

**Tucson Unified School District No. 1  
Governing Board Special Meeting  
Badger Room, Tucson High Magnet School  
400 N. Second Avenue  
Tucson, Arizona 85705**

**October 4, 2011  
12:00 p.m.**

**MINUTES**

**Present:**

Miguel Cuevas, President  
Judy Burns, Clerk  
Adelita S. Grijalva, Member  
Michael Hicks, Member  
Mark Stegeman, Member

**Also Present:**

John Pedicone, Ph.D., Superintendent  
Martha Durkin, Legal Counsel  
Mary Alice Wallace, Director of Staff Services to the Governing Board  
Sylvia Lovegreen, Senior Staff Assistant II to the Governing Board  
Michele Gutierrez, Senior Staff Assistant I to the Governing Board  
Alexis Huicochea, *Arizona Daily Star*  
TV Channels 4

**ITEM**

**ACTION**

**SPECIAL MEETING CALLED TO ORDER** – 12:33 p.m.

**DISCUSSION ITEMS**

1.	Board Protocol – Facilitated by Dr. Rene Diaz, Arizona Hispanic School Administrators	Discussed only. No action required.
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A. Presentation – *The Art of Leading Tucson Unified  
School District*

Dr. Diaz reviewed his credentials and experience including his current position as the Executive Director of the Arizona Hispanic School Administrators and past service at the Arizona Department of Education, the Wallace Foundation at Reader's Digest, and Superintendent of Phoenix Union School District.

## ITEM

## ACTION

### A. Presentation (continued)

Dr. Diaz distributed copies of his Power Point, and asked board members to participate by reading aloud as follows:

Miguel Cuevas read the PURPOSE: *To assist the governing board and superintendent in identifying strategic actions that lead to a high performing organization.*

The OUTCOMES:

Judy Burns: *Participants will engage in meaningful dialogue*

Adelita Grijalva: *Participants will identify current reality*

Mark Stegeman: *Participants will identify behaviors of effective teams*

Michael Hicks: *Participants will move toward becoming a cohesive team*

Dr. Diaz discussed with the board members and superintendent their expectations for the day and reviewed the norms he expected for the day:

- Be on time
- Listen without evaluation
- Be present and participate
- Treat others with dignity and respect

### B. Topics for Discussion and Development with Video

#### 1) Leadership

A general discussion followed in response to the section on Leadership, how it is perceived and measured, and how beliefs drive behaviors.

Dr. Diaz presented a video, *Focus Your Vision*, by Dewitt Jones. Board members and the superintendent critiqued the video and discussed how they did or did not identify issues presented with those in TUSD. Specific topics included having a clear and unified vision, barriers to being unified, limited time to make decisions, distractions from big picture, lack of trust by the Board for each other, administration and the public, lack of respect, "walking the talk," and building rapport.

**ITEM**

**ACTION**

SPECIAL BOARD MEETING RECESSED – 1:38 p.m.

SPECIAL BOARD MEETING RECONVENED – 1:48 p.m.

B. Topics for Discussion and Development with Video  
(continued)

1) Leadership (continued)

Dr. Diaz led in a discussion with all board members of the responses to the following questions which were submitted prior to the retreat:

- What legacy do you want to leave; how do you want to be remembered?
- How would you describe TUSD?

Specific responses discussed were similarities among answers, advocacy for children, differences, negative descriptions of the district, room for growth.

2) Communication

3) Effective Teams

Dr. Diaz discussed the five areas of dysfunction of a team and relayed the results of a survey board members completed at the beginning of the retreat. Specific components surveyed, including averages of the board scores, were trust (4.1), conflict (6), commitment (5.5), accountability (6.3) and results (5.6). A score between 3 and 5 indicates dysfunction.

In a discussion of how information gets communicated – by words, affect and ritual – board members discussed their interactions with each other and expressed their reactions to how communication happens both during and outside of board meetings. The superintendent commented on how disagreements between board members affect his ability to do his job. Board members discussed how the Board's dysfunction affects not only the efficiency of the Board, but affects the operation of the district, how staff can be held accountable and the perception of the District by the community.

SPECIAL MEETING RECESSED – 3:03 p.m.

SPECIAL MEETING RECONVENED – 3:16 p.m.

## ITEM

## ACTION

### B. Topics for Discussion and Development with Video (continued)

#### 4) Responses to Questionnaires

Discussion of the questionnaires was included in the section on Leadership above.

### C. Debrief and Discuss

Dr. Diaz led board members in an interactive exercise of self-examination and commitment of behavior change to each other. Specific areas of commitment included: initiation of personal, spoken communication with each other; complete attention and focus during Executive Sessions; addressing specific issues with another board member in private rather than in public; elimination of sidebar conversations during board meetings; being punctual in arriving for board meetings; being available and responsive when contacted by each other; not over-reacting; being respectful and not demeaning to each other; devoting full attention to speakers at Call to the Audience; following protocol when submitting Requests for Information by going through the Director of Staff Services; limiting analysis, comments, questions, and/or repetition during discussions of items at board meetings; allowing points to be made without cutting each other off or making patronizing remarks or expressions.

Further discussion included the idea of conducting a self-evaluation in December, and strategies to signal each other as reminders of their commitments to change specific behaviors.

A final exercise on leadership and team work using the example of the flying formation of geese was performed with distribution of pins to board members.

SPECIAL MEETING ADJOURNED – 4:11 p.m.

Approved this 13<sup>th</sup> day of March, 2012.

TUCSON UNIFIED SCHOOL DISTRICT NO. ONE



By \_\_\_\_\_  
Michael Hicks, Clerk  
Governing Board

maw  
Minutes\10-04-11Special-Board Retreat