

**Tucson Unified School District No. 1  
Governing Board Special Meeting  
Fine Dining Room  
Santa Rita High School  
3951 S. Pantano Road  
Tucson, Arizona**

**February 19, 2005  
12:00 p.m.**

**MINUTES**

**Present:**

Bruce Burke, President  
Adelita Grijalva, Clerk  
Judy Burns, Member  
Joel Ireland, Member  
Alex Rodriguez, Member

**Also Present:**

Roger F. Pfeuffer, Superintendent  
Jane Fairall, Legal Counsel  
Patricia Lopez, Ed.D., Deputy Superintendent/Chief Academic Officer  
Judith Knight, Ph.D., Chief Business Officer  
Estella Zavala, Interim Director, Public Relations  
Ross Sheard, Principal Supervisor  
Pat Beatty, Executive Director, Financial Services  
Susan Wybraniec, Executive Director, Human Resources  
Rick Haan, Interim Chief Accountability Officer  
Marcus Jones, Director, Engineering and Planning  
Elaine Rice, Facilitator (Retired Administrator on Special Assignment)  
Norma Johnson, Policy Coordinator  
Roman Soltero, Superintendent Intern  
Lynn Strizich, Data and Technology Specialist, Office of Academic Excellence  
Mark Kershner, Principal, Santa Rita High School  
Bridget Auvenshine, Director of Staff Services to the Governing Board  
Mary Alice Wallace, Senior Staff Assistant II to the Governing Board  
Julie Wanat, Co-Moderator, School Community Partnership Council  
Daniel Scarpinato, *Arizona Daily Star*  
Mary Bustamante, *Tucson Citizen*  
Charles Ares, Dean (ret.), University of Arizona School of Law  
Leah Peachey, Student, University of Arizona School of Law

**ITEM**

**ACTION**

SPECIAL MEETING CALLED TO ORDER – 12:20 P.M.

No action required.

STUDY/ITEMS – *Meeting Focus: TUSD Strategic Plan → Student Achievement*

Opening Comments/Overview: Development of TUSD Strategic Plan

No action required.

Bruce Burke called the meeting to order and welcomed everyone to the meeting.

Elaine Rice explained the process and timeline for discussion of items on the agenda.

Possible Elements of Strategic Plan

No action required.

Roger Pfeuffer presented elements to be included in a strategic plan for the district, with comments from Patricia Lopez and Judith Knight. After discussion and input by board members and others, facilitated by Elaine Rice, the following **6 Areas for Strategic Planning** were developed:

- Increasing student achievement
  - Updating our district accountability system for the next 5 years
- Addressing increasing diversity in our student population
- Improving our internal and external communication
- Balancing the District budget
  - Ensuring our organization is cost effective in all areas
  - Advocating for better state and federal funding
- Addressing the parent/student choice of schools issue
  - Unitary status/post-unitary planning
  - Charter schools
- Improving and increasing collaboration among the District's stakeholder groups
  - Making the organization agile and flexible

## ITEM

## ACTION

1. Beyond the Bold Game: AIMS (Arizona Instrument to Measure Standards) and Schools from Underperforming to Excelling

No action require.

Roger Pfeuffer and Patricia Lopez presented information for discussion. Following discussion facilitated by Elaine Rice participated in by board members, the superintendent, the deputy superintendent and others, the following summary points were developed:

- Focus on each student individually, from high achieving to underperforming, rather than on student groups
- Place specific focus on minority student improvement, based on gap analysis
- Evaluate non-mastery data against:
  - SES
  - ELL
  - Mobility
  - Teacher Experience
  - Student Teacher Ratios
  - Site Leader Experience
- Data Driven – People Powered
- Conduct Program Evaluation
  - ❖ Determine the future of programs based on their evaluation
    - Share effective programs and practices
    - Eliminate ineffective programs and practices
- Align Professional Development
  - ❖ Goals of Strategic Plan
  - ❖ Improve teaching techniques
  - ❖ Prevent students from falling through the cracks
  - ❖ Review and evaluate the effectiveness of Wednesday Staff Development
    - Determine the impact on student achievement
- Specify how ancillary services are designed to support specific school programs and student achievement
- Ability of District to respond and plan
  - ❖ Revisit consensus
  - ❖ Consider flexibility and agility

2. Desegregation/Unitary Status and Post-Unitary Plan Considerations, including Student Enrollment Issues

No action required.

Roger Pfeuffer presented information on the current status of the move toward unitary status and its relation to the strategic plan. He requested input from the Board on what direction to take, including the role of the Independent Citizens Committee.

## ITEM

## ACTION

### STUDY ITEMS (continued)

2. Desegregation/Unitary Status and Post-Unitary Plan Considerations, including Student Enrollment Issues (continued)

Bruce Burke introduced University of Arizona Law School Dean Charles Ayres and Law Student Leah Peachey, who were present to listen and offer assistance.

Discussion among board members and the superintendent was held. Elaine Rice facilitated a summary and consensus of the discussion re: Post Unitary Plan Considerations as follows:

- Values
  - ❖ Communicate to the public that we support diversity as part of the educational experience.
    - Define how we balance school choice with diversity.
    - Define how we balance school choice with neighborhood school concept.
  - ❖ Address student success at both ends of the learning continuum.
  - ❖ Cultural Competence
- Specific Activities
  - ❖ Ensure robust community input through public hearings and forums
  - ❖ Increase opportunities for children
  - ❖ Improve the district and students lives, offer more opportunities to larger numbers of students
  - ❖ Allow schools to develop programmatic plans
  - ❖ Consider a new oversight element to ensure continued success of programs

MEETING RECESSED AT 2:15 P.M. – Board members and staff toured the Santa Rita Habitat for Humanity house being built by students on the campus.

MEETING RECONVENED AT 2:45 P.M.

## ITEM

## ACTION

### STUDY ITEMS (continued)

3. TUSD Maintenance and Operations Budget – Deficit and Cost Saving Measures, Development of Business Plan Associated with Strategic Plan
- No action required.

Judith Knight presented a model of a long range business plan as a place to begin. Points of the business plan to address the district strategic plan included Identify objectives, Assess internal and external situations, Provide flexibility to successfully respond to change, Identify funding priorities, and the Assumptions the process would be predicated on.

Roger Pfeuffer clarified the importance of having a business plan as associated with the strategic plan and balancing the budget. As board members discussed and asked questions, Roger Pfeuffer, Patti Lopez, Pat Beatty and Sue Wybraniec provided information and responded to questions. Elaine Rice facilitated the discussion. Summary of points and ideas:

- Use the model (business plan) presented by Dr. Judith Knight
- Developing a Budget – Deficit and Cost Saving Measures
  - ❖ Strategic Plan
  - ❖ Zero Based Budget
    - TUSD Values – Essentials, Important, Nice to Haves
      - Everything is on the table
      - Right-Sizing
  - ❖ Short-term Tactical Targeted Cuts
    - Specific departments
    - Student teacher ratio/increase class size (must be determined by Tuesday, February 22, 2005)
    - Look at certificated personnel not in classrooms, excluding counselors, librarians
    - Plan to reduce employee numbers, measure of efficiency to compare ADM, and academic achievement
    - Pay raises – jeopardize the district have to be examined
    - Full Day Kindergarten (must be determined by Tuesday, February 22, 2005)
    - Dual principalship
    - Assistant Principal formulas

**ITEM**

**ACTION**

**STUDY ITEMS (continued)**

4. Shared Decision Making – Roles and Responsibilities of Site Councils No action required.

Roger Pfeuffer, Patti Lopez, and Norma Johnson provided history and current situation regarding shared decision making and site councils. Marcus Jones provided input. After discussion among board members, facilitated by Elaine Rice, the following points summarized the general consensus of the group regarding **Shared Decision Making:**

- Make an informed decision
  - ❖ Gather information
    - April Report – Dr. Robert Hendricks, U of A
    - Look at district best practices
    - School Board perspective
  - ❖ Review resources and training to support site councils
  - ❖ Consider interest based approach to problem solving

5. Superintendent Search: Finding a New Leader No action required.

Bruce Burke initiated discussion with a statement that the elements of the strategic plan would form the criteria for the person being sought for the superintendency; would want to hear how candidates would implement the plan.

Roger Pfeuffer outlined things the board would want to discuss as preparation for the search which would dovetail with the strategic plan and which candidates would want to know had been discussed – goals, vision, culture of the school district.

Elaine Rice facilitated the discussion among board members and the superintendent concerning potential qualifications and the timeline for the search. Following points summarize the consensus:

- Elements of the Strategic Plan will form the attributes of a new leader
  - ❖ Elements of Strategic Plan would:
    - Define the culture, values, goals of the district
    - Incorporate Site Priorities
    - Guide the Search Process/RFP

**ITEM**

**ACTION**

STUDY ITEMS (continued)

- 5. Superintendent Search: Finding a New Leader (continued)
  - Define a Scope of Work
    - Ask potential leaders how they plan to achieve the vision
  - ❖ Review ASBA Qualifications
    - Possibly include a new District Policy
  - ❖ August 1, 2005 start date for search

MEETING RECESSED AT 5:10 P.M.

MEETING RECONVENED AT 5:25 P.M.

Putting It All Together: Strategic Plan and Obtaining Public Input/Buy-In

No action required.

During a working dinner, board members and staff reviewed discussions of the day and developed the consensus points put forth in these minutes with each of the topics on the agenda.

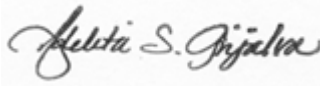
There was discussion that perhaps another retreat would be held in four to six weeks.

At the conclusion of the meeting, Patti Lopez announced that the Counseling Department had prepared packets for retreat participants and that they were available to be picked up.

MEETING ADJOURNED AT 7:00 P.M.

Approved this 21<sup>st</sup> day of June, 2005.

TUCSON UNIFIED SCHOOL DISTRICT NO. ONE

By   
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 Adelita Grijalva, Clerk  
 Governing Board