



SOUTH SAN ANTONIO INDEPENDENT SCHOOL DISTRICT

Agenda Item Summary

Meeting Date: July 21, 2025

Agenda Section: Consent

Agenda Item Title: Lone Governance Coach 

From/Presenters: Dr. Jennifer Gutierrez, Deputy Superintendent

Description: South San Antonio ISD will engage with a certified Lone Star Governance (LSG) coach to support the continued growth of board effectiveness and student outcomes. Lone Star Governance, a Texas Education Agency (TEA) initiative, is designed to strengthen board practices through a focused commitment to improving student achievement.

Historical Data: The Lone Star Governance represents a new strategic partnership aimed at strengthening board effectiveness and student outcomes.

Recommendation: Approve the contract for services between South San Antonio Independent School District and Ember Strategies LLC for Lone Star Governance coaching services to be provided by Ben Mackey in support of the district's school board.

Purchasing Director and Approval Date:

Funding Budget Code and Amount: 199 e 41 6299 00 702 099 000 \$25,000

Goal 1: SSAISD will increase academic achievement for all students and thus close the gap between student populations in pursuit of advanced performance and post-secondary educational or career paths.

CONTRACT FOR SERVICES AGREEMENT

This contract for services agreement is between **South San Antonio Independent School District** (the "Organization") and **Ember Strategies LLC** (the "Contractor") for school board Lone Star Governance coaching serviced performed by Ben Mackey.

The parties therefore agree as follows:

1. ENGAGEMENT; SERVICES.

- a) Engagement.** The Organization retains the Contractor to provide, and the Contractor shall provide, the services described in **Exhibit A** (the "Services") for **South San Antonio Independent School District**.
- b) Services.** Without limiting the scope of Services described in **Exhibit A**, the Contractor shall:
 - i. perform the Services set forth in **Exhibit A**;
 - ii. spend such time as reasonably necessary to fulfill its obligations as set forth in Exhibit A;
 - iii. perform the Services in a safe, good, and workmanlike manner by fully trained, skilled, competent, and experienced personnel using at all times adequate equipment in good working order;
 - iv. supply all tools, equipment, and supplies required to perform the Services, except if the Contractor's work must be performed on or with the Organization equipment;
 - v. ensure that all materials and equipment furnished to her personnel is of good and merchantable quality, unless otherwise agreed by the Organization; and
 - vi. provide services (including the Services) and end products with a professional level of skill and care; and
- c) Legal Compliance.** The Contractor shall perform the Services in accordance with standards prevailing in the Organization industry, and in accordance with applicable laws, rules, or regulations. The Contractor shall obtain all permits or permissions required to comply with those standards, laws, rules, or regulations.
- d) Organization Obligations.** The Organization shall make timely payments of uncontested amounts earned by the Contractor within 30 days after submission of invoice under this agreement. In the event the Organization disputes any invoice amounts, it will notify Contractor promptly. The parties will promptly work to resolve any invoice disputes, and upon resolution, the Organization will promptly pay Contractor the agreed-upon amounts (if any). The Organization will notify the Contractor of any changes to its procedures affecting the Contractor's obligations under this agreement at least 30 days before implementing those changes.

2. TERM AND TERMINATION.

- a) Term.** This agreement will become effective upon signature of this document. Unless it is terminated earlier in accordance with below detailed section, this agreement will continue until the Services have been satisfactorily completed and the Contractor has been paid in full for those Services. However, this agreement may not remain effective for more than 24 months from commencement of work on signing of agreement by both parties.
- b) Termination.** This agreement may be terminated:
 - i. by Contractor on 30 days written notice with or without cause.
 - a. Upon written notice of termination, parties will mutually agree on a transitional work plan for 30 days.
 - ii. by the Organization on 5 days written notice with or without cause.
 - a. Upon written notice of termination, parties will mutually agree on a transitional work plan for 5 days.

- iii. by either party for a material breach of any provision of this agreement by the other party, if the other party's material breach is not cured within 5 days of receipt of written notice of the breach; or
 - iv. by the Organization at any time and without prior notice, if the Contractor is convicted of any crime or offense, fails or refuses to comply with the written policies of the Organization, or is guilty of serious misconduct in connection with performance under this agreement; or if the project as outlined in Exhibit A is disbanded or modified such that Contractor's services are no longer needed.
 - v. automatically, on the death of the Contractor.
- c) **Effect of Termination.** After the termination of this agreement for any reason, the Organization shall promptly pay the Contractor for Services rendered before the effective date of the termination. No other compensation, of any nature or type, will be payable after the termination of this agreement.

3. COMPENSATION.

- a) **Terms and Conditions.** The Organization shall pay the Contractor \$25,000 annually in accordance with the scope of work outlined in **Exhibit A**.
- b) **Travel:** In addition to the amount listed above under a) Terms and Conditions, the Contractor will be reimbursed by the Organization for expenses for travel, lodging and meals at reasonable rates. The Contractor will be expected to exercise prudence in incurring such expenses. Travel expenses should be summarized for each trip and should include the following: the purpose of the trip, name(s) of individual(s) traveling, class of travel, destination(s), and dates. Travel will be billed with each invoice as outlined in the Billing Schedule in Exhibit A.
- c) **No Payments in Certain Circumstances.** No payment will be payable to the Contractor under any of the following circumstances:
 - i. if prohibited under applicable government law, regulation, or policy;
 - ii. if the Contractor did not directly perform or complete the Services as described in Exhibit A; or
 - iii. if the Services performed occurred after the expiration or termination of the Term, unless otherwise agreed in writing.
- d) **No Other Compensation.** The compensation set out above and in Exhibit A will be the Contractor's sole compensation under this agreement.
- e) **Expenses.** Any ordinary and necessary expenses incurred by the Contractor or her staff in the performance of this agreement will be the Contractor's sole responsibility, other than those agreed to in **Exhibit A**.
- f) **Taxes.** The Contractor is solely responsible for the payment of all income, social security, employment-related, or other taxes incurred as a result of the performance of the Services by the Contractor under this agreement, and for all obligations, reports, and timely notifications relating to those taxes. The Organization has no obligation to pay or withhold any sums for those taxes.
- g) **Other Benefits.** The Contractor has no claim against the Organization under this agreement or otherwise for vacation pay, sick leave, retirement benefits, social security, worker's compensation, health or disability benefits, unemployment insurance benefits, or employee benefits of any kind.

4. NATURE OF RELATIONSHIP; INVENTIONS.

- a) **Independent Contractor Status.**

- i. The relationship of the parties under this agreement is one of independent contractors, and no joint venture, partnership, agency, employer-employee, or similar relationship is created in or by this agreement. Neither party may assume or create obligations on the other party's behalf, and neither party may take any action that creates the appearance of such authority.
 - ii. The Contractor has the sole right to control and direct the means, details, manner, and method by which the Services will be performed, The Contractor or the Contractor's staff shall perform the Services, and the Organization is not required to hire, supervise, or pay any assistants to help the Contractor perform those Services. The Contractor shall provide insurance coverage for his/herself and his/her staff.
- b) Organization's Inventions.** The Contractor has no right or interest in any work or product resulting from the Services the Contractor performs for the Organization, or any of the documents, reports, or other materials the Contractor creates in connection with those Services (collectively, the "Organization's Inventions"), and has no right to or interest in any copyright to the Organization's Inventions. The Organization's Inventions have been specially commissioned or ordered by the Organization as "works made-for-hire," as that term is defined in the United States Copyright Act, and the Organization is therefore the author and the owner of all copyrights in the Organization's Inventions. It is understood that Contractor retains ownership of its pre-existing materials and intellectual property that will be used in the performance of the Services or the preparation of any Organization's Invention. Contractor hereby grants to Contracting Agency an irrevocable, nonexclusive, worldwide, royalty-free, and unrestricted right and license to use any such pre-existing intellectual property to the extent that it is incorporated into any Organization's Invention.
- c) Assignment of Organization's Inventions.** If the Organization's Inventions are deemed not to have been works made-for-hire, the Contractor hereby assigns to the Organization all interest the Contractor may have in the Organization's Inventions, including all copyrights, publishing rights, rights to use, reproduce, and otherwise exploit the Organization's Inventions in all formats or media and all channels, whether now known or created in the future.
- d) Patent and Copyright Registrations.** Contractor agrees that all inventions, work product, or deliverables that are created for Organization by Contractor under this Contract ("Invention(s)"), shall be the sole and exclusive property of Organization or its assignees, and Contractor will and hereby does assign to Organization all rights in and to such Inventions upon the creation of any such Invention, including without limitation (i) patents, patent applications, and patent rights throughout the world; (ii) rights associated with works of authorship throughout the world, including copyrights, copyright applications, copyright registrations, mask work rights, mask work applications and mask work registrations; (iii) rights relating to the protection of trade secrets and confidential information throughout the world; (iv) rights analogous to those set forth herein and any other proprietary rights relating to intangible property, including trademarks, service marks, and the like; and (v) divisions, continuations, renewals, reissues and extensions of the foregoing (as applicable) now existing or hereafter filed, issued or acquired (collectively, "IP Rights"). Organization and its nominees shall have the right to use and/ or to apply for statutory or common law protections for such Inventions in any and all countries.

5. USE OF TRADEMARKS.

The Contractor may use, reproduce, and distribute the Organization's service marks, trademarks, and trade names (if any) (collectively, the "Organization's Marks") in connection with the performance of the Services. Any goodwill received from this use will accrue to the Organization,

which will remain the sole owner of the Organization's Marks. The Contractor may not engage in activities or commit acts, directly or indirectly, that may contest, dispute, or otherwise impair the Organization's interest in the Organization's Marks. The Contractor may not cause diminishment of value of the Organization's Marks through any act or representation. The Contractor may not apply for, acquire, or claim any interest in any Organization's Marks, or others that may be confusingly similar to any of them, through advertising or otherwise. At the expiration or earlier termination of this agreement, the Contractor will have no further right to use the Organization's Marks, unless the Organization provides written approval for each such use.

6. CONFIDENTIAL INFORMATION.

- a) Confidentiality.** During the Term, the Contractor may have access to or receive certain information of or about the Organization that the Organization designates as confidential or that, under the circumstances surrounding disclosure, ought to be treated as confidential by the Contractor ("Confidential Information"). Confidential Information includes information relating to the Organization or its current or proposed business, financial statements, budgets and projections, customer identifying information, potential and intended customers, employers, products, computer programs, specifications, manuals, software, analyses, strategies, marketing plans, business plans, and other confidential information, provided orally, in writing, by drawings, or by any other media. The Contractor will treat the Confidential Information as confidential and will not disclose it to any third party or use it for any purpose but to fulfill her obligations in this agreement. In addition, the Contractor shall use due care and diligence to prevent the unauthorized use or disclosure of such information.
- b) Exceptions.** The obligations and restrictions in subsection (a) do not apply to that part of the Confidential Information the Contractor demonstrates:
 - i. was or becomes generally publicly available other than as a result of a disclosure by the Contractor in violation of this agreement;
 - ii. was or becomes available to the Contractor on a nonconfidential basis before its disclosure to the Contractor by the Organization, but only if:
 - a) the source of such information is not bound by a confidentiality agreement with the Organization or are not otherwise prohibited from transmitting the information to the Contractor by a contractual, legal, fiduciary, or other obligation; and
 - b) the Contractor provides the Organization with written notice of her prior possession either (I) before the effective date of this agreement or (II) if the Contractor later becomes aware (through disclosure to the Contractor) of any aspect of the Confidential Information as to which the Contractor had prior possession, promptly on the Contractor so becoming aware;
 - iii. is requested or legally compelled (by oral questions, interrogatories, requests for information or documents, subpoena, civil or criminal investigative demand, or similar processes), or is required by a regulatory body, to be disclosed. However, the Contractor shall:
 - a) provide the Organization with prompt notice of these requests or requirements before making a disclosure so that the Organization may seek an appropriate protective order or other appropriate remedy; and
 - b) provide reasonable assistance to the Organization in obtaining any protective order.

If a protective order or other remedy is not obtained or the Organization grant a waiver under this agreement, the Contractor may furnish that portion (and only that portion) of the Confidential Information that, in the written opinion of counsel reasonably acceptable to the Organization, the Contractor is legally compelled or otherwise required to disclose.

However, the Contractor shall make reasonable efforts to obtain reliable assurance that confidential treatment will be accorded any part of the Confidential Information disclosed in this way; or

- iv. was developed by the Contractor independently without breach of this agreement.

c) Obligation to Maintain Confidentiality.

- i. Confidentiality. At all times during the work with the Organization, the Contractor shall hold in strictest confidence, and not use, except for the benefit of the Organization, or to disclose to any person, firm, or corporation without the prior written authorization of the Executive Director of the Organization, any of the Organization Confidential Information.
- ii. Term. The Contractor shall maintain the confidentiality and security of the Confidential Information unless such time as all Confidential Information disclosed under this agreement becomes publicly known and is made generally available through no action or inaction of the Contractor. However, to the extent that the Organization have disclosed information to the Contractor that constitutes a trade secret under law, the Contractor shall protect that trade secret for as long as the information qualifies as a trade secret.

- d) **Remedy.** Money damages may not be a sufficient remedy for any breach of this section by the Contractor and, in addition to all other remedies, the Organization may seek (and may be entitled to) as a result of such breach, specific performance and injunctive as a remedy.

7. REPORTING.

The Contractor shall report to of the Organization or such other officer or employee as may be designated by the Organization. The Contractor shall provide deliverables as described in Exhibit A to the Organization.

8. OTHER ACTIVITIES.

During the Term, the Contractor is free to engage in other independent contracting activities, except that the Contractor may not accept work, enter into contracts, or accept obligations for a client that directly oppose the Organization's education strategies.

9. INDEMNIFICATION.

- a) **Of Organization by Contractor.** At all times after the effective date of this agreement, the Contractor shall indemnify the Organization and their employees (collectively, the "Organization Indemnitees") from all damages, liabilities, expenses, claims, or judgments (including interest, penalties, reasonable attorneys' fees, accounting fees, and expert witness fees) (collectively, the "Claims") that any Organization Indemnatee may incur and that arise from:
 - i. the Contractor's gross negligence or willful misconduct arising from the Contractor's carrying out of her obligations under this agreement;
 - ii. the Contractor's breach of any of her obligations or representations under this agreement; or
 - iii. the Contractor's breach of her express representation that she is an independent contractor and in compliance with all applicable laws related to work as an independent contractor. If a regulatory body or court of competent jurisdiction finds that the Contractor is not an independent contractor or is not in compliance with applicable laws related to

work as an independent contractor, based on the Contractor's own actions, the Contractor will assume full responsibility and liability for all taxes, assessments, and penalties imposed against the Contractor or the Organization resulting from that contrary interpretation, including taxes, assessments, and penalties that would have been deducted from the Contractor's earnings if the Contractor had been on the Organization payroll and employed as an Organization employee.

- b) Of Contractor by Organization.** At all times after the effective date of this agreement, the Organization shall indemnify the Contractor and affiliates to the extent permitted by US and state law (collectively, the "Contractor Indemnitees") from all Claims that the Contractor Indemnitees may incur arising from:
- i. the Organization's operation of its business;
 - ii. the Organization's breach or alleged breach of, or its failure or alleged failure to perform under, any agreement to which it is a party; or
 - iii. the Organization's breach of any of its obligations or representations under this agreement. However, the Organization is not obligated to indemnify the Contractor if any of these Claims result from the Contractor's own actions or inactions as related to the Scope of Work in Exhibit A.

10. FORCE MAJEURE.

A party will not be considered in breach or in default because of, and will not be liable to the other party for, any delay or failure to perform its obligations under this agreement by reason of fire, earthquake, flood, explosion, strike, riot, war, terrorism, or similar event beyond that party's reasonable control (each a "Force Majeure Event"). However, if a Force Majeure Event occurs, the affected party shall, as soon as practicable:

- a) notify the other party of the Force Majeure Event and its impact on performance under this agreement; and
- b) use reasonable efforts to resolve any issues resulting from the Force Majeure Event and perform its obligations under this agreement.

11. GOVERNING LAW.

- a) **Choice of Law.** The laws of the State of Texas govern this agreement (without giving effect to its conflicts of law principles).
- b) **Choice of Forum.** Both parties consent to the personal jurisdiction of the state and federal courts in the Permian Basin area of Texas.
- c) **Attorneys' Fees.** If either party employs attorneys to enforce any rights arising out of or relating to this agreement, the losing party shall reimburse the prevailing party for its reasonable attorneys' fees.

12. AMENDMENTS.

No amendment to this agreement will be effective unless it is in writing and signed by each party or its authorized representative.

13. ASSIGNMENT AND DELEGATION.

- a) **No Assignment.** Neither party may assign any of its rights under this agreement, except with the prior written consent of the other party, which consent shall not be unreasonably withheld. All voluntary assignments of rights are limited by this subsection.

- b) **No Delegation.** Neither party may delegate any performance under this agreement, except with the prior written consent of the other party, which consent shall not be unreasonably withheld.

14. COUNTERPARTS; ELECTRONIC SIGNATURES.

- a) **Counterparts.** The parties may execute this agreement in any number of counterparts, each of which is an original but all of which constitute one and the same instrument.
- b) **Electronic Signatures.** This agreement, agreements ancillary to this agreement, and related documents entered into in connection with this agreement are signed when a party's signature is delivered by facsimile, email, or other electronic medium. These signatures must be treated in all respects as having the same force and effect as original signatures.

15. SEVERABILITY.

If any one or more of the provisions contained in this agreement is, for any reason, held to be invalid, illegal, or unenforceable in any respect, that invalidity, illegality, or unenforceability will not affect any other provisions of this agreement, but this agreement will be construed as if those invalid, illegal, or unenforceable provisions had never been contained in it, unless the deletion of those provisions would result in such a material change so as to cause completion of the transactions contemplated by this agreement to be unreasonable.

16. NOTICES.

- a) **Writing; Permitted Delivery Methods.** Each party giving or making any notice, request, demand, or other communication required or permitted by this agreement shall give that notice in writing and use one of the following types of delivery, each of which is a writing for purposes of this agreement: personal delivery, mail (registered or certified mail, postage prepaid, return-receipt requested), nationally recognized overnight courier (fees prepaid), facsimile, or email.

17. WAIVER.

No waiver of a breach, failure of any condition, or any right or remedy contained in or granted by the provisions of this agreement will be effective unless it is in writing and signed by the party waiving the breach, failure, right, or remedy. No waiver of any breach, failure, right, or remedy will be deemed a waiver of any other breach, failure, right, or remedy, whether or not similar, and no waiver will constitute a continuing waiver, unless the writing so specifies.

18. ENTIRE AGREEMENT.

This agreement constitutes the final agreement of the parties. It is the complete and exclusive expression of the parties' agreement about the subject matter of this agreement. All prior and contemporaneous communications, negotiations, and agreements between the parties relating to the subject matter of this agreement are expressly merged into and superseded by this agreement. The provisions of this agreement may not be explained, supplemented, or qualified by evidence of trade usage or a prior course of dealings. Neither party was induced to enter this agreement by, and neither party is relying on, any statement, representation, warranty, or agreement of the other party except those set forth expressly in this agreement. Except as set forth expressly in this agreement, there are no conditions precedent to this agreement's effectiveness.

19. HEADINGS.

The descriptive headings of the sections and subsections of this agreement are for convenience only, and do not affect this agreement's construction or interpretation.

20. EFFECTIVENESS.

This agreement will become effective when all parties have signed it. The date this agreement is signed by the last party to sign it (as indicated by the date associated with that party's signature) will be deemed the date of this agreement.

21. NECESSARY ACTS; FURTHER ASSURANCES.

Each party shall use all reasonable efforts to take, or cause to be taken, all actions necessary or desirable to consummate and make effective the transactions this agreement contemplates or to evidence or carry out the intent and purposes of this agreement.

Each party is signing this agreement on the date stated opposite that party's signature.

By: _____ Date: _____

Representative, South San Antonio Independent School District

By:  _____

Benjamin Mackey

Date: June 22, 2025

Exhibit A – Scope of Work

Exhibit B – First Year Draft Implementation Plan

Exhibit A – Scope of Work

Term of Service: July 22, 2025 – July 30, 2027

Amount: \$25,000 annually, as outlined in the billing schedule below

Travel: The Organization will reimburse the Contractor for all travel, lodging and meal expenses incurred as part of the execution of the services outlined in the Implementation Plan (Exhibit B). The Contractor shall include all relevant documentation as part of the regular invoices aligned with the billing schedule below.

Services Provided: The Contractor will provide comprehensive Lone Star Governance training and support over the two-year period in alignment with the Implementation Plan. This includes all relevant group and individual coaching, trainings, and support.

Billing Schedule: The Contractor will bill the Organization at the intervals outlined below. In addition to the amounts outlined below, the Contractor will also bill for any travel incurred up to that point.

Year 1

- August 2025: \$6,250
- November 2025: \$6,250
- February 2026: \$6,250
- May 2026: \$6,250

Year 2

- August 2027: \$6,250
- November 2027: \$6,250
- February 2027: \$6,250
- May 2027: \$6,250

South San Antonio Independent School District

Proposed Board Implementation Timeline

Overview

The Example ISD Board may consider the following objectives to pursue its increased focus on improving student outcomes. This plan is only a draft and only covers the first year. Based on what is accomplished in the first year, the district and coach will put together the second year plan in Spring 2026.

- Refine existing district priorities
 - Conduct initial two-day seminar for both governance team and staff
 - Set priorities for SSAISD based on the current needs assessment and exit criteria
- Redesign board meetings to be more focused on the board-adopted Goals
 - Implement a community education process so that community members and staff know why the board is changing and what the changes will look like; can be rolled up into the community listening plan
 - Refine existing agenda and make changes to it to move towards an agenda that results in meetings 50% focused on Goals
 - Invest at least 50% of board meeting time each month into monitoring progress toward Goals focused on improving student outcomes
- Monitor the board's improvement at focusing on the Goals and Constraints
 - Create an instrument and process for superintendent evaluation
 - Align the budget process with the Goals and Constraints
 - Ensure that the district's first priority for resource allocation is the Goals and Constraints
- Board Policy Refinement
 - Create a process to review existing board policies and procedures on a regular basis
 - Execute a policy diet process whereby the board will revise policies to better align to accomplishment of the district's priorities
 - Revise Board Operating Procedures to improve efficiency and effectiveness of monthly meetings
- Board Sustainability
 - Provide training to potential board members about effective governance (School Board School)
 - Implement a minimum of 2 Two-Way communications with the community per academic year

The Board President, Board Vice President, Superintendent, and Governance Coach will meet monthly to coordinate activities.

Board Coaching

The governance coach will coordinate training and workshops with the Board officers and the Superintendent. Coaching includes:

- Vision (Goals) and Values (Constraints) Workshop
- Building feedback procedures
- Supporting board's two-way communication with community and stakeholders
- Board Self Evaluation (Quarterly)
- Board Monitoring Calendar
- Supporting Board with developing their own School Board School
- Superintendent Evaluation
- Board Policy Diet
- Board Operating Procedures
- Data Progress Monitoring on goals and meeting effectiveness
- Agenda Review
- Group Coaching: Agenda Review, Superintendent Evaluation Meeting, and any other similar meeting or conversation with two or more board members and/or administrators (i.e. committee meetings)
- Individual Coaching: One-on-one conversations with a individual board members or administrators
- Monthly Coaching Memo with updates on progress and feedback for the entire team

Additional Resources

- [Lone Star Governance Manual](#)
- [Additional Reading About Governance](#)

Status Indicators (far right column)

Not Started	Off Track	Slightly Off Track	On Track	Completed
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July - September 2025 (SY 2025-26)

Activity	Description	Due Date	Owner	Status
Vision & Values	Coach conducts interviews with all governance team members	July	Coach	
Vision & Values	Board participates in Lone Star Governance (LSG) Training	August	Coach	
Vision & Values	The administrative team and superintendent review LSG framework and aligning district data for board Goals and Constraints workshop.	August	Superintendent	
Vision & Values	Board sets Goals & Constraints in Priority Setting Workshop	September	Board Chair	
Vision & Values	Decide if the current Vision is owned by the Board. If not, draw up a new Vision & Theory of Action	September	Board Chair	
Self Eval	Board conducts quarterly self-evaluation and sets baseline	September	Board Chair	
Vision & Values	Superintendent shares progress measures / reasonable interpretations of the draft Goals and Constraints	September	Supt	
Vision & Values	Board adopts Goals and Constraints	September	Board Chair	

October - December 2025 (SY 2025-26)

Activity	Description	Due Date	Owner	Status
Calendar Redesign	Board receives first draft of Monitoring Calendar (including monitoring, training, engagement, statutory approvals) and provides feedback	October	Supt	
Operating Procedures	Board receives feedback on Board Operating Procedures and provides feedback on Board Operating Procedures.	October	Coach	
Board Training	Board begins practice monitoring sessions	October	Coach	
Agenda Redesign	Board begins to implement Q&A document process for Board Meetings	October	Supt	
Vision & Values	Board designs Superintendent Evaluation System	October	Board Chair	

Board Training	Board monitoring practice session	November	Coach	
Calendar Redesign	Board approves redesigned Calendar (including monitoring, training, engagement sessions, and statutory approvals)	November	Board Chair	
Operating Procedures	Board approves revised Board Operating Procedures	November	Coach	
Board Training	Board monitoring practice session	December	Coach	
Self Eval	Board conducts quarterly self-evaluation and sets baseline	December	Board Chair	

January - March 2026 (SY 2025-26)

Activity	Description	Due Date	Owner	Status
Agenda Redesign	Board Operating Procedures go into effect	January	Board Admin	
Self Eval	Board conducts monthly time use evaluation	January	Board Chair	
Vision & Values	Board Progress Monitors	January	Board Chair	
Vision & Values	Board receives budget recommendation overview concerning Goals and Constraints alignment	February	Supt	
Vision & Values	Board begins Board Policy Diet: reflecting the Board's Goals, Board Self-Constraints, and Superintendent Constraints	February	Board Chair	
Vision & Values	Board Progress Monitors	February	Board Chair	
Self Eval	Board conducts quarterly self-evaluation	March	Board Chair	
Community Engagement	Board begins to design their School Board School	March	Board Chair	
Community Engagement	Board begins to design Two-Way Communication with the community	March	Board Chair	
Vision & Values	Administration aligns budgeting process to board adopted Goals & Constraints	March	Supt	

April – June 2026 (SY 2025-26)

Activity	Description	Due Date	Owner	Status
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Self Eval	Board conducts monthly time use evaluation	April	Board Chair	
Vision & Values	Board Progress Monitors	April	Board Chair	
Vision & Values	Board reviews annual budget overview to ascertain alignment with Goals and Constraints	April	Supt	
Vision & Values	Board Progress Monitors	May	Board Chair	
Vision & Values	Board completes Board Policy Diet: reflecting the Board's Goals, Board Self-Constraints, and Superintendent Constraints	May	Board Chair	
Vision & Values	Board Progress Monitors	May	Board Chair	
Community Engagement	Board completes design their School Board School	May	Board Chair	
Vision & Values	Board adopts annual budget aligned to Goals & Constraints	June	Board Chair	
Vision & Values	Board Progress Monitors	June	Board Chair	
Self Eval	Board conducts quarterly self-evaluation	June	Board Chair	