning
- Process documentation
- Limited institutional capacity for projects and initiatives at central office and building levels; admin and teaching

**Financial**

- Pass the levy
- Position for bond issue
- Examine special education costs/processes

**Marketing/Public Relations/Community Relations**

- Annual marketing plan
  - Coherent story
  - Talking points

President Feeling declared the Board in recess at 12:40 p.m., until the Board's return after a lunch break. President Feeling declared the Board meeting reconvened after the lunch break at 1:40 p.m. at which time all Board members, Superintendent Freeman, Mr. Leby, and Mr. Christman had returned to the meeting room.

Discussion amongst the Board members, Superintendent Freeman, Mr. Christman, and Mr. Leby continued on the pre-lunch break topics.

After applying a process of priority ranking, the Board then concluded the following as the level of importance for the broad categories.

**Broad Categories of Objectives with Ranking of Importance:    Ranking(5=highest)**

- |  |   |
|--|---|
| • Extracurricular                                | 0 |
| • Curriculum & Instruction                       | 4 |
| • Academic Achievement                           | 3 |
| • Personnel                                      | 2 |
| • Financial                                      | 5 |
| • Marketing/Public Relations/Community Relations | 1 |

The Board then further narrowed the strategic focus by applying the process of priority ranking to identifying the most important of the specific objectives within the highest ranked broad categories:

**Highest Specific Objective in Each of the Highest Ranked Broad Categories:**

- Pass the Levy-including a marketing plan, in order to maintain a stable and highly effective organization;
- Strengthen teaching-coherence of the educational process;
- Assist all students in achieving their potential;
- With a minimum bar of "college ready"; and
- Succession planning.

The consensus of the Board was that the workshop session was very successful in crystallizing the focus of the Board and that the dialogue should be continued at a future meeting.

There being no further discussion, Ms. Sutherland moved, seconded by Ms. Levenson, that the meeting be adjourned.

Roll Call: Ayes: Mr. Bliss, Ms. Levenson, Mr. Robertson, Ms. Sutherland, Mr. Feeling.  
The motion carried.

08-03-58

The meeting adjourned at 5:42 p.m.

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F. Drexel Feeling, President

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Mark Freeman, Treasurer Pro-Tem

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Bryan C. Christman, Treasurer