Board of Directors
North Clackamas School District 12
12400 SE Freeman Way
Milwaukie, Oregon 97222

Agenda

North Clackamas School Board
Thursday, September 24, 2026 6:00 PM
Boardroom/YouTube
12400 SE Freeman Way
Milwaukie, OR 97222

Times listed on the agenda below are only estimates and may be adjusted.

OPEN SESSION

6:00 Call to Order
Community Comments

Native Land Acknowledgement 2

Flag Salute 3

Consent Agenda
A. Employment Changes
B. Minutes - September 10, 2026 **4**
C. Policy Revisions **7**

6:30 1. Strategic Plan Renewal - Report **24**
Presenter: Tiffany Shireman

7:00 2. North Clackamas Education Foundation Update Report **43**
Presenter: Tiffany Shireman

7:25 Adjourn

Native Land Acknowledgment

We acknowledge the land on which we sit and which we call the North Clackamas School District rests on the traditional and indigenous lands and village sites of the Native peoples of the Kalapuya, Chinook, Molalla, and the Clackamas. We take this opportunity to offer gratitude for the ability to learn, work, and be a community on this land, and we offer thanks to the original caretakers of this region. We recognize the historic policies of colonization, genocide, relocation, and assimilation that affected Indigenous and Native families both past and present and that will affect those in the future, and honor the resilience and revitalization of our Indigenous and Native communities. We pay our respects to the Elders, both past and present, who have been the stewards of this land throughout the generations.

Adopted 6/4/2020

Flag Salute

I pledge allegiance to the Flag of the United States of America, and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.

NORTH CLACKAMAS SCHOOL DISTRICT 12
CLACKAMAS COUNTY, OREGON
MINUTES — BOARD OF DIRECTORS MEETING
September 10, 2026
Boardroom/YouTube

Open Session

With due notice having been given and a quorum present, Chair Jena Benologa convened open session at 6:00 p.m. with the following members present:

Jena Benologa	-	Chair
Samantha Tamtreng	-	Vice Chair
Monica Di Pietrantonio	-	Director
Paul Kemp	-	Director
April Olson	-	Director
Glenn Wachter	-	Director
Shay James	-	Superintendent
Donna Collingwood	-	Board Secretary

Also present were Ivonne Dibblee, Michelle Riddell, Teresa Neff-Webster, Petra Callin, Patricia Ahrens, Tammy O'Neill, Matt Makara, Jen Dove-Kiltow, Ryan Richardson, and David Kruse.

Community Comments - There were no community members signed up to provide comments.

Native Land Acknowledgement video was shown. The Board led the Pledge of Allegiance.

R26/27-7

Consent Agenda – Glenn Wachter moved, April Olson seconded the motion to adopt the consent agenda as recommended:

Employment Changes - Approve employment changes as listed, with a copy of the list made as part of the official minutes, as recommended by the Chief of Human Resources & Business Services:

- Administrative appointment and transfers
- Licensed appointments, additional assignments, transfers, leaves, and terminations

Minutes - August 27, 2026 - approve the minutes of the regular Board Meeting held August 27, 2026.

Budget Calendar 2027-2028 - approve the 2027-2028 Budget Calendar.

Board Protocols and Operating Agreements - approve the Board Protocols and Operating Agreements.

Travel Permission Request - Grant permission for 12 students from Clackamas High School to travel to Honolulu, Hawaii, December 16-20, 2026.

Motion passed 6-0 - Benologa, Di Pietrantonio, Kemp, Olson, Tamtreng, Wachter voted yes.

Superintendent's Report – Superintendent Shay James gave updates on what's happening in the district, celebrating awards throughout the district, and recognizing new administrators. Questions and comments from the Board were addressed.

Board Reports - Board members made brief reports on activities and events they had attended.

Quarterly Financial Report- Executive Director of Finance and Business Services Matt Makara discussed the quarterly financial report.

Policy Revisions - Discussion - Chief of Human Resources and Business Services Michelle Riddell and Executive Director of Operations David Kruse presented revisions to the following policies as recommended by the Policy Review Committee:

EBB - Integrated Pest Management

ECAA - Access to Buildings

KNA - Immigration Enforcement on District Property

DBEA - Budget Committee

GBA - Equal Employment Opportunity

GBN/JBA and JBA/GBN - Sexual Harassment

Budget Committee Vacancies - Action -

R26/27-8 Monica Di Pietrantonio moved, Glenn Wachter seconded the motion to declare Budget Committee positions 8, 10, and 11 open.

Motion passed 6-0 - Benologa, Di Pietrantonio, Kemp, Olson, Tamtreng, Wachter voted yes.

R26/27-9 Monica Di Pietrantonio moved, Glenn Wachter seconded the motion to reappoint Simona Beattie to Budget Committee position 8.

Motion passed 4-2 - Benologa, Di Pietrantonio, Kemp, Wachter voted yes; Olson, Tamtreng voted no.

R26/27-10 Glenn Wachter moved, Monica Di Pietrantonio seconded the motion to reappoint Jennifer Pope to Budget Committee position 11.

Motion passed 4-2 - Benologa, Di Pietrantonio, Kemp, Wachter voted yes; Olson, Tamtreng voted no.

There being no further business to come before the Board, the meeting adjourned at 7:12 p.m.

Executive Session Chair Jena Benologa convened executive session under ORS 192.660(2)(d) at 7:19 p.m.

Labor Negotiations - The Board deliberated with persons designated by the governing body to carry on labor negotiations.

Executive session adjourned at 8:16 p.m.

Unapproved

Draft

POLICY REVISIONS **CONSENT C**

September 24, 2026

REASON FOR BOARD CONSIDERATION:
Approval of the attached revised policies.

RECOMMENDATION:
The Superintendent's Policy Review Team, with representation of staff and board liaisons, reviewed and supports the following policy revisions.

BUDGET IMPACT/SOURCE OF FUNDS:
There are no known or anticipated increases to costs with the proposed policy change.

ATTACHMENTS:
Drafts of the following policy to review:

Policy	Title	Reason
EBB	Integrated Pest Management	OSBA April 2026 Update, align with House Bill 2684 (2025), requiring website posting of the plan, as well as a mandatory plan review and Board readoption every five years.
ECAA	Access to Buildings	OSBA April 2026 Update, incorporate House Bill 3083 (2025) requirements, reminding the district/board to consider installing panic alarm systems when reviewing school building security practices.
KNA	Immigration Enforcement on District Property	OSBA August 2026 Update, to comply with Senate Bills 1538, 1594, and House Bill 4079 (2026), which require adoption of policies consistent with the Oregon Attorney General's model policies by September 30, 2026.
DBEA	Budget Committee	OSBA April 2026 Update, clarifying that the requirement for an Educational Equity Advisory Committee member to serve on the budget committee does not apply if no member is willing or eligible to serve.

GBA	Equal Employment Opportunity	OSBA April 2026 Update, to maintain required compliance with equal employment opportunity standards and nondiscrimination laws.
GBN/JBA JBA/GBN	Sexual Harassment	OSBA April 2026 Update, reflect required state and federal Title IX compliance standards and definitions regarding sexual harassment reporting and grievance procedures.

PRESENTER / STAFF CONTACT:
David Kruse, Executive Director of Operations
Michelle Riddell, Chief of Human Resources and Business Services

Code: EBB
Adopted: 4/19/12

Integrated Pest Management

To ensure the health and safety concerns of student, staff and community members, the Board shall adopt an integrated pest management plan (IPM)[1] which emphasizes the least possible risk to students, staff and community members and shall adopt a list[2] of low-impact pesticides for use with the IPM plan. The IPM plan and list shall be available to the public through the district's website[3].

The IPM plan is a proactive strategy that:

1. Focuses on the long-term prevention or suppression of pest problems through economically sound measures that:

   a. Protect the health and safety of students and staff;
   b. Protect the integrity of district buildings and grounds;
   c. Maintain a productive learning environment; and
   d. Protect local ecosystem health.

2. Focuses on the prevention of pest problems by working to reduce or eliminate conditions of property construction, operation and maintenance that promote or allow for the establishment, feeding, breeding and proliferation of pest populations or other conditions that are conducive to pests or that create harborage for pests;

3. Incorporates the use of sanitation, structural remediation or habitat manipulation or of mechanical, biological and chemical pest control measures that present a reduced risk or have a low-impact and, for the purpose of mitigating a declared pest emergency, the application of pesticides that are not low-impact pesticides;

4. Includes regular monitoring and inspections to detect pests, pest damage and unsanctioned pesticide usage;

5. Evaluates the need for pest control by identifying acceptable pest population density levels;

6. Monitors and evaluates the effectiveness of pest control measures;

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[1]

[2] See ORS 634.705(5).

[3] Inclusion of the list and IPM in the district's Healthy and Safe Schools Plan satisfies this requirement as long as it is posted on the district's website.

7. Excludes the application of pesticides on a routine schedule for purely preventive purposes, other than applications of pesticides designed to attract or be consumed by pests;

8. Excludes the application of pesticides for purely aesthetic purposes;

9. Includes school staff education about sanitation, monitoring, inspection and pest control measures;

10. Gives preference to the use of nonchemical pest control measures;

11. Allows the use of low-impact pesticides if nonchemical pest control measures are ineffective; and

12. Allows the application of a pesticide that is not a low-impact pesticide only to mitigate a declared pest emergency or if the application is by, or at the direction or order of, a public health official.

The district shall designate the facilities manager as the Integrated Pest Management Plan Coordinator giving them the authority for overall implementation and evaluation of the IPM plan.

Integrated Pest Management Plan Coordinator

The IPM Plan Coordinator shall:

1. Attend not less than six hours of IPM training each year. The training shall include at least a general review of integrated pest management principles and the requirements of IPM as required by Oregon statute;

2. Ensure appropriate prior notices are given and posted warnings have been placed when pesticide applications are scheduled;

3. Oversee pest prevention efforts;

4. Ensure identification and evaluation of pest situation;

5. Determine the means of appropriately managing pest damage that will cause the least possible hazard to people, property and the environment;

6. Ensure the proper use and application of pesticide applications when non-pesticide controls have been unsuccessful;

7. Evaluate pest management results;

8. Keep for at least four years following the application date, records of applied pesticides that include:

    a. A copy of the label;
    b. A copy of the Safety Data Sheet (SDS);
    c. The brand name and U.S. Environmental Protection Agency (USEPA) registration number of the product;
    d. The pest condition that prompted the application;
    e. The approximate amount and concentration of pesticide applied;
    f. The location and description of the area where the pesticide was applied;
    g. The type of application and whether the application was effective;
    h. The name(s) of the person(s) applying the pesticide;

i. The pesticide applicator's license numbers and pesticide trainee or certificate numbers of the person applying the pesticide;
j. The dates and times for the placement and removal of warning signs; and
k. Copies of all required notices given, including the dates the IPM Coordinator(s) gave the notices.

9. Respond to inquiries about the IPM plan and refer complainants to Board policy KL - Public Complaints; and

10. Conduct outreach to district staff about the district's IPM plan.

At least once every five years, the Board shall review the IPM plan, make any necessary updates and readopt the IPM plan.[4] The final IPM plan shall include the day, month and year the Board adopted or readopted the plan.

END OF POLICY

Legal Reference(s):

ORS 634.116
ORS 634.700 - 634.750

Cross Reference(s):

EB - Safety Program
GBE - Staff Health and Safety

[4] For IPMs adopted prior to January 1, 2026, the Board shall review, update and readopt the IPM no later than January 1, 2027, or five years from the date of the most recent approval of the plan, whichever is later.

Code: ECAA
Adopted: 5/07/87
Readopted: 6/23/11
Orig. Code: ECAA

Access to Buildings

The Board directs the superintendent to control access to district buildings as appropriate and necessary to protect property, students and personnel.

The superintendent or designee will develop procedures to control access to school buildings and provide safeguards against unauthorized access to these buildings. Procedures will include staff members being responsible for district property (e.g., keys, access cards) in their possession.

Staff who fail to obey such procedures may be disciplined up to and including dismissal. Students who fail to obey such procedures may be disciplined.

When reviewing policies and procedures relating to school building security, the Board must consider the installation of a panic alarm system in accordance with ORS 339.408.

END OF POLICY

Legal Reference(s):

ORS 332.107
ORS 332.172
ORS 339.408

OSBA Model Sample Policy

Code: KNA
Adopted:

Immigration Enforcement on District Property**

The district complies with state and federal law, including Oregon Revised Statute (ORS) 180.805 and ORS 181.826, and this policy and accompanying administrative regulations KNA-AR(1) – Interactions with Immigration Enforcement and KNA-AR(2) – Federal Immigration Enforcement Request Log when responding to requests from federal immigration authorities regarding immigration enforcement. Absent a judicially authorized subpoena, warrant or court order, district staff must not allow federal immigration authorities access to the district's records or facilities not open to the public for the purposes of immigration enforcement and must verify the validity of any subpoena, warrant or court order involving immigration enforcement presented to them by federal immigration authorities to ensure it is judicially authorized. Examples of judicial and administrative warrants and subpoenas can be found in the Oregon Attorney General's Model Public School Policies.[1] The superintendent or designee must review and approve any response to a request involving immigration enforcement. The district will provide ongoing training to designated staff to ensure compliance with this policy.

This policy will be made available in the student handbook and on the district's website[2].

Designation of Primary Point of Contact

The Executive Director of Operations is the primary point of contact for coordinating interactions with federal immigration authorities occurring in the district ("immigration liaison"). The Chief of Operations shall serve as an alternative point of contact during the immigration liaison's absence or unavailability ("alternate immigration liaison").

The immigration liaison's responsibilities include:

1. Serving as the district's representative during encounters with federal immigration authorities;

2. Confirming when federal immigration authorities have entered school property for immigration enforcement purposes;

3. Ensuring federal immigration authorities engaging in enforcement activities at the district have notice of relevant district policies: JO/IGBAB – Education Records/Records of Students with Disabilities, JOA – Directory Information, JOB – Personally Identifiable Information and this policy;

[1] https://www.doj.state.or.us/wp-content/uploads/2026/06/Attorney-Generals-Model-Public-School-Policies-in-Compliance-with-SB-1538.pdf

[2] Must be provided in culturally appropriate languages that are used to communicate effectively with parents of students in the district, as determined by the Board.

4. Assisting staff in performing their duties in response to immigration enforcement efforts, including ensuring compliance with all district policies and procedures related to interactions with federal immigration authorities and immigration enforcement efforts;

5. Reviewing and responding to requests from federal immigration authorities, in coordination with, and under the direction of, the superintendent or designee;

6. Facilitating the district's compliance with lawful immigration enforcement efforts in a manner that does not unnecessarily disrupt the school environment or invade the privacy of students, staff, or volunteers;

7. Providing notice as required in this policy when a federal immigration authority has been confirmed to have entered school property for immigration enforcement.

Required Notice

When a federal immigration authority is reported to have entered school property for the purpose of immigration enforcement the immigration liaison shall confirm whether federal immigration authorities have entered school property for immigration enforcement and when confirmed, shall provide notice as follows:

1. Notice must be provided to:

    a. Students who attend the school where the federal immigration authority is confirmed to be on school property for immigration enforcement and who are in grades six (6) and above;
    b. Parents of students attending the school where the federal immigration authority is confirmed to be on school property for immigration enforcement;
    c. Staff of the school where the federal immigration authority is confirmed to be on school property for immigration enforcement; and
    d. Community-based service providers that have requested to receive notice when a federal immigration authority is confirmed to be on school property for immigration enforcement. Community-based service providers can request to receive such notifications by contacting the Director of Community Relations.

2. Notice must include:

    a. The general location of the federal immigration authority; and
    b. Whether classes or school operations were affected by the presence of the federal immigration authority.

3. Notice must not disclose:

    a. Personally identifiable information;
    b. Other information that may not be legally disclosed; or
    c. Other information when the disclosure may threaten the health or safety of students or staff of the district or is prohibited by a court order.

The required notice will be provided as expediently as possible using existing methods used for providing electronic communications.

Unless otherwise prohibited by law or court order, the district will make reasonable efforts to provide notice to a student, or to the parent of a student, when the district has provided information related to the student to a federal immigration authority.

Confidentiality of School Records

The district's policies with respect to student records can be found in Board policies JO/IGBAB – Education Records/Records of Students with Disabilities, JOA – Directory Information and JOB – Personally Identifiable Information. To ensure compliance with applicable federal and state law, the district's staff shall not disclose any school records or information to federal immigration authorities except as provided in these policies.

Training

The district will provide the immigration liaison and alternate immigration liaison with training as follows:

1. The training must include information on the requirements of House Bill 4079 (2026), any applicable model policies published by the Attorney General, and this policy; and

2. The training must be provided at the time of designation and at least once every two years thereafter.

Upon the adoption of this policy and not less than once every two years thereafter, the district will provide training to all current district staff regarding federal and state laws, and the district's policies, relating to interacting with federal immigration authorities and responding to immigration enforcement efforts. The district will provide the required training to all new staff within 30 days of beginning employment.

** As used in this policy, the term parent includes legal guardian or person in a parental relationship. The status and duties of a legal guardian are defined in ORS 125.005 (4) and 125.300 - 125.325. The determination of whether an individual is acting in a parental relationship, for purposes of determining residency, depends on the evaluation of the factors listed in ORS 419B.373. The determination for other purposes depends on evaluation of those factors and a power of attorney executed pursuant to ORS 109.056. For special education students, parent also includes a surrogate parent, an adult student to whom rights have transferred and foster parent as defined in OAR 581-015-2000.

END OF POLICY

Legal Reference(s):

ORS 180.810
ORS 180.805
ORS 181.826
OAR 581-021-0371

Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g (2012); Family Educational Rights and Privacy, 34 C.F.R. Part 99 (2017).
Oregon Attorney General's *K12 School Model Policy*
Senate Bill 1538 (2026).
Senate Bill 1594 (2026).
House Bill 4079 (2026).

Code: DBEA
Adopted: 10/16/08
Revised/Readopted: 9/16/10; 3/17/11; 9/27/18; 5/11/23
Orig. Code: DBEA

Budget Committee

By law, the budget committee is charged with making recommendations concerning financial priorities.

The budget committee will have the responsibility for reviewing the financial programs of the district, reviewing the proposed district budget as presented by the superintendent, and recommending an annual district budget in keeping with the provisions of applicable state laws.

Educational policy decisions are the responsibility of the Board, not the budget committee.

The committee does not have the authority to add programs or to approve additional personnel or increase salaries. While the committee may, in effect, delete programs because of a fund decrease, the committee is charged primarily with a fiscal evaluation of programs. The committee may, alternatively, set an amount that changes the recommended budget and may request the administration make such changes in accordance with priorities set by the Board.

The following will govern the make-up and process of establishing the district's budget committee:

1. The budget committee consists of seven members appointed by the Board plus the elected Board members of the district. To be eligible for appointment, the appointive member must:

   a. Live and be registered to vote in the district;
   b. Not be an officer, agent or employee of the district.

2. At least one member of the budget committee must be a member of the district's educational equity advisory committee;[1]

3. No budget committee member may receive any type of compensation from the district;

4. At a regular meeting, the Board will identify vacant budget committee positions which must be filled by appointment of the Board. The Board will announce the vacancies and receive applications from interested persons. Such applications will include a signed statement that the applicant is willing to serve as a member of the budget committee and to adhere to the policies of the district. The Board may appoint budget committee members to as many consecutive terms as deemed appropriate;

[1] The district is not required to include a member of the educational equity advisory committee on the budget committee if no member of the committee is willing or able to serve on the budget committee.

5. At a regular Board meeting, the Board will review the names of persons filing applications and names of those persons who have served previously and are willing to be reappointed. At a subsequent regular Board meeting, the Board will appoint persons to fill the vacant positions;

6. The appointive committee members of a budget committee in a district that prepares an annual budget will be appointed for three-year terms. The terms will be staggered so that, as near as practicable, one-third of the appointive members' terms end each year.

7. If any appointive member is unable to complete the term for which the member was appointed, the Board will announce the vacancy at the first regular Board meeting following the committee member's resignation or removal. An appointment to fill the position for its unexpired term will be made at a subsequent regular Board meeting.

Budget Committee Responsibilities

The following items explain the budget committee responsibilities:

At its first meeting after appointment, the budget committee will elect a presiding officer from among its members. It may also establish other ground rules as necessary for successful operation of the committee;.

1. A majority of the constituted committee is required for passing an action item. Majority for a 14-member budget committee is 8. Therefore, if only 8 members are present, a unanimous vote is needed for passing an action;

2. The budget committee shall hold one or more meetings to receive the budget message, receive the budget document and to provide members of the public with an opportunity to ask questions about and comment on the budget document. The budget officer shall announce the time and place for all meetings, as provided by law. All meetings of the budget committee are open to the public.

The budget committee may request any information used in the preparation of or for revising the budget document from the superintendent or Executive Director of Finance and Business Services The committee may request the attendance of any district employee at its meetings. The budget committee will approve the budget document as submitted by the Superintendent or as subsequently revised by the committee.

After approval of the original or revised budget document, the budget committee's duties cease. The hearing on the approved budget is held by the Board.

END OF POLICY

Legal Reference(s):

ORS 174.130
ORS 192.610 - 192.695
ORS 294.305 - 294.565
ORS 328.542
ORS 329.711
ORS 433.835 - 433.875
OAR 581-022-2307

House Bill 4066 (2026)

Code: GBA
Adopted: 2/78
Revised/Readopted: 6/06/13; 2/10/22
Orig. Code: GBA

Equal Employment Opportunity

Equal employment opportunity and treatment shall be practiced by the district regardless of race[1], color, religion, sex, sexual orientation, gender identity, national origin, marital status, pregnancy, childbirth or a related medical condition, age, veterans' status, service in a uniformed service, familial status, genetic information, an individual's juvenile record that has been expunged, and disability if the employee, with or without reasonable accommodation, is able to perform the essential functions of the position.

The district administers preference in hiring or promotion decisions in accordance with Oregon law for applicants claiming preference as a veteran, disabled veteran, state servicemember or former state servicemember.

The superintendent will appoint an employee to serve as the officer in charge of compliance with the Americans with Disabilities Act and the Americans with Disabilities Act Amendments Act (ADA), and Section 504 of the Rehabilitation Act. The superintendent will also designate a Title IX coordinator to comply with the requirements of Title IX of the Education Amendments. The Title IX coordinator will investigate complaints communicated to the district alleging noncompliance with Title IX. The name, address and telephone number of the Title IX coordinator will be communicated to all students, parents of students and employees through handbooks and will be published on the district website.

The superintendent or designee will develop other specific recruitment, interview and evaluation procedures necessary to implement this policy. These procedures will seek to provide an equal employment opportunity and eliminate the effects of past and present discrimination, intended or unintended, on the basis of race, religion, national origin, age, sex, marital status or physical or mental disabilities.

END OF POLICY

Legal Reference(s):

ORS 174.100
ORS 243.305
ORS 326.051
ORS 332.505
ORS 408.225 – 408.237
ORS 652.210 - 652.220
ORS 659.850
ORS 659A.003
ORS 659A.006
ORS 659A.009
ORS 659A.029
ORS 659A.030
ORS 659A.082
ORS 659A.109
ORS 659A.112
ORS 659A.147
ORS 659A.820

OAR 581-021-0045
OAR 581-022-2405
OAR 839-006-0435 - 0480

[1] Race also includes physical characteristics that are historically associated with race, including but not limited to natural hair, hair texture, hair type and protective hairstyles as defined by ORS 659A.001.

Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d (2024).
Title VII of the Civil Rights Act of 1964, 42 U.S.C. § 2000e, et. seq. (2024).
Age Discrimination in Employment Act of 1967, 29 U.S.C. §§ 621-634 (2024); 29 C.F.R Part 1626 (2025).
Age Discrimination Act of 1975, 42 U.S.C. §§ 6101-6107 (2024).
Equal Pay Act of 1963, 29 U.S.C. § 206(d) (2024).
Rehabilitation Act of 1973, 29 U.S.C. §§ 791, 794 (2024); 34 C.F.R. Part 104 (2025).
Title IX of the Education Amendments of 1972, 20 U.S.C. §§ 1681-1683 (2024); Nondiscrimination on the Basis of Sex in Education Programs or Activities Receiving Federal Financial Assistance, 34 C.F.R. Part 106 (2020).
Americans with Disabilities Act/Americans with Disabilities Act Amendments Act, 42 U.S.C. §§ 12101-12213 (2024); 29 C.F.R. Part 1630 (2025); 28 C.F.R. Part 35 (2025).
The Vietnam Era Veterans' Readjustment Assistance Act of 1974, 38 U.S.C. § 4212 (2024).
Genetic Information Nondiscrimination Act of 2008, 42 U.S.C. § 2000ff-1 (2024).
Uniformed Services Employment and Reemployment Rights Act of 1994, 38 U.S.C. §§ 4301-4303, 4311 (2024).

Cross Reference(s):

AC - Nondiscrimination
ACA - Americans with Disabilities

Code: GBN/JBA
Adopted: 11/15/07
Revised/Readopted: 12/06/12; 1/08/15; 6/25/20; 11/11/20; 6/08/23
Orig. Code: GBN/JBA

Sexual Harassment**

The Board and district is committed to eliminating sexual harassment. Sexual harassment will not be tolerated in the district. All students, staff members and other persons are entitled to learn and work in an environment that is free of harassment. All staff members, students and third parties are subject to this policy. Any person may report sexual harassment.

The district processes complaints or reports of sexual harassment under Oregon Revised Statute (ORS) 342.700 et. al. and federal Title IX laws found in Title 34 C.F.R. Part 106. Individual complaints may require both of these procedures, and may involve additional complaint procedures.

General Procedures

When information, a report or complaint regarding sexual harassment is received by the district, the district will review such information, report or complaint to determine which law applies and will follow the appropriate procedures. Conduct that falls under Title IX will be processed under GBN/JBA-AR(6) and GBN/JBA-AR(7) - Federal Law (Title IX) Sexual Harassment Complaint Procedure. When the alleged conduct could meet both of the definitions in ORS Chapter 342 and Title IX, both complaint procedures may be processed simultaneously (*see* GBN/JBA-AR(1) - Sexual Harassment Complaint Procedure and GBN/JBA-AR(6) and GBN/JBA-AR(7) - Federal Law (Title IX) Sexual Harassment Complaint Procedure. The district may also need to use other complaint procedures when the alleged conduct could meet the definitions for other complaint procedures.

The superintendent shall ensure appropriate periodic sexual harassment awareness training or information is provided to all supervisors, staff members and students and that annually, the name and position of district officials responsible for accepting and managing sexual harassment complaints, business phone numbers, addresses or other necessary contact information is readily available.

Oregon Definitions

Sexual harassment of students, staff members or third parties[1] shall include:

1. A demand or request for sexual favors in exchange for benefits;

[1] "Third party" means a person who is not a student or a school or district staff member and who is: 1) on or immediately adjacent to school grounds or district property; 2) at a school-sponsored activity or program; or 3) off school grounds or district property if a student or a school or district staff member acts toward the person in a manner that creates a hostile environment for the person while on school or district property, or at a school- or district-sponsored activity.

2. Unwelcome conduct of a sexual nature that is physical, verbal, or nonverbal and that:

    a. Interferes with a student's educational activity or program;
    b. Interferes with a school or district staff member's ability to perform their job; or
    c. Creates an intimidating, offensive or hostile environment.

3. Assault when sexual contact occurs without consent[2].

Sexual harassment does not include conduct that is necessary because of a job duty of a school or district staff member or because of a service required to be provided by a contractor, agent, or volunteer, if the conduct is not the product of sexual intent or a person finding another person, or another person's action, offensive because of that other person's sexual orientation or gender identity.

Examples of sexual harassment may include, but not be limited to, physical touching or graffiti of a sexual nature; displaying or distributing of sexually explicit drawings; pictures and written materials; sexual gestures or obscene jokes; touching oneself sexually or talking about one's sexual behaviors in front of others; or spreading rumors about or rating other students or others as to appearance, sexual activity or performance.

The district official receiving the complaint shall follow the Oregon Procedures outlined under GBN/JBA-AR(1) - Sexual Harassment Complaint Procedure.

Oregon Procedures

Reports and complaints of sexual harassment should be made to the following individual(s):

Michelle Riddell, Chief, Human & Business Services/Title IX Coordinator at 503.353.6000 or riddellm@nclack.k12.or.us

Will Ruehle, Director, Human Resources at 503.353.6000 or ruehlew@nclack.k12.or.us

These individuals are responsible for accepting and managing complaints of sexual harassment. Persons wishing to report should contact them using the above information. See GBN/JBA-AR(1) - Sexual Harassment Complaint Procedure.

Response

Any staff member who becomes aware of behavior that may violate this policy shall report to a district official. The district official (with coordination involving the reporting staff member when appropriate) will take any action necessary to ensure the:

[2]"Without consent" means an act performed: (a) without the knowing, voluntary and clear agreement by all parties to participate in the specific act; or (b) when a person who is a party to the act is incapacitated by drugs or alcohol; unconscious; or pressured through physical force, coercion or explicit or implied threats to participate in the act.

1. Student is protected and to promote a nonhostile learning environment;

2. Staff member is protected and to promote a nonhostile work environment; or

3. Third party who is subjected to the behavior is protected and to promote a nonhostile environment.

This includes providing resources for support measures to the student, staff member or third party who was subjected to the behavior and taking any actions necessary to remove potential future impact on the

student, staff member or third party, but are not retaliatory against the student, staff member or third party being harassed or the person who reported to the district official.

Any student or staff member who feels they are a victim of sexual harassment are encouraged to report their concerns to district officials, this includes officials such as the principal, compliance officer or superintendent. Students may also report concerns to a teacher, counselor or school nurse, who will promptly notify the appropriate district official.

No Retaliation

Retaliation against persons who initiate a complaint or otherwise report sexual harassment or who participate in an investigation or other related activities is prohibited. The initiation of a complaint, reporting of behavior, or participation in an investigation, in good faith about behavior that may violate this policy may not adversely affect the:

1. Educational assignments or educational environment of a student or other person initiating the complaint, reporting the behavior, or participating in the investigation; or

2. Any terms or conditions of employment or of work or educational environment of a school or district staff member or other person initiating the complaint, reporting the behavior, or participating in the investigation.

Students who initiate a complaint or otherwise report harassment covered by the policy or who participate in an investigation may not be disciplined for violations of the district's drug and alcohol policies that occurred in connection with the reported prohibited conduct and that were discovered because of the report or investigation, unless the student gave another person alcohol or drugs without the person's knowledge and with the intent of causing the person to become incapacitated and vulnerable to the prohibited conduct.

Publication

This policy shall be made available to students, parents of students and staff members. This policy shall be prominently published on the district website. This policy shall also be made available at each school office and at the district office. The district shall post this policy on a sign in all grade 6 through 12 schools, on a sign that is at least 8.5 inches by 11 inches in size. A copy of the policy will be made available to any student, parent of a student, school or district staff member, or third party upon request.

** As used in this policy, the term parent includes legal guardian or person in a parental relationship. The status and duties of a legal guardian are defined in ORS 125.005 (4) and 125.300 - 125.325. The determination of whether an individual is acting in a parental relationship, for purposes of determining residency, depends on the evaluation of the factors listed in ORS 419B.373. The determination for other purposes depends on evaluation of those factors and a power of attorney executed pursuant to ORS 109.056. For special education students, parent also includes a surrogate parent, an adult student to whom rights have transferred and foster parent as defined in OAR 581-015-2000.

END OF POLICY

Legal Reference(s):

ORS 243.706
ORS 332.107
ORS 342.700
ORS 342.704
ORS 342.708
ORS 342.850
ORS 342.865
ORS 659.850
ORS 659A.006
ORS 659A.029
ORS 659A.030
OAR 581-021-0038

OAR 584-020-0040 OAR 584-020-0041

Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d (2018).
Title VII of the Civil Rights Act of 1964, 42 U.S.C. § 2000e (2018).
Title IX of the Education Amendments of 1972, 20 U.S.C. §§ 1681-1683 (2018); Nondiscrimination on the Basis of Sex in Education Programs or Activities Receiving Federal Financial Assistance, 34 C.F.R. Part 106 (2020).
Bartsch v. Elkton School District, FDA-13-011 (March 27, 2014).
Davis v. Monroe County Bd. of Educ., 526 U.S. 629 (1999).
Gebser v. Lago Vista Indep. Sch. Dist., 524 U.S. 274 (1998).

Cross Reference(s):

AC - Nondiscrimination
GBNA - Hazing/Harassment/Intimidation/Bullying/Menacing – Staff
GBNAA/JHFF - Suspected Sexual Conduct with Students and Reporting Requirements
JBA/GBN - Sexual Harassment
JFCF - Hazing/Harassment/Intimidation/Bullying/Menacing/Cyberbullying/Teen Dating Violence/Domestic Violence – Student
JHFE - Reporting of Suspected Abuse of a Child

STRATEGIC PLAN RENEWAL

PRESENTATION
Agenda Item #1
September 24, 2026

SUPERINTENDENT'S RECOMMENDATION:
This item is presented for Board information and discussion.

REASON FOR BOARD CONSIDERATION:
North Clackamas School District Strategic Plan Renewal Process

BACKGROUND:
Every organization needs a map to advance from where it is now to where it wants to be in the future. North Clackamas School District's map is its District Strategic Plan. The district's Mission, Strategic Direction, Goals and Objectives are key components of the Strategic Plan.

North Clackamas School District underwent a Strategic Planning process in the 2021-2022 school year and the current Strategic Plan is in place through the end of the current school year. With assistance from consultant partners from STUDER Education, a process has been designed to renew the Strategic Plan for the next five years.



This presentation will be an opportunity for the Board to:

- learn more about Dr. Kathleen (Kathy) Oropallo who will assist North

Clackamas School District through the Strategic Plan renewal process,

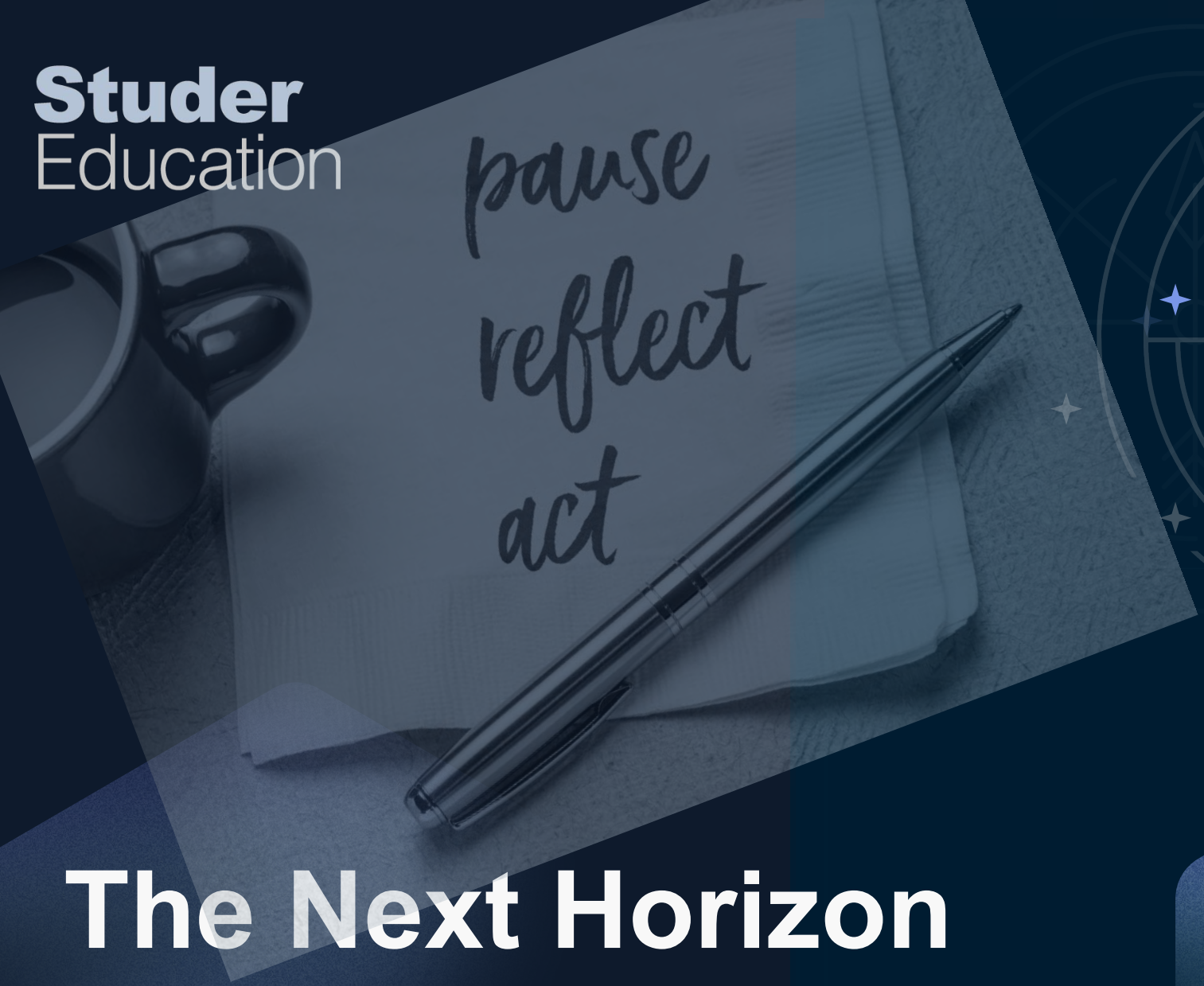
- hear about the strength of the current Mission, Vision and Core Values as a foundation for the school district,
- discuss the planned process with strong consideration for narrowing of the existing goals,
- have an opportunity to ask questions to learn more about the process, and
- express any desired outcomes from the process.

Following this board meeting, the Board is next scheduled to discuss the Strategic Plan development at its November 18, 2026 meeting.

ATTACHMENTS:
2022-2027 Strategic Plan
Presentation Slides, 9/24/26

PRESENTER / STAFF CONTACT:
Tiffany Shireman, Chief of Staff
Dr. Kathy Oropallo, Strategic Planning and Organizational Development Consultant, STUDER Education

Studer Education



North Clackamas Schools

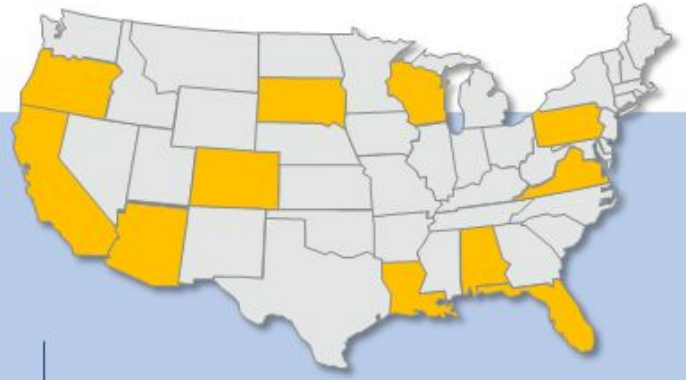


The Next Horizon

Recalibrating Our Strategic Points Designing and Orienting Key Priorities for the Next 5 Years



"I am driven by three deeply held beliefs: education has the power to change lives; each student matters; and no one should have to do this important work alone."



Dr. Kathleen Oropallo, PH.D.

Senior Coach Director, Studer Education

Email: koropallo@studereducation.com

Committed to partnering with leaders and educators as a thought partner—sitting side-by-side, exploring possibilities, celebrating success, and working through the everyday challenges together.

- 40+ years in K12- postsecondary education
- 8 years at Studer Education coaching leaders across 10 states
- 25+ years in continuous improvement, job embedded coaching, & school transformation
- 7 years professor and doctorate advisor at the University of South Florida
- As Executive Director, Reading First Professional Development, Florida Dept of Education, responsible for bringing statewide K-3 literacy professional development and technical support to district leaders in 67 school districts
- 12 years as Founder and Executive Director outreach partner implementing Super Learning, an NFL Host Committee officially sanctioned educational outreach program.

EDUCATION & CERTIFICATIONS

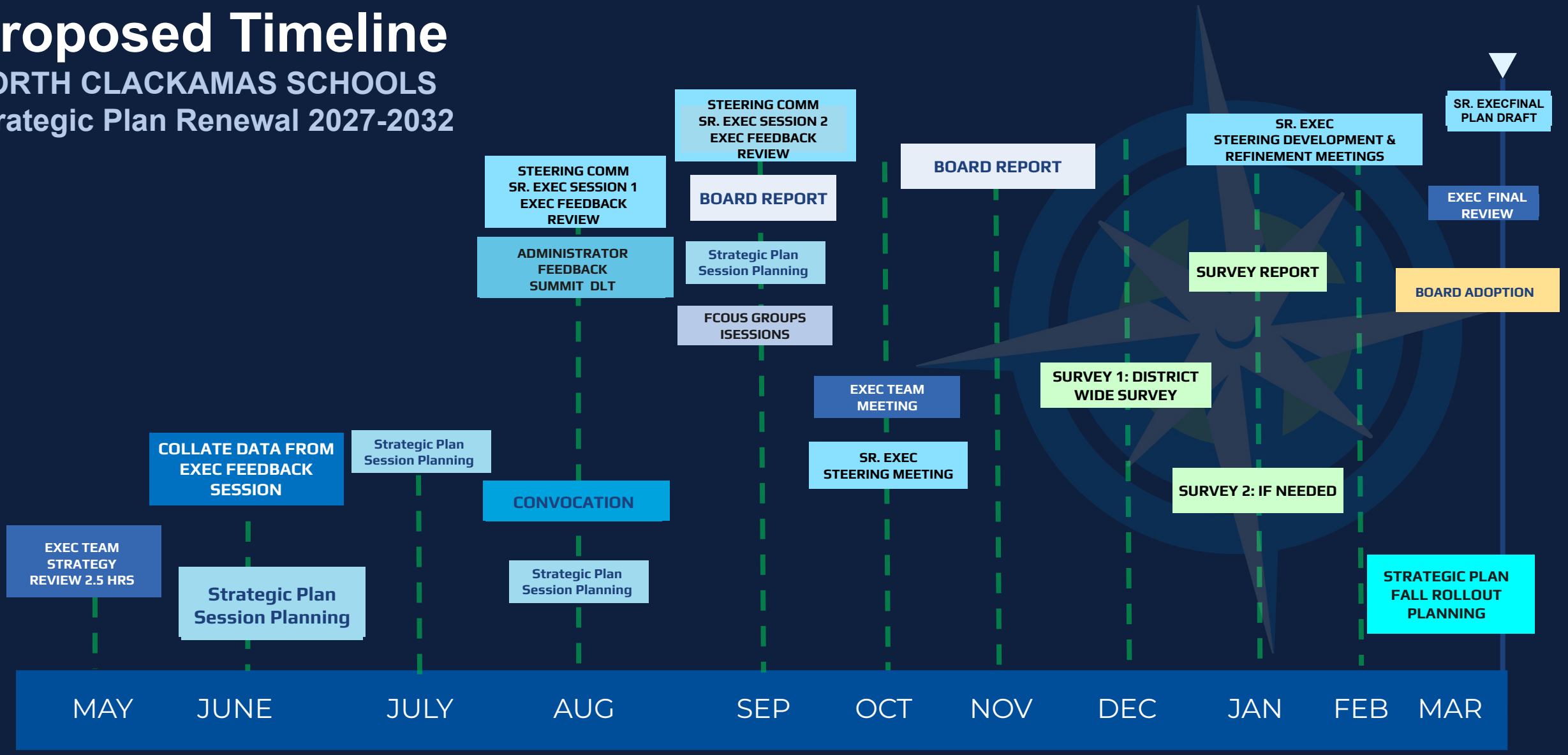
- Ph.D. Elementary Education Theory & Practices
- M.S. Curriculum Development
- B.S. Education
- Certified Teacher PreK-Grade 6

Studer Education

Proposed Timeline

NORTH CLACKAMAS SCHOOLS

Strategic Plan Renewal 2027-2032



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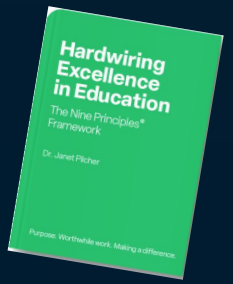
“The strategic direction serves as the north star for designing organizational “pillars” of excellence [NCSD’s Strategic Points], which represents *descriptive and measurable themes that define organizational priorities*.”



JANET PILCHER (2023). HARDWIRING EXCELLENCE: PAGE 34

STRATEGIC PLAN 2021-2026 MILESTONES

STRATEGIC PLAN DEVELOPMENT & APPROVAL

YEAR 1
DISTRICT SCORECARD & STANDARDS OF EXELLENCE

YEAR 2
ALIGNED SURVEYS CASCADING SCORECARD to DEPARTMENTS

YEAR 3
SUPERINTENDENT HUDDLES, HARDWIRING CONTINUOUS IMPROVEMENT

YEAR 4
ALIGNING & CASCADING ADMINISTRATOR & LEADERSHIP DEVELOPMENT with CONTINUOUS IMPROVEMENT

ORGANIZATIONAL EXCELLENCE & CONTINUOUS IMPROVEMENT

2026-2027

2021-2022

2022-2023

2023-2024

2024-2025

2025-2026

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The Strategic Plan

THE STRATEGIC PLAN:

The strategic plan establishes the 5- year broad goals and priorities and includes the following:

- **The Mission: what value do we provide for our stakeholders***
- **Vision: what aspirations do we want for our students***
- **Strategic Areas of Focus: Big aims**
- **Goals: what outcomes we want to accomplish to live out our mission and vision**



*The 2022-2027 Mission and Vision will continue to represent our purpose, beliefs and aspirations of the North Clackamas School District as we renew our plan for the next 5 years.

A Strategic Plan…

IS…

- A product of informed decision-making by a group who engaged stakeholders in a disciplined process
- An organizational, long-term set of overarching goals lead by the district's mission, vision, and values
- Sets the strategic direction for the district and serves as a guiding framework for all decisions and planning across the system

IS NOT…

- Inclusive of everything the district does; focused high priority, high impact strategic areas for growth and improvement over time
- About just one idea, one initiative, or one perspective
- A detailed plan for executing strategies (see scorecard)
- A rigid set of requirements that can't respond to changes in the organization or environment

NCSD Strategic Points

2022-2027





BEYOND THE HORIZON
STRATEGIC PLAN RENEWAL

North Clackamas Schools







PHASE 1

DISCOVERY, GATHER & ANALYZE

- Discovery and scan of current data and environment
- Host focus groups to seek input
- Administer or examine existing stakeholder surveys for input

PHASE 2

REVIEW, AIM FORWARD & REFINE:

- With input from discovery, define strategic themes to determine goals and actions
- Confirm/revise / create goals based upon current discovery
- Revise language to reflect current priorities and desired outcomes

PHASE 3

FINALIZE THE PLAN:

- Stakeholder engagement
- Review and revision
- Present to the Board
- Board approval refined strategic plan

ACCESSING VOICES FROM STAKEHOLDERS

- Students
- Staff
- Culturally-Specific Parent groups
- Parents of Students with Disabilities
- Parents from school-based leadership groups (eg. PTO, PTA, Boosters)
- Board
- Community, Business, Faith Leaders, Elected Officials



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Elements of a Strategic Plan & NCSD'S Renewal Focus

Vision*

Mission*

Core Values*

Strategic Focus 1	Strategic Focus 2	Strategic Focus 3	Strategic Focus 4
Goals	Goals	Goals	Goals
Strategies	Strategies	Strategies	Strategies



*The 2022-2027 Mission, Vision, and Core Values will continue to represent our purpose, beliefs and aspirations of the North Clackamas School District as we renew our plan for the next 5 years.

Strategic Planning Completed Work



Phase 1: Discovery: Gather & Analyze

- ☑ Visioning & Revisioning Sessions (Internal Feedback) Review milestones, successes and opportunities with internal stakeholders
- ☑ Focus Groups
- ❑ Review & analyze feedback and identify themes from internal and external stakeholders to refine existing plan for 2027-2032
- ❑ Administer Strategic Plan Survey: December 1-15, 2026
- ❑ Review and Synthesize Strategic Plan Survey Results with other feedback groups
- ❑ Defining Strategic Aims as Areas of Focus (Strategic Points)

Phase 2: Aim Forward & Refine

- ❑ Broad Goal Setting & Measures
- ❑ Strategic Actions

Phase 3: Finalize the Plan

- ❑ Finalize Draft
- ❑ Possible Town Hall / Employee Forums
- ❑ Present to the Board
- ❑ Plan District Rollout & Launch the Plan

STRATEGIC PLAN RENEWAL TIMELINE AND ACTION PLAN

Month	Activity	✔
JUNE	• Perform a review of the Strategic Plan milestones, successes and opportunities with the intent of refining, adjusting to current district goals and current internal and external drivers.	✔
JULY	• Gather and analyze initial feedback to share with district administrators in early August.	✔
AUGUST	• August 3rd. Meet with all administrators. • Steering Team Session: Synthesizing early themes.	✔
SEPT	• Board Report • Focus Groups-gathering input from stakeholders.	
OCTOBER	• Executive Team Session-Reviewing and synthesizing focus group data. • Steering Team Session—Reviewing and synthesizing focus group data.	
NOVEMBER	• Strategic Plan Survey • Steering Team Session	
DECEMBER	• Review Strategic Plan Survey Data	
JANUARY	• Steering Team identifying priorities to refine and refresh Strategic Points and goals using data from stakeholders. • Executive Team Session-Examining progress on Strategic Plan, reviewing and providing feedback.	
FEBRUARY	• Steering Team Session-Revising Strategic Plan draft items and finalizing plan draft. • Share final draft with key stakeholders and gather final feedback.	
MARCH	• Board Report	
APRIL-MAY	• Create an updated Strategic Plan rollout process.	
FALL 2027	• Rollout newly updated Strategic Plan (Intro at Convocation).	

ALIGNING PRIORITIES: 2027-2032

Strategic Plan

Phase 1: REFINE THE STRATEGIC PLAN

- Develop the Strategic Plan that defines the mission, vision and values
- Defines our areas of focus = Our Strategic Themes
- Aligns priorities

District & Department Scorecards

Phase 2: ALIGN & REFINE DISTRICT & DEPT ANNUAL SCORECARDS

- Operationalize the Strategic Plan and Monitor Progress
- Areas of Focus = Our Strategic Themes
- Dept. and School Aligned Action Plans



School Scorecards

Phase 3: ALIGN & DEVELOP SCHOOL SCORECARDS

- Align and set goals, actions, measures that eliminate barriers, solve problems, and improve outcomes
- Align to the Strategic Points

WHAT'S NEXT?

The Next Board Report

The next board presentation with update that surveys are launching and focus group themes.

Nov. 19, 2026

Dec. 1-15, 2026

Strategic Planning Survey

External Strategic Plan survey administration to gather additional input around emerging themes.

Board Report

Board update on Strategic Plan process.

Feb. 11, 2026

March 11, 2026

Board Report

Steering team presents final draft of Strategic Plan to board.

Strategic Plan 2027-2032 Rollout Planning

Plan 2027-2028 school year Strategic Plan rollout & launch at Convocation.

April – June 2027


QUESTIONS ?

Thank you!



Studer Education

Dr. Kathleen “Kathy” Oropallo
Studer Education
Senior Coach Director

koropallo@studereducation.com

NORTH CLACKAMAS EDUCATION FOUNDATION UPDATE REPORT

REPORT
Agenda Item #2
September 24, 2026

ORIGINATED BY:
This time is provided on the agenda for an North Clackamas Education Foundation (NCEF) update.

BACKGROUND:
The North Clackamas Education Foundation, a tax-exempt 501(c)(3) organization, was founded in 1992 to provide educational opportunities to students in the North Clackamas School District. The Foundation grew out of the belief that equity and fairness have a great impact on the education of our students.

The North Clackamas School District and the North Clackamas Education Foundation continue to work together for the benefit of our students, staff, and community. The continued success of the School District and the Foundation partnership lies in our ability to work together and further develop our close working relationship.

ATTACHMENTS:
North Clackamas Education Foundation Report Presentation Slides (9/24/26)

PRESENTERS:
Tiffany Shireman, Chief of Staff
North Clackamas Education Foundation Board Members

North Clackamas Education Foundation
Impact and Value Through Partnership

North Clackamas School District Board Meeting

September 24, 2026

NORTH CLACKAMAS EDUCATION FOUNDATION

What is the North Clackamas Education Foundation (NCEF)?

The Legal Answer:

NCEF is a 501(c)(3) corporation founded in 1992 to provide educational opportunities exclusively to students in North Clackamas School District (NCSD).

The Inspirational Answer:

NCEF is a passionate group of board members committed to bridging the gap for the most vulnerable among us, the children of our community, through teacher grants, scholarships and services to ensure that NCSD students are ready to learn.

NORTH CLACKAMAS EDUCATION FOUNDATION

NCEF's Mission

Bridging the gap to ensure students are engaged and ready to learn

NCEF's Vision

Connecting Communities, Fulfilling Potential

NCEF's Values

Equity - We believe in creating opportunity for all by empowering students to reach their fullest potential.

Integrity - We honor our donors and those we serve by operating with transparency, accountability, and stewardship.

Relationships - We believe in nurturing the whole child and the community around them by cultivating a network of resources.

NORTH CLACKAMAS EDUCATION FOUNDATION

NCEF's Impact

- $110,000 in Student Enrichment
- $24,000 in Basic Needs and Family Support
- $110,000 in District Priorities
- $39,000 in Flexible Support

NORTH CLACKAMAS EDUCATION FOUNDATION

NCEF's Partnership with NCSD

- NCEF's Board of Directors is grateful for the support of the NCSD Board and for the support and guidance of NCSD staff.
    - Tiffany Shireman is our district liaison and her professionalism, advice and institutional knowledge of the foundation's history has been invaluable to the NCEF board. She has also facilitated our quarterly meetings with Superintendent James and Assistant Superintendent Dibblee.
    - Jena Benologa and Samantha Tamtreng served as our board liaisons and the board is grateful for their insights at NCEF's monthly board meetings.
- The NCEF Board of Directors does not take lightly your confidence in us and the board looks forward to continued opportunities to connect in ways that are mutually beneficial.

NORTH CLACKAMAS EDUCATION FOUNDATION

Looking Ahead - Transitions

- The board is using this time of transition to thoughtfully and strategically move the foundation forward while keeping day-to-day operations going. We engaged in a rigorous strategic planning session in July to be concluded when NCEF is fully staffed.
- The NCEF Board of Directors is actively interviewing a strong slate of candidates to fill our Executive Director position.
- There are several other key initiatives and transitions the board is actively shepherding and we invite you to watch social media for more information in the near future.

NORTH CLACKAMAS EDUCATION FOUNDATION

How You Can Help

- Pfriem Brewery in downtown Milwaukie has chosen NCEF as a beneficiary of Pfriem's "Pint Night" campaign on Veteran's Day, Wednesday, November 11th. A dollar of every pint sold that day will benefit NCEF.

- Building Bridges Luncheon – Stay tuned for more details.

- NCEF's Gala – Tentative Date set for April 29th.

Thank you for your support!