

**Tucson Unified School District No. 1  
Governing Board Special Meeting  
Blue Room, Morrow Education Center  
1010 East Tenth Street  
Tucson, Arizona**

**September 28, 2005  
5:30 p.m.**

**MINUTES**

**Present:**

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

**Also Present :**

Roger F. Pfeuffer, Superintendent  
Nancy Coomer, Legal Counsel  
Patti Lopez, Ed.D., Deputy Superintendent/Chief Academic Officer  
Judith Knight, Ph.D., Associate Superintendent  
Estella Zavala, Interim Director, Public Information  
David Scott, Director, Accountability and Research  
Kelly Langford, Senior Academic Officer – Student Services  
Harriet Scarborough, Ph.D., Senior Academic Officer – Curriculum, Instruction &  
Professional Learning  
Maria Patterson, Principal Supervisor  
Dea Salter, Principal Supervisor  
Ross Sheard, Principal Supervisor  
Tom Scarborough, Ph.D., Principal Coach  
Glynda Underwood, Principal Coach  
Susan Wybraniec, Executive Director, Human Resources  
Lorraine McPherson, Executive Director, Grants Management and Resource  
Development  
Rudy Flores, Assistant Director, Technology and Telecommunication Services  
Norma Johnson, Policy Coordinator  
Lisa Long, Lead Research Project Manager  
Nancy Woll, EEO Compliance Officer  
Lynn Stritzich, Data and Technology Specialist  
Rosalba Meza, President, Tucson Education Association  
Bridget Auvenshine, Director of Staff Services to the Governing Board  
Mary Alice Wallace, Senior Staff Assistant II  
Mary Bustamante, *Tucson Citizen*

## ITEM

## ACTION

SPECIAL MEETING CALLED TO ORDER – 5:35 p.m.

### 1. ACTION ITEM

Requests for released time and travel expenses

Bruce Burke provided brief information.

Joel Ireland moved approval, Adelita Grijalva seconded. Approved unanimously.

### 2. STUDY ITEMS

Study only. No action required.

***Meeting Focus: TUSD Strategic Planning Process → Student Achievement***

#### Opening Comments/Overview of Meeting

- Bruce Burke, Governing Board President
- Roger Pfeuffer, Superintendent

Bruce Burke introduced Roger Pfeuffer.

Roger Pfeuffer discussed the investigation of different models of strategic planning, presented reasons for strategic planning and provided an overview of the planned activities for the meeting. He then asked board members to comment on what they hope strategic planning will provide.

Joel Ireland mentioned the areas he would like addressed – a plan to reduce class size in the district; a planned budgetary process; improved instruction; recruitment and retention of the most excellent teaching staff, particularly for math and science teachers; and continuing to be competitive in beginning teacher salaries. He further suggested looking at alternative programs as a new way to be competitive, e.g., offering schools at different hours, self-paced programs, alternatives to suspension/expulsion for discipline. Mr. Ireland also expressed the need to plan the negotiation process in order to develop consistency with all groups.

## ITEM

## ACTION

### 2. STUDY ITEMS (continued)

Judy Burns emphasized attracting and retaining special education teachers and commented on the difficulty of planning long range when unitary status is pending. She wants successful programs supported, duplicated and made available to more students; control at the site supported; and site needs addressed by District administrators through effective communication—perhaps developing a checklist for communication purposes to be infused into the system for every employee. She also suggested having different alternative programs including one for rehab with counseling.

Alex Rodriguez stated that he would like to see the SWOTT (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats, **T**rends) analysis applied at the elementary, middle and high school and district levels. He discussed strategic planning as a process beyond 12 months and not less than five years, as a blueprint for measurement every day, and as an opportunity for making modifications to previous decisions as allowed by budgetary implications. Smaller class size and better preparation of students for post graduation education or work are important areas also. Mr. Rodriguez offered a different perspective for presentation of the District's organization chart with students and parents at the top rather than the bottom.

Adelita Grijalva expressed interest in exploring the school as the hub of the community with after-school activities and services to families, keeping fees nominal. She would like to see alternatives to suspensions and intervention before expulsions. Providing technical trades training to students who are not college-bound and having fine arts and music programs for students are important. Establishment of part time positions with higher wages and benefits for monitors would provide better safety for students.

## ITEM

## ACTION

### 2. STUDY ITEMS (continued)

Bruce Burke highlighted the need to have a discussion of the strong and weak points in communication across the district--both internal with employees and external with students, parents and the community; and how to make communication flexible in disseminating information. He also commented on the need to improve the budgeting process.

Roger Pfeuffer responded to questions regarding the timeline for development of the strategic plan and the goal of having a budget and a plan for the 2006-2007 SY.

Norma Johnson presented information on different planning models for service organizations and for government. SWOTT was taken from the Harvard model which is based on managing for results, includes performance issues and is customer driven.

Patti Lopez discussed major areas for consideration in strategic planning – success for children, professional learning communities, demographics, a capital plan for facilities and technology, school safety, a data plan, a five year calendar, a business and budget plan, and marketing and communication in a post-unitary future.

David Scott discussed demographic trends to illustrate the basic idea of what the District looks like in comparison to the State as a whole and to other counties.

#### *Education Futures – Video Featuring Bruce Wellman*

Glynda Underwood, Tom Scarborough and Roger Pfeuffer introduced the video and presented information that Bruce Wellman is a consultant working with the principals and other groups in the District on instructional leadership. In the video produced by TUSD, Mr. Wellman discussed the future of education and the strategic planning process.

(Presentation of the Video)

A brief discussion followed the video presentation.

## ITEM

## ACTION

SPECIAL MEETING RECESSED – 7:15 p.m.

SPECIAL MEETING RECONVENED – 7:35 p.m.

### 2. STUDY ITEMS (continued)

#### TUSD Strategic Planning – The Process

Using a Power Point presentation, Roger Pfeuffer, Patti Lopez and Judith Knight discussed the creation of District strategic goals in the areas of operations, performance and budget; goals will be results-oriented and long term (5 years).

Board members asking questions and/or commenting were Judy Burns, Adelita Grijalva, Alex Rodriguez, Bruce Burke and Joel Ireland.

Roger Pfeuffer, Norma Johnson, Nancy Woll and Glynda Underwood responded to questions regarding the application of the service inventory, barriers to creation of the service inventory, marketing and communication, and the focus group process.

Maggie Shafer, Nancy Woll, Judith Knight, Patti Lopez and Norma Johnson responded to questions concerning development of a school accountability plan and the departmental strategic planning process; how these processes relate to the budget process; the refinement each year of the key components of plans; and how performance measures, results to the customer and cost per service will define workload and drive decisions.

Roger Pfeuffer addressed decentralization as a significant process, achieving results through efforts of departments and schools, the development of an accompanying business plan, and the need to be proactive in transitioning people from obsolete jobs by training them to take over jobs in other areas.

**ITEM**

**ACTION**

2. STUDY ITEMS (continued)

Governing Board Focus Group – SWOTT (Strengths, Weaknesses, Opportunities, Threats, Trends) Analysis of TUSD

January 10 2006 – Retreat: Next Steps

Meeting Wrap-Up: Final Comments/Observations

Due to time constraints, the Board focus group, discussion of the retreat, and wrap-up comments and observations were not held.

SPECIAL MEETING ADJOURNED – 8:50 P.M.

Approved this 8<sup>th</sup> day of August, 2006.

TUCSON UNIFIED SCHOOL DISTRICT NO. ONE

By   
Alex Rodriguez, Clerk  
Governing Board

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Minutes\9-28-05Special