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

Agenda

North Clackamas School Board
Thursday, November 19, 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 3

Flag Salute 4

Consent Agenda
A. Employment Changes
B. Minutes - October 22, 2026 **5**
C. Minutes - November 5, 2026 **7**
D. Minutes - November 12, 2026 **8**
E. Travel Request - Adrienne C. Nelson High School Band, Orchestra, Choir **9**

6:30 1. Oregon School Employees Association (OSEA) **17**

6:40 2. Board Reports

6:50 3. Strategic Plan Renewal - Presentation **18**
Presenter: Tiffany Shireman

7:10 4. State Assessment and Fall 2026 Interim Test Results - Report **34**
Presenter: Ivonne Dibblee

7:40 5. Oregon School Boards Association Election - Discussion **36**
Presenter: Jena Benologa

7:45 6. Superintendent Evaluation Process - Discussion **62**
Presenter: Jena Benologa

7:50 7. Contract Award: District-Wide Heating/Ventilating/Air Conditioning Assessment - Discussion/Action **68**
Presenter: Teresa Neff-Webster

7:55 8. Budget Committee Appointments - Discussion/Action **70**

Presenter: Jena Benologa

8:00 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
October 22, 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
Tory McVay	-	Director
April Olson	-	Director
Glenn Wachter	-	Director
Shay James	-	Superintendent
Donna Collingwood	-	Board Secretary

Also present were Tiffany Shireman, Michelle Riddell, Khaliyah Williams-Rodriguez, Matt Makara, Jennifer Dove-Kiltow, Ryan Richardson, and David Kruse.

Community Comments -

- Michael Wiebe, Milwaukie, spoke about safety concerns.
- Rick Dodge, Milwaukie, spoke about classroom curriculum.
- David Sharyan, Happy Valley, spoke about Happy Valley City Council.
- Sarah Egan, Milwaukie, spoke about safety concerns.

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

R26/27-13

Consent Agenda – Tory McVay moved, Glenn Wachter 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:

- Licensed appointments and terminations

Minutes - October 8, 2026 - Approve the minutes of the regular Board Meeting held October 8, 2026.

Minutes - October 18, 2026 - Approve the minutes of the Executive Session Board Meeting held October 18, 2026.

Travel Permission Request - Grant permission for 24 students from Adrienne C. Nelson High School to travel to Astoria, Oregon, November 5-8, 2026.

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

Superintendent's Report – Superintendent Shay James gave updates on celebrations throughout the district, the proposed bond measure, and Adult Transition Program. Questions and comments from the Board were addressed.

Human Resources Hiring Update - Chief of Human Resources & Business Services Michelle Riddell, Director of Human Resources Will Ruehle, Associate Director of Human Resources Joe Bridgeman, and Associate Director of Human Resources Alma Morales Galicia gave a report on licensed, classified, and administrative hiring for the 2026-27 school year. Questions and comments from the Board were addressed.

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

Oregon School Employees Association (OSEA) - agenda item was pulled from the agenda and will be rescheduled to a future meeting.

There being no further business to come before the Board, the meeting adjourned at 7:07 p.m.

Unapproved

Draft

NORTH CLACKAMAS SCHOOL DISTRICT 12
CLACKAMAS COUNTY, OREGON
MINUTES — BOARD OF DIRECTORS MEETING
November 5, 2026
Boardroom/YouTube

Open Session

With due notice having been given and a quorum present, Vice Chair Samantha Tamtreng convened open session at 6:03 p.m. with the following members present:

Samantha Tamtreng	-	Vice Chair
Monica Di Pietrantonio	-	Director
Paul Kemp	-	Director
Tory McVay	-	Director
April Olson	-	Director
Shay James	-	Superintendent
Donna Collingwood	-	Board Secretary

Also present were Tiffany Shireman, Ivonne Dibblee, Michelle Riddell, Khaliyah Williams-Rodriguez, Teresa Neff-Webster, and Matt Makara.

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

Budget Committee Interviews - Board members interviewed the following candidates to fill Budget Committee position 10.

- Ethan Kingery
- Melanie Bocek
- Ashley Krollenbrock

Discussion - Time was made available for the Board to comment on the qualities of the candidates.

There being no further business to come before the Board, the meeting adjourned at 6:55 p.m.

Unapproved

Draft

NORTH CLACKAMAS SCHOOL DISTRICT 12
CLACKAMAS COUNTY, OREGON
MINUTES — BOARD OF DIRECTORS MEETING EXECUTIVE SESSION
November 12, 2026
Zoom

Executive Session

With due notice having been given and a quorum present, Chair Jena Benologa convened executive session under ORS 192.660(2)(f) at 4:33 p.m. with the following members present:

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

Also present were Tiffany Shireman, Ivonne Dibblee, and Michelle Riddell. Jollee Patteson, with Miller Nash, was also present.

The Board consulted with Jollee Patterson, with Miller Nash, under ORS 192.660(2)(f) to consider information or records that are exempt by law from public inspection.

Executive session adjourned at 5:02 p.m.

Draft

TRAVEL PERMISSION REQUEST **CONSENT E**

Adrienne C. Nelson High School Band, Orchestra, Choir November 19, 2026

SUPERINTENDENT'S RECOMMENDATION:

Board approval of the request to travel.

BACKGROUND:

Adrienne C. Nelson High School is requesting permission for 160 students and 20 chaperones to travel to Anaheim, California, April 15-19, 2027 for musical performances. The trip will cost approximately $1,150.00 per student to be funded by butter braid, wreath, and coffee sales.

SOURCE OF FUNDS:

See attached Application for Permission to Travel

ATTACHMENTS:

Application for Permission to Travel and required attachments

STAFF CONTACT:

Petra Callin, Executive Director of Secondary Programs

North Clackamas Schools

Received 10/13/26 RN

2026-2027 Application for Permission to Travel

Section I – General Information *(check all that apply)*

☑ Requires Principal Approval ☑ Requires District Approval ☑ Requires Board Approval
☐ First time travel for this group/itinerary OR ☑ Annual/Repeated trip (i.e. annual Fall choir retreat)

School: Adrienne C. Nelson High School Name of group: Band, Orchestra, Choir

Dates of travel: April 15-19, 2027 Initiator: John Donnelly

Destination: California Application date: 9/7/26

Number of nights of overnight stay: 4 Time of departure: 7am

Number of school days students will miss: 2

Rationale for missed school days:

We deliberately structured this trip over a weekend and a scheduled district grade prep day on Monday, April 19, so students miss only two days of classroom instruction (Thursday, April 15 and Friday, April 16).

Number of students: 80 (male) 80 (female) Number of chaperones: 10 (male) 10 (female)

Background checks will be completed and verified on all chaperones. Background checks must be submitted every three years. Gender ratio of students should be reflected in chaperones.

Person verifying background checks will be: Thomas Simien ***Initial here when completed:*** TS

Purpose of travel:

See attachment.

What plans have been made for school make-up work when trip requires students miss school?

See attachment.

What specific responsibilities have been assigned to the chaperones?

See attachment.

Section II – Budget Information – Cost per student (*Does not include chaperone costs.*)

Expenses (per student)

1. Transportation $ 500
2. Lodging (no home stays) $ 300
3. Meals $ 50
4. Fees/Event Expense $ 300
5. Other $ _____

   Description of other expenses: _____

6. **Total cost per student (total lines 1 through 5: $** 1150
7. # of chaperones 20
8. # of students 160
9. **Total # of students + chaperones** 180
10. **Total cost of participation (Line 6 x Line 9: $** 207,000.00
11. Substitute Teachers: (rates are effective 2026-2027)

    a. 6 # Full-Day Substitute(s) 2 # of Days @ $331.24 = 3,974.88

    b. _ # Half-Day Substitute(s) _ # of Days @ $165.62= 0.00

    c. **Total Sub Cost** $ 3,974.88

TOTAL COST OF FIELD TRIP/TRAVEL (Line 10 plus line 11c.): $ 210,974.88

Funding for Planning Purposes (estimates only) ***Planning purposes only- does not reflect final budget amounts.***

1. Does your current account balance cover this trip? No.
   a. If no, please explain

   See attachment.

2. Amount of fund balance allocated for this trip: _____

3. Projected fundraising income*: 16,200.00

4. Projected contributions (donations)*: 12,000.00

5. OUT OF POCKET (per student): 1,150.00

Total Funding Resources – including fund raising, student out-of-pocket, contributions, school budget (totals should match): $ 210,974.88

*Describe projected fund-raising activities and contributions:

See attachment.

No students will be denied participation due to lack of funds. Adequate sources of revenue must be made available to all students.

No students will be required to pay additional costs beyond the original plan.

Section III – Transportation and Lodging Information

Transportation:

- ☐ NCSD bus
- ☐ NCSD mini bus (Type 20)
- ☐ Rental Vehicle* (no rental of 15-passenger vans allowed)
- ☑ Nondistrict commercial transportation (bus, train, plane)
- ☐ Private/personal vehicles (Must have parent/guardian release form)

For use of NCSD minibus, please identify the NCSD current certified mini-bus drivers:

Name of minibus Driver(s): _____

_____

NCSD mini buses cannot be used for trips which total more than 600 miles round trip.

Number of miles round trip: _____

*Drivers of rental vehicles must be approved via the District's driver certification process. Contact Risk Management to complete the certification process (allowing a minimum of two weeks for processing with the State DMV).

Name of rental vehicle Driver(s): _____

_____

Name the type(s) of non-district transportation to be used (including to and from airport) and company name:

-Southwest Airlines
-Pacific Coachways(Charter bus)
Garden Grove, CA

Name and location of lodging and description of room arrangements (chaperones may not share rooms with students; see item #2 under Chaperone Guidelines). Students are not allowed to stay with host families without written permission from Superintendent or designee. This is in accordance with Volunteer Policy IICC-AR(1):

Lodging for the trip will be provided by the Courtyard Anaheim Theme Park Entrance, located at 1420 S Harbor Blvd, Anaheim, CA 92802. Student rooming is arranged at six students per room in suites featuring two queen beds, two twin bunk beds, and two full bathrooms. In strict compliance with District Volunteer Policy IICC-AR (1), chaperones will stay in separate, adult-only rooms and will not share accommodations with students under any circumstances. Additionally, all participating students will stay exclusively on-site at the hotel property, with no host family housing utilized.

For all travel requests, transportation details and a pre-trip driver requirements forms (If driving a Type 20 NCSD minibus must be included).

I have read and understand all trip guidelines.

Trip Leader Signature _____ Date 9/22/2026

Section IV – Required Attachments for building level approval only.

The following attachments must accompany this application:

- [✔] Detailed Itinerary which includes **all** planned activities and outline of student expectations specific to the trip.
- [ ] Pre-trip Driver Requirements (NCSD minibus-Type 20) upon departure. □
- [✔] Copy of Permission Release Forms and Emergency Information
- [✔] List of chaperones and verification of current background check on file.

Section V – Required Attachments to be sent to district level. (All other forms stay at the building.)

- [✔] Detailed itinerary which includes **all** planned activities and outline of student expectations specific to the trip.
- [✔] List of chaperones and verification of current background check on file.

Section VI – Approval

Principal Level:
- [X] Approved
- [ ] Denied

Principal _____ Date 9 11 2026

District Level:
- [✓] Approved
- [ ] Denied

Executive Director of Elementary/Secondary _____ Date 11/5/26

Date of Board Approval: _____

Purpose of travel:

The core purpose of this trip is to extend our classroom learning into a real-world, professional environment. Through Disney's educational and performing arts programming, our students will participate in specialized workshops and stage performances that sharpen their technical skills, teamwork, and artistic discipline under the direction of industry professionals.

Beyond the musical and artistic growth, this trip fosters peer leadership, responsibility, and dynamic collaboration outside the standard classroom setting—giving our students a practical view into creative careers and a unique capstone experience for our program.

What plans have been made for school make-up work when a trip requires students to miss school?

We have established a proactive, multi-step process so students remain on track academically. Prior to the trip, all participating students must complete a teacher-approved check-out form to arrange their assignments directly with their classroom teachers in advance.
Because Monday, April 19, is a scheduled grade prep day, students will not miss additional class time upon return. To ensure full accountability, any student with remaining outstanding work will utilize their first scheduled music period back to finish and submit their assignments.

What specific responsibilities have been assigned to the chaperones?

To guarantee student safety and rigorous oversight throughout out-of-state travel, we have established a comprehensive supervision framework maintained by background-checked district chaperones at a strict 1:8 adult-to-student ratio.
Key Chaperone Responsibilities Include:
24/7 Active Supervision & Headcounts: Chaperones monitor student conduct continuously, perform mandatory headcounts at all transit points, and enforce our policy that students must remain in groups of three or more at all times.
Transit & Logistics Management: Chaperones oversee student safety on flights, buses, and walking routes, manage schedule adherence via our central app, and confirm required government/travel IDs.
Nightly Security & Curfew Enforcement: Chaperones conduct mandatory dual-adult room checks every evening to assess student well-being, review the next day's schedule, enforce strict quiet hours, and secure hotel rooms post-curfew to prevent unauthorized movement.
Policy & Medical Compliance: Chaperones strictly enforce district conduct policies—including zero tolerance for alcohol or drugs, prohibition of co-ed room visits, and direct coordination with our on-site registered nurse for any student medical needs.
This structured chaperone model ensures that every student is accounted for, supervised, and supported around the clock throughout the duration of the trip.

Funds:

Does your current account balance cover this trip?

a. If no, please explain.

No, current account balances do not cover the full cost of the trip. The tour is structured as a self-funded event paid through individual family contributions, structured payment schedules, and student fundraising efforts. Supplementary funding and scholarships provided by our booster organization will ensure that financial hardship does not prevent eligible students from participating, requiring zero financial contribution from the district's general fund.

Describe projected fundraising activities and contributions:

Total Projected Revenue: $16,000.00

To help families offset out-of-pocket costs, our program facilitates three primary student-led sales campaigns throughout the school year. 100% of the profits generated by a student are applied directly toward their individual trip balance ($1,400 per student total cost).

1. Primary Fundraising Activities:

-Butter Braid Sales (Fall Campaign): Students pre-sell frozen specialty pastry braids. This campaign yields a ~40% profit margin (approx. $6.00 to $7.00 profit per unit sold), earning participating students an average of $150 toward their trip balance.

-Holiday Wreath Sales (Late Fall Campaign): Students pre-sell fresh holiday wreaths and garlands. This high-margin seasonal campaign yields $8.00 to $12.00 profit per item sold, earning participating students an average of $170 toward their balance.

-Coffee Sales (Winter Campaign): Students sell bagged specialty coffee beans, earning $4.00 to $5.00 profit per bag, generating an average of $80 per participating student.

2. Participation Projections & Revenue Calculation

Based on historical program data, approximately 25% of our 160 traveling students (~40 students) actively participate in sales campaigns. With active participants earning an average combined profit of $400 across the three campaigns, total projected fundraising revenue is calculated as follows:

40 Active Students X $400 Average Earnings = $16,000.00

Financial Equity & Booster Contributions

For families who choose not to participate in sales, trip costs are covered through our structured, multi-installment payment schedule.

2027 Musical Tour

Day 0 - April 14th - Truck load
1PM - load up the penske truck with instruments that do not go on the plane.
3pm - approx leave time for the truck and trailer

Day 1 - April 15th - Travel day
3am - Arrive at school and load up bus
4am - arrive at airport
6am - flight to LAX (see below for flight info)
11am - board buses -> LAX Tour -> hotel
4pm - check into hotel
12pm - lights out/room checks

Day 2 - April 16th - Park Day (Band and Orchestra Both perform California adventure)
7am - wake up, load the vehicle and head to Disney (band instruments on truck)
8am - enter california adventures together as a group.
12pm - select group meet to load trailer
12:55 pm- Band vehicle drop off
1:30pm - Band meet at stage 12 (next to monster inc ride in california adventures)
2:30pm - Orchestra meet at stage 12
3pm - band performance
4pm - orchestra performance
5pm - return crew to hotel to unload truck.
10pm - california adventures closes
12am- Disney closes
1am - Lights out/Room Checks tape doors

Day 3 - April 17th - Park Day (soundtrack)
8:30 am - wakeup
9am - Load vehicle
5:40pm - vehicle inspection
6:15pm - meet for soundtrack session
8:30pm - released from soundtrack session
10pm - california adventures closes
12am- Disney closes
1am - Lights out/Room Checks

Day 4 - April 18th - Park Day (Orchestra soundtrack)
8:30 am - wakeup
9am - All Load vehicle
11:10am - vehicle inspection
11:45am - meet for soundtrack session
2:00pm - released from soundtrack session
10pm - california adventures closes
12am- Disney closes
1am - Lights out/Room Checks

Day 5 - April 19th - travel/day at the beach
8am - wake up, pack up, load up bus for some time at the beach
9:15am - board busses for lunch @ Huntington Beach
1:15pm - board busses -> LAX airport
4:00 pm - Flight to PDX
8:30pm - Check out with chaperone and go home (Check out means signed chaperone sheet)
9:00pm - school bus available for those who need a ride back to Nelson.
10pm - dismissed from Nelson

Day 6 - April 20th - U-haul unload

OREGON SCHOOL EMPLOYEES ASSOCIATION (OSEA)

Agenda Item #1
November 19, 2026

REQUEST:

North Clackamas School District's Oregon School Employees Association (OSEA) requested time on October 14, 2026 to appear at the November 19, 2026 board meeting. The Association intends to speak about classified employees in general, and the impacts for classified employees, the community, and students with the implementation of Zum at transportation.

STRATEGIC PLAN RENEWAL

PRESENTATION
Agenda Item #3
November 19, 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.



At its September 24, 2026 board meeting, the Board heard about the strength of the current Mission, Vision and Core Values as a foundation for the school district, discussed the planned process with strong consideration for narrowing of the existing goals, and had an opportunity to ask questions to learn more about the process and express any desired outcomes from the process.

This presentation will be an opportunity for the Board to:

- Review the core themes from the district's recent focus groups.
- Hear the design and content of the upcoming survey to staff, parents/caregivers, and community.
- Learn more about the district leadership team's recent work to review the current Strategic Plan and determine strengths and areas for improvement.

Following this board meeting, the Board is next scheduled to discuss the Strategic Plan development at its February 11, 2027 meeting.

ATTACHMENTS:
2022-2027 Strategic Plan
Presentation Slides, 11/19/26

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

Studer Education



STRATEGIC PLAN BOARD UPDATE

November 19, 2026

North Clackamas Schools

Timeline & Objectives

Studer Education

Strategic Planning

Objectives 1

- Define Scope
- Develop Work Plan
- Hold Initial Board Meeting
- Form Advisory Committee
- Select Committee

Objectives 2

- Hold Focus Groups
- Board update
- Committee & Leadership Review Existing Plan for initial Feedback on current Strategic Plan

Objectives 3

- Analyze feedback from all input sessions and focus groups to data
- Review Strategic Plan Components with Committee and gather Leadership input
- Provide Input on Survey Design Based on early data and goal drafts

Objectives 4

- Administer Surveys
- Revise Draft Plan Based on Feedback
- Board Update
- Gain Committee Consensus on Plan and Prepare to Present to the Board

Objectives 5

- Strategic Plan Advisory Committee Presents Finalized Plan to the Board for Approval
- Plan roll out of the plan and establish rollout timeline

Board Approval

Superintendent & Executive Team Review and Provide Input

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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 3-16, 2026
- ❑ Review and Synthesize Strategic Plan Survey Results with other feedback groups
- ❑ Defining Strategic Aims as Areas of Focus (Pillars)

Phase 2: Aim Forward & Refine

- ❑ Refine and Draft Broad Goal Setting & Measures
- ❑ Draft Preview of Strategic Actions

Phase 3: Finalize the Plan

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

THE STRATEGIC PLAN SURVEY

PURPOSE: The purpose of the survey is to gather input on themes generated by this fall's focus group sessions to begin to narrow and refine priorities for the next five years.



Survey Administration Window: 12.3.26 – 12.16.26

Who can take the survey?

- **North Clackamas School District Partners and Community Voices: Employees, Parents/Caregivers, Community Members**

THE STRATEGIC PLAN SURVEY



North Clackamas Schools

WHY?

To provide further input on themes generated by North Clackamas School District's fall focus group sessions from partners and community voices to begin to narrow and refine priorities for the next five years.

WHAT?

A short survey:

- 2 Questions to gather input on priority areas to keep doing and grow or improve.
- 2 Open ended questions for further comment and suggestions for the committee.

HOW? WHEN?

- A link / QR code will be made available from Studer to send to stakeholders.
- An announcement message explain the why? What? How?
- A two-week administration window—**December**
- Studer Education collates data and prepares a report (30 days)

AFTER?

- A report is sent to the district with the results.
- Steering Committee integrates this information and begins to draft plan refinements & changes.

ACCESSING VOICES FROM STAKEHOLDERS

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



SAMPLE COMMENTS FROM FOCUS GROUPS

All sample comments from transcribed focus group conversations.

STUDENTS

Keep doing:

- *Teachers who explain clearly and give explicit instruction, not just "figure it out"*
- *A calm environment: any noise is distracting*
- *Teachers offer strategies and tricks (e.g., "keep change" for negative subtraction, periodic table notation)*
- *Teachers who explain with humor and relatable stories*
- *Spirit Days*

Grow / Improve:

- *When rigor increases in junior year, students panic and can't retain information; Students who never struggled early don't know how to study when it gets hard*
- *Teachers assign homework on material not yet covered in class*
- *Retake policies feel punitive: one teacher caps retake scores at 80%, discouraging improvement*
- *Better cafeteria food; ability to get more than one tray, especially if breakfast was missed*



SAMPLE COMMENTS FROM FOCUS GROUPS

PARENTS / CAREGIVERS

Keep Doing:

- *Parental / caregiver access to educators and school psychologists and genuinely listen to the parents and help them feel her heard and it is appreciated*
- *CTE programs and the offerings they have in Middle School and High School; technology, agriculture, International Baccalaureate, etc.*
- *Fiscal sustainability and community buy in*
- *Youth council that draws from the area—the support to engage students in local serve activities; engaging all grades*

Grow / Improve:

- *Vocational programming in the Agricultural level*
- *Band and music programs being protected*
- *Sabin Schellenberg Center starting earlier for students*
- *Classroom experiences needs to be more meaningful, and more thought needs to occur with general education. The process of inclusion alone is not the be all end for kids—it can be so much better*



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SAMPLE COMMENTS FROM FOCUS GROUPS

COMMUNITY MEMBERS / PARTNERS

Keep Doing:

- *Anything Sabin-Schellenberg*
- *Early learning and successful transitions between school levels*
- *A lot of the unified PE and opportunities for extra curricular sports at the secondary level*
- *There's a lot of parent leadership autonomy with our PTOs to create opportunities*
- *Parents feel a part of the IEP team*

Grow / Improve:

- *The ability to live and exist and be a part of a community with all different types of people*
- *Critical thinking*
- *Problem solving*
- *Provide appropriate academic challenge and more opportunities for advanced learning*
- *Regular attendance*



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SAMPLE COMMENTS FROM FOCUS GROUPS

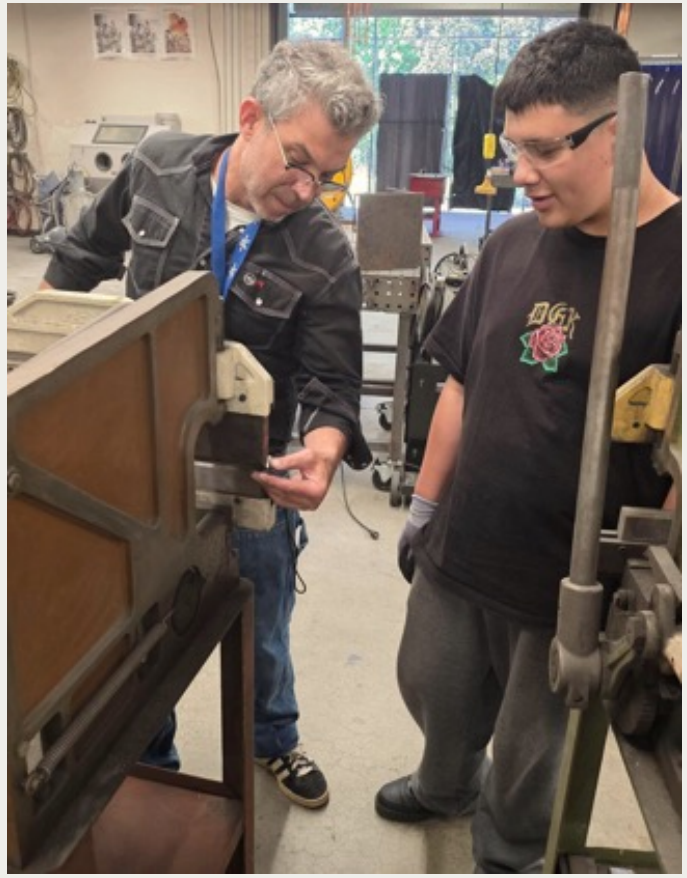
EMPLOYEES

Keep Doing:

- *The building of relationships with children*
- *Affinity and alliance group, BIPOC and LGBTQ groups*
- *Curriculum really feels that relevant to students*
- *The Wichita Center-food, clothing and essential needs / McKinney Vento program*
- *Access to mental health services within our building*
- *Consistent messaging around systems and our goals*
- *Teachers or staff everybody know how to build trusting relationships with students*

Grow / Improve:

- *Student mental health and the mental health of their caregivers and gets in the way of their engagement in school and attendance*
- *The amount of time students spend on screens, transition between activities, interacting with their peers, and too much screen time and reading a book on paper and writing –beneficial how the brain develops*
- *Secondary literacy skills; a number of kids need more work in literacy*



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Strategic Planning Next Steps



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 3-16, 2026
- ❑ Review and Synthesize Strategic Plan Survey Results with other feedback groups
- ❑ Defining Strategic Aims as Areas of Focus (Pillars)

Phase 2: Aim Forward & Refine

- ❑ Refine and Draft Broad Goal Setting & Measures
- ❑ Draft Preview of Strategic Actions

Phase 3: Finalize the Plan

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

WHAT'S NEXT?

Strategic Planning Survey

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

Dec. 3-16

Feb. 11, 2026

Board Report

Board update from Strategic Plan Survey and Strategic Plan Process.

Board Report

Board update on Strategic Plan process.

March 11, 2026

April 8, 2026

Board Adoption

Final plan presented to the 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

STATE ASSESSMENT AND FALL 2026 INTERIM ASSESSMENT RESULTS

REPORT
Agenda Item #4
November 19, 2026

ORIGINATED BY:
Annual state assessment results for 2025–26 presented per Board request, alongside the Fall 2026 interim test results required by SB 141 legislation.

BACKGROUND:

State assessment results: 2025-26

- Proficiency on the Oregon Statewide Assessment rose in **6 of 7** grades in English language arts and **4 of 7** grades in math.
- Grade 11 posted the largest gains: math rose from 13.2% to **24.8%** (+11.6 points) and ELA from 36.7% to **46.9%** (+10.2 points).
- Students with disabilities gained in Grade 5 ELA (**+7.5**), Grade 4 math (**+5.3**) and Grade 5 math (**+4.6**).
- Areas requiring attention include middle school math (Grade 7 −1.4, Grade 8 −0.8), Grade 5 ELA (−2.3), Grade 8 math for Black students (**−11.7**) and Grade 7 math for English learners (**−7.4**).

Interim test results: Fall 2026

- Oregon requires districts to give interim tests in language arts and math **three times a year in Grades K-8** and to review the results in a public Board meeting after each administration. NCSD uses **STAR** (Grades K-5) and **MAP Growth** (Grades 6-8), both on the State Board-approved list. This year, all K-5 students are using STAR (transitioning from platforms like Fastbridge used previously), and Grades 6-8 are using MAP Growth for the first time.
- Fall testing ran September 15 to October 2. Participation was **94.1%** in math and **96.3%** in ELA for Grades K-5 (6,038 students), and **94.8%** in math and **94.6%** in ELA for Grades 6-8.
- Students at or above grade level:
    - Kindergarten math: **45.5%**
    - Grades 1-5 math: **34.6%**
    - K-1 early literacy: **41.8%**
    - Grades 1-5 reading: **48.4%**
    - Grades 6-8 math: **20.0%**
    - Grades 6-8 reading: **39.7%**

- Students receiving special education services and English learners are the greatest area for growth. In Grades 1-5 math, **16.8%** of students with disabilities and **16.0%** of English learners are at or above grade level, compared with 34.6% of all students.
- Fall results set the baseline for the year. Growth will be reported after the winter (January 14 to February 4) and spring (May 24 to June 10) administrations.

Next steps

Winter interim test results will be presented to the Board in late February or March.

ATTACHMENTS:

- Presentation Slides

PRESENTER / STAFF CONTACT:

Ivonne Dibblee, Assistant Superintendent
Dianna Ngai, Director, Teaching, Learning, and Professional Development
Jennifer Burkart, Associate Director, Teaching, Learning, and Professional Development

OREGON SCHOOL BOARDS ASSOCIATION ELECTION **DISCUSSION**

Agenda Item #5
November 19, 2026

SUPERINTENDENT'S RECOMMENDATION:
This time is provided to allow the Board to discuss the Oregon School Boards Association (OSBA) ballot items.

ORIGINATED BY:
Annual OSBA Election, vote from Board due by December 15, 2026.

BACKGROUND:
Founded in 1946, Oregon School Boards Association is governed by a member-elected board and serves K-12 public school boards, public charter school boards, education service district boards, community college boards and the State Board of Education. Through legislative advocacy at state and federal levels, board leadership training, employee management assistance and policy, legal and financial services, OSBA helps locally-elected volunteers fulfill their complex public education roles.

As a member of the OSBA, the NCSD Board of Education is eligible to participate in the election of officers to the OSBA Board and the Legislative Policy Committee, and to vote on resolutions that amend the OSBA Constitution or adopt legislative priorities.

The Board may consider ballot items separately and may decline to vote on any of them. After the Board has taken action(s), the Board Secretary will submit the vote via the OSBA on-line ballot.

ATTACHMENTS:

A. OSBA 2026 Official Clackamas Region Ballot
B. Candidate Nomination Form, Questionnaire and Personal/Professional Resume for OSBA Board of Directors Position 7 – Maegan Vidal (only candidate)
C. Resolution to amend the 2024 OSBA Bylaws

PRESENTER:
Jena Benologa, Board Chair



2026 OSBA Election Information - Clackamas Region

In even-numbered years, member boards take official action to elect regional representatives for odd-numbered positions on the OSBA Board of Directors and any positions that are currently vacant or were filled by appointment, and to vote on any resolutions brought before the membership.

- *The Clackamas region holds two position on the Board of Directors. Position 7 is up for election.*
- *Candidate materials are posted on the OSBA Election Information page.*
- *There is one resolution being brought before the membership at this time. Resolution information is posted on the OSBA Election Information page.*
- *Member boards must take official action to vote.*
- *A quorum consists of a majority of members in good standing at the time ballots are due. For each ballot item, any returned ballot, including a blank ballot or abstention, counts toward establishing a quorum; however, blank ballots and abstentions do not count as either Yes or No votes.*
- *Please use this map to verify your region before proceeding. You may only vote in the region where your main administrative office is located. If you have a main administrative office in more than one region, you must choose one region and only vote in that one region. If multiple ballots are submitted*

from the same region, only the first submitted ballot will be counted.

Clackamas Region Official Ballot

1. Board of Directors Position 07

- ◯ Maegan Vidal

2. Resolution 1 - Adopts the proposed amendments to the OSBA Bylaws.

- ◯ Yes - adopt
- ◯ No - do not adopt

Board Action Verification

* 3. Type the name of the district, ESD, or community college board that officially made this vote.

* 4. Type the meeting date when the board officially made this vote.

* 5. Type your name and title.

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Done

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OSBA Board of Directors
CANDIDATE QUESTIONNAIRE

Name: Maegan Vidal

Date September 27, 2026

Address: [redacted]

City/Zip: [redacted]

Business phone: [redacted]

Residence phone: [redacted]

Cell phone: [redacted]

E-mail:

District/ESD/CC: Clackamas/Clackamas/Clackamas

Term expires: June 2027 Years on board: 3



Region: Clackamas Position #: 7

I certify that if elected I will faithfully serve as a member of the OSBA Board of Directors. My nomination form has been submitted to OSBA (or is attached to this document) as evidence.

Maegan Vidal September 27, 2026

Name Date

Be brief; please limit your responses to 50 words per question.

1. Describe in your own words the mission and goals of OSBA.

The mission of OSBA is to support all public-school boards with the information, tools and training they need to lead their school districts to make the best possible policy and achieve the highest outcomes for all students, teachers, leaders and staff.
OSBA has five goals which bolster its four areas of strategic focus. The goals are to stabilize the association; maintain relevance through communication, information and professional development; provide a robust training program for board members; and advocate for adequate funding for all public schools.

2. What do you want to accomplish by serving on the OSBA board of directors?

I want to represent the Clackamas region's school districts' unique needs on the boards. I grew up in Clackamas County and am very attuned to my community and region. I am passionate about advocating to the legislature for adequate school funding. I have attended all OSBA legislative days and have provided public comment in-person and writing to education focused legislative committees.

3. What leadership skills do you believe you bring to the board of directors? Give an example of a situation in which you demonstrated these skills.

The leadership skills I bring to the board of directors is sering as Vice Chair while having to make difficult decisions in the face of sustained economic hardship and passionate public sentiment. The West Linn-Wilsonville School District closed two schools in 2026. Many districts across the state are facing this same decision. I will bring my experience grappling with community members and budget realities to the board of directors.

OSBA Board of Directors

4. What do you see as the two most challenging issues faced by OSBA?

The two most challenging issues faced by OSBA are stable and equitable funding for all Oregon schools and the vilification of public schools and teachers by the two candidates running for governor.

5. What do you see as the two most challenging issues faced by your region?

The two most challenging issues faced by my region are the special education funding gap and rising costs of PERS.

6. What is your plan for communicating with boards in your region?

My plan for communicating with boards in my region is to develop relationships with all of the board chairs in Clackamas; ask them what their needs and challenges are regarding policy, training and advocacy; report back to the OSBA board of directors and keep them apprised of the OSBA board of directors' activities and events.

Please continue to the next section.

Materials submitted by the candidate on this form may be subject to a public information request under ORS Chapter 192.

OSBA Board of Directors
CANDIDATE PERSONAL/PROFESSIONAL RESUME

Work or service performed for OSBA or local district (include committee name and if you were chair):

West Linn-Wilsonville school board director and Vice Chair
Legislative advocacy for OSBA and West Linn-Wilsonville School District
OSBA annual trainings and one summer training since July 2023.

Other education board positions held/dates:

Occupation (Include at least the past five years):

Employers:	Dates:
Physician Outreach and Engagement Advisor for Legacy Health	Employed from 2010 to present

Schools attended (Include official name of school, where and when):

High school: Oregon City High School, Oregon City, 1992-1996

College: Willamette University, Salem, Oregon, 1996-2000; Portland State University, Portland, Oregon, 2002-2004

Degrees earned: Bachelor of Arts in Politics; Master of Public Administration

Education honors and/or awards:

Multiple collegiate awards in speech and debate

Other applicable training or education:

Activities, other state and local community services:

Wilsonville Public Library Foundation Board
Lowrie Primary and Inza Wood Middle School PTAs
Multnomah County Library Advisory Board

Hobbies/special interests:

My hobbies include spending time with my son, husband and dogs; gardening; dance and yoga; watching movies and travel.

Business/professional/civic group memberships; offices held and dates:

American Association of Physician Liaisons, 2016-2023
Public Relations Society of America, 2010-2016
International Association of Public Participation, 2005-2010

Additional comments:

NOMINATION FORM
OSBA BOARD OF DIRECTORS
REGIONAL MEMBER

Date: 9/28/26

TO:
José Gamero-Georgeson
OSBA President-Elect
Oregon School Boards Association
1201 Court St NE, #400
Salem, OR 97301
Fax: 503-588-2813
E-mail: *elections@osba.org*

Nominations are due by 5 pm, September 30, 2026

Return this form and all candidate information forms to the OSBA office by email at *elections@osba.org*, or mail to Oregon School Boards Association, 1201 Court St. NE, #400, Salem, OR 97301

Dear José Gamero-Georgeson:

With this letter, our board nominates the candidate named below to a position on the OSBA Board of Directors for the Clackamas Region, Position # 7.

BOARD CANDIDATE INFORMATION

Name: Maegan vidal
District/ESD/Community College: West Linn-Wilsonville/Clackamas/Clackamas
Address: 28598 SW Geneva Loop
City: Wilsonville Oregon ZIP: 97070
E-mail: vidalm@wlwv.k12.or.us Phone: 503-680-7008

This nomination was approved by official action of our board of directors at a duly called meeting on 9/28/26.
(date)

Dan Schumaker
(Board Chair signature)

Board Chair name: Dan Schumaker
District: West Linn-Wilsonville S.D.
Address: 22210 SW Stafford Rd.
City, State, Zip: Tualatin, OR 97062

Resolution to Amend the 2024 OSBA Bylaws

WHEREAS, the Oregon School Boards Association (OSBA) was formed in 1946 as a volunteer association of locally elected public school boards;

WHEREAS, in 2017, through a vote of the OSBA membership, OSBA was incorporated under ORS chapter 65 as a public benefit non-profit corporation and the OSBA bylaws replaced the OSBA constitution;

WHEREAS, in 2018, through a vote of the OSBA membership, the OSBA bylaws were amended to expand the OSBA board of directors and legislative policy committee with representatives from the Oregon school board members of color caucus;

WHEREAS, in 2023, through a vote of the OSBA membership, the OSBA bylaws were amended to expand the OSBA board of directors and legislative policy committee with representatives from the Oregon rural school board members caucus and additional revisions to the bylaws;

WHEREAS, in 2024, through a vote of the OSBA membership, the OSBA bylaws were amended to include the following substantive changes:

- Allowing caucuses to have an additional director on the OSBA board of directors in the circumstance where the OSBA president or immediate president is a director from a caucus. This revision is intended to provide the same opportunity for representation for caucuses as is currently provided to regionally elected directors.
- Clarify that OSBA board of directors must comply with the Oregon government ethics laws with respect to conflicts-of-interest.
- Require OSBA caucuses to submit an annual year end fiscal report to the OSBA board of directors.
- Create officer eligibility criteria that requires candidates for officer positions and directors in officer positions to be voting members of the OSBA board of directors.
- Edits to grammar, punctuation, and language for readability.

WHEREAS, in 2026, the OSBA board reviewed its governing structure as per Bylaws 2.7 and proposes to amend the OSBA bylaws as reflected in the attached draft OSBA bylaws with changes highlighted in the attached summary document; and

WHEREAS, the substantive changes to the draft OSBA bylaws are the following:

- Change deadline for members or board directors to submit resolutions to the OSBA board from September 30 to September 15.
- Clarify that if a member has a main administrative office in more than one region, the member board must declare which region it intends to vote and shall vote only in that region.
- Change the requirement of an in-person annual meeting of the members in November to a requirement that the annual meeting be held on a date and time and in a manner fixed by the board of directors and stated in the notice of the meeting.

- Clarify that returned blank ballots will count towards establishing a quorum but will not count as a “yes” or “no” vote.
- Replace the current caucus structure with a Caucus Council composed of designated representatives from caucuses that report to the OSBA executive director. The Caucus Council will retain two director seats on the OSBA board, replacing the two current caucus seats. The current two caucus directors will remain in their seats until the Caucus Council designates their first positions, or until December 31, 2027, whichever occurs first. The Caucus Council will have the option of designating a representative to serve on the finance committee. The Caucus Council will have the option of recommending seats on the OSBA legislative policy committee.
- Eliminate ex-officio positions and replace them with the option of appointment of nonvoting advisors to the board of directors as determined by resolution of the board of directors.
- Allow the OSBA board of directors the option of appointing directors to all vacant director positions except for the additional directors created pursuant to Section 3.5.1(e) if the president or immediate past president is no longer from the region to which the position is assigned.
- Eliminate the ability to appoint a director from a contiguous region.
- Add term limits to the finance and legislative policy committee positions.
- Clarify that OSBA officers, other than the past-president, must be reelected by their regions to continue serving as OSBA officers.
- Change OSBA board director participation on the legislative policy committee from a requirement to optional participation except that executive committee members continue to be required to serve on the LPC.

THEREFORE, BE IT RESOLVED by the OSBA board of directors that the proposed draft OSBA bylaws be submitted to the membership for consideration during the 2026 OSBA election; and

BE IT FURTHER RESOLVED that the proposed draft OSBA bylaws, the draft OSBA bylaws summary document, and a copy of this resolution be forwarded to all OSBA member boards in accordance with the OSBA board of directors’ adopted elections calendar.

Submitted by: OSBA Board of Directors



BYLAWS

As Amended by the Membership: December 2024
Proposed Edits: September 19, 2026

SECTION 1 PURPOSE

The Oregon School Boards Association (the "Association" or "OSBA") exists solely to perform essential governmental functions and all of its income accrues to the State of Oregon or its political subdivisions as required under IRC Section 115. In particular, the Association's mission and purpose are as follows:

A. To work for the general advancement and improvement of the education of all public school children of the State of Oregon.

B. To gather and disseminate information pertinent to the successful operation of public schools.

C. To work for the most efficient and effective organization of public schools of this state. "Public schools" include local school districts, education service districts, the State Board of Education, and community colleges classified as a political subdivision.

D. To work for adequate and dependable financial support for the public schools of this state.

E. To study all legislation which affects the public schools of Oregon and to support and work for that which appears to be desirable and to keep members informed thereof. To propose and work for the enactment of proper educational legislation.

F. To encourage the establishment and maintenance of best practices and high standards in the conduct and operation of the public school educational system.

G. To study and interpret educational programs and to relate them to the needs of pupils.

H. To promote public understanding of the role of school boards and school board members in the improvement of education.

I. To conduct seminars, conferences, and research projects in the various aspects of education for the benefit of members.

J. To endeavor to implement the policies, beliefs, and resolutions of the Association members and board of directors.

K. To do such other things as the member boards or board of directors may deem appropriate for the accomplishment of these and other purposes which tend to improve public education.

L. To enter into such cooperative agreement with members for the pooling of resources and the provision of services as may result in the more efficient utilization of district resources and accrue to their financial advantage.

SECTION 2 MEMBERS

2.1 Admission. All members must qualify as (1) a "political subdivision" as defined under Treas Reg § 1.103-1(b) and Revenue Ruling 78-276, 1978-2 CB 256 and (2) as one of the following:

2.1.1 School District as defined under ORS Chapter 332;
2.1.2 Education Service District as defined under ORS Chapter 334;
2.1.3 Community College District as defined under ORS Chapter 341;
2.1.4 State Board of Education as defined under ORS Chapter 326; and
2.1.5 Any other governmental educational organization qualifying as a political subdivision, as approved by resolution of the board of directors.

2.2 Dues. Annual dues shall be set by majority vote of the members and shall be based on resident Average Daily Membership (ADMr) as of December 31 of the preceding year as reported to the Oregon Department of Education. Dues shall be payable on July 1 of each year and shall become delinquent on September 1 of each year. Member status shall automatically terminate for members failing to pay dues by September 1 unless an extension is requested and granted by the board of directors.

2.3 Reserved Powers of the Members. The following corporate actions require the consent and approval of the members:

2.3.1 Election and removal of directors except as set forth in Section 3.8;
2.3.2 Election and removal of the Legislative Policy Committee ("LPC") members except as set forth in Section 4.1.3(g);
2.3.3 Approval of resolutions to effectuate any of the following:

(a) Adoption, amendment, or restatement of the articles of incorporation or bylaws;
(b) Modification to the region descriptions set forth in Section 2.6.1; and
(c) Dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the Association's assets.

2.4 Voting Power.

2.4.1 Election of Directors and LPC Members. For the purposes of nominating and electing directors and LPC members, each member shall have one vote.
2.4.2 Resolution. For the purposes of approving a resolution, each member shall have one vote on all resolutions except as follows:

(a) K-12 Local Districts with an ADMr between 15,600 and 23,400 shall have two votes.
(b) K-12 Local Districts with an ADMr between 23,400.1 and 31,200 shall have three votes.
(c) K-12 Local Districts with an ADMr between 31,200.1 and 39,000 shall have four votes.
(d) K-12 Local Districts with an ADMr of 39,000.1 or more shall have five votes.

2.5 Process of Approval of Member Resolutions. Generally, members shall approve resolutions annually by ballot vote. Members or the board of directors may submit a resolution for member approval. Such resolutions shall be submitted to the board of directors no later than September ~~30~~15. The board of directors shall distribute all timely submitted resolutions, together with an official ballot, to the members no later than October 15. Members shall vote by ballot submitted to the board of directors no later than December 15.

2.6 Regional Election of Directors and LPC Members.

2.6.1 Regional Voting. For the purposes of nominating and electing the board of directors and LPC members, the Association members shall be organized into and represented by region:

(a) Eastern Region includes all of the members located in the counties of Baker, Grant, Malheur, Union, Wallowa, and Wheeler.
(b) Gorge Region includes all of the members located in the counties of Gilliam, Morrow, Sherman, Umatilla, and Wasco.
(c) Central Region includes all of the members located in the counties of Crook, Deschutes, and Jefferson.
(d) Southeast Region includes all of the members located in the counties of Harney, Klamath, and Lake.
(e) Southern Region includes all of the members located in the counties of Jackson and Josephine.
(f) Lane Region includes all of the members located in the county of Lane.
(g) Clackamas Region includes all of the members located in the counties of Clackamas and Hood River.
(h) Douglas/South Coast Region includes all of the members located in the counties of Coos, Curry, and Douglas.
(i) Linn, Benton, Lincoln Region includes all of the members located in the counties of Benton, Lincoln, and Linn.
(j) Marion Region includes all of the members located in the county of Marion.
(k) Yamhill, Polk Region includes all of the members located in the counties of Polk and Yamhill.
(l) North Coast Region includes all of the members located in the counties of Clatsop, Columbia, and Tillamook.
(m) Washington Region includes all of the members located in the county of Washington.
(n) Multnomah Region includes all of the members located in the county of Multnomah.

2.6.2 Members shall be assigned to the region in which their main administrative office is located. If a member~~'s district boundaries span~~ has a main administrative office in more than one region, the member board must declare which region it intends to vote and shall vote only in that region.

2.6.3 Regional elections shall be determined by a majority of votes cast by members within the region.

2.7 Modification of Regions. A formal review of the regional organizations described in Section 2.6.1 shall be conducted by the board of directors at least every ~~three~~five years commencing with 2017. Any recommended changes to the regional organization shall be submitted to the members in the form of a resolution in accordance with the provisions of Section 2.5.

2.8 Annual Meetings. ~~An annual meeting of members shall be held in November of each year unless a different date or time is fixed by the board of directors and stated in the notice of the meeting. Failure to hold an annual meeting on the stated date shall not affect the validity of any corporate action. At the annual meeting,~~ An annual meeting of members will be held each calendar year on a date and time and in a manner fixed by the board of directors and stated in the notice of the meeting. At the annual meeting, the president and secretary-treasurer of the board of directors

and any other officer or person whom the president may designate, shall report on the state of the Association, its activities, and its financial condition.

2.9 **Special Meetings.** A special meeting of members shall be held upon the call of the president or 25 percent of the board of directors. All members shall be officially notified of a special meeting by written notice, mailed via U.S. mail or electronic mail, to all members at least 15 days prior to the date of the meeting. Such notice shall include a description of all agenda items and any matters to be voted upon by the members, the place and time of the meeting, and instructions describing the method by which members can participate by telephone or video. Notice shall also comply with all procedures and include any information as required by ORS Chapter 192.

2.10 **Telephonic/Video Meetings.** The board of directors may permit any member to participate in any annual or special meeting of the membership, or conduct the meetings through the use of any means of communication by which all persons participating may simultaneously hear each other during the meeting. A member participating in the meeting by this means is deemed to be present at the meeting.

2.11 **Place of Meetings.** Meetings of the members shall be held at any place, in Oregon, designated by the board of directors. If a meeting place is not designated by the board of directors, the meeting shall be held at the Association's principal office.

2.12 **Action by Written Ballot.** Any action required of the members will be taken by written ballot, and the Association will deliver a written ballot to every member entitled to vote on the matter. Once delivered, a written ballot may not be revoked.

2.13 **Quorum.** A quorum of the members shall consist of a majority of members in good standing at the time the ballots are to be returned to the A~~a~~ssociation. If there is more than one item on a single ballot, the returned ballot will count towards establishing a quorum for each item on the ballot. A blank ballot or a ballot with an abstention counts for purposes of establishing a quorum if it is returned to the association.

2.14 **Approval.** With the exception of approving amendments to the Association's bylaws as outlined in Section 8.1, and with the exception of regional elections outlined in 2.6.3, approval of an item by written ballot is effective at the end of the voting period when:

(a) T~~he number of votes cast by ballot equals or exceeds a quorum of the members~~ A quorum is established pursuant to Section 2.13; and

(b) The number of ~~approvals equals or exceeds a majority of the number of returned ballots~~"yes" votes exceeds the number of "no" votes for the item.

An abstention or a blank ballot returned to the association does not count as a "yes" or "no" vote.

SECTION 3 DIRECTORS

3.1 **Powers.** Except as provided under Section 2.3, all corporate powers shall be exercised by or under the authority of the board of directors. The board of directors shall adopt policies defining specific obligations of the board of directors.

3.2 **Qualifications.** Directors must serve on the board of a member of the Association throughout the duration of their term, with the exception of the director serving as past president.

3.3 **Number.** The board of directors shall consist of not fewer than three nor more than 25 persons. The number of directors may be fixed or changed periodically, within the minimum and maximum, by the members.

3.4 **Term.** Directors shall take office on January 1 and shall serve for a term of two calendar years or until their successors are elected and qualified. Terms shall be staggered as per the election calendar.

3.4.1 Directors who took office prior to January 1, 2018, and are re-elected may serve for any number of terms as long as they continuously remain members of the board of directors.
3.4.2 Directors taking office on or after January 1, 2018, may serve five consecutive two-year terms and, if eligible, may rerun after a two-year hiatus.
3.4.3 If a director serving as immediate past president requires additional time beyond the term limits outlined above, the term limits will be held in abeyance to allow the director to complete their term as immediate past president.

3.5 **Composition.** The board of directors will be comprised of up to 22 regionally elected directors and:

(a) Until June 30, 2027, ~~,~~ one designated director as defined in the bylaws of the Oregon School Board Members of Color Caucus, and one designated director as defined in the bylaws of the Oregon Rural School Board Members Caucus.
(b) Effective July 1, 2027, ~~and~~ two designated directors from the Caucus Council appointed pursuant to the operating procedures of the Caucus Council. Directors designated by the Oregon School Board Members of Color Caucus and the Oregon Rural School Board Members Caucus as of June 30, 2027, shall continue as directors until the Caucus Council designates its first two directors pursuant to this paragraph or until December 31, 2027, whichever occurs first.

3.5.1 Regional Elected Directors. Each region, as described under Section 2.6.1, shall elect one director except as follows:

(a) Clackamas Region shall elect two directors;
(b) Marion Region shall elect two directors;
(c) Washington Region shall elect three directors; and
(d) Multnomah Region shall elect three directors.
(e) If the president or immediate past president of the board of directors is a representative director from a region that elects only one director, that region shall elect an additional director or directors to serve for the duration of the president and/or the immediate past president's term.

3.5.2 Regional Election.

(a) The nomination and election of directors shall be in accordance with the elections calendar annually adopted by the board. The board of directors shall distribute notice

of position vacancies, candidate information packets, and official nomination forms to all incumbent directors and members in electing regions.

(b) Each regional candidate for a director position shall be nominated by a member within the region by means of a nomination form. To nominate a director candidate, one or more of the members in the region must timely submit to the board of directors a formal resolution or motion of the member and the completed nomination form(s). Nominations in regions where there is more than one open director position shall indicate the numbered position for which the nomination is being submitted.

(c) Each member in a region shall have one vote in the regional elections for the board of directors. The director candidate receiving a majority of the votes cast by the members within the region shall be elected.

(d) In cases where there are more than two candidates nominated for any position, and none receives a majority of the votes cast, a second regional ballot shall be required between the two candidates receiving the highest number of votes; the one receiving a majority of the votes is elected.

3.5.3 Caucus Council Representatives. In accordance with their ~~bylaws~~operating procedures, the ~~caucuses of OSBA shall~~ Caucus Council may appoint ~~a~~ up to two representatives of the Caucus Council to serve as a directors of the Association. The representatives must be an elected or appointed member of any public board of education in Oregon that is an active member in good standing with the Association. All Association bylaws and policies shall apply to the designated representative serving as the Caucus Council~~'~~ directors of the Association.

If the president or immediate past president of the board of directors is a representative director from ~~a caucus~~ the Caucus Council, then the ~~c~~Caucus Council shall elect an additional director to serve for the duration of the president and/or the immediate past president's term.

3.5.4 ~~Ex-Officio~~Advisors. The board of directors may designate ~~following individuals or their designee may serve as ex-officio,~~ nonvoting, advisors to the board of directors by resolution, for such purposes and such duration as is specified in the resolution.~~:~~

~~(a) Any director of the National School Boards Association elected from Oregon;~~
~~(b) The Executive Director of the Coalition of School Administrators;~~
~~(c) The Chair-Elect of the Oregon Association of Education Service Districts;~~
~~(f) The board president of the Oregon Community College Association;~~
~~(g) The chair of the State Board of Education; and~~
~~(h) Any other person that the board of directors may appoint.~~

~~Ex-officio a~~Advisors do not vote and do not attend executive sessions of the board of directors unless they hold a separate position that entitles them to attend executive session, or they are invited to attend by the board of directors.

~~Ex-officio a~~Advisors are not eligible for travel reimbursement from OSBA unless they hold a separate position for which travel reimbursement is provided.

3.6 **Vacancies.** In the event that any director position~~, other than the president or immediate past president serving as a second director for a region as set out in Section 3.5.1(e),~~ is vacant during the term of office, the remaining directors may appoint an interim director from the same region to serve until December 31 of the same year. Notwithstanding the foregoing, a vacated director position will not be filled if it is an additional director position created pursuant to Section 3.5.1(e) and the president or immediate past president is no longer from the region or Caucus Council position to which the position is assigned.

~~If the board of directors cannot recruit a candidate from the region, they may appoint a person from a contiguous region to serve as director representing the open region. An individual appointed as a director from a contiguous region is not eligible to serve as an officer of the board.~~

All appointed interim directors must run for regional election during the next election cycle following appointment in order to be eligible to continue service on the board of directors past December 31 of the election year. The members shall elect, using the procedures in Section 3.5.2, an interim director to serve from January 1 of the next year until the end of the remaining term.

If there is a vacancy in an OSBA ~~c~~Caucus Council-designated director position, then the ~~c~~Caucus Council shall, as set forth in Section 3.5.3, appoint a new ~~caucus~~ representative to serve the remaining term.

3.7 **Resignation.** A director may resign at any time by delivering written notice to the president or the secretary. A resignation is effective when notice is effective under ORS 65.034 unless the notice specifies a later effective date. Once delivered, a notice of resignation is irrevocable unless revocation is permitted by the board of directors.

3.8 **Removal.** A director may be removed for cause by vote of two-thirds majority of the directors. A director may be removed with or without cause by a majority vote of the members who elected the director. The board may provide guidance or adopt and amend policies regarding what types of actions the board considers to be sufficient cause for removal.

3.9 **Regular Meetings.** An annual meeting of the board of directors shall be held immediately after, and at the same place as, the annual meeting of members. The board of directors may schedule additional regular meetings to occur during a calendar year. All other meetings are special meetings.

3.10 **Special Meetings.** A special meeting of the board of directors may be called by the president or the president-elect or 20 percent of the board of directors. All directors shall be officially notified of a special meeting by written notice delivered personally, by telephone, or electronic mail at least 48 hours prior to the date of the meeting. Such notice shall include a description of all agenda items and any matters to be voted upon by the directors, the place and time of the meeting, and instructions describing the method by which directors can participate by telephone or video. No matter may be considered at a special meeting other than the matter(s) specified in the notice.

3.11 **Place of Meetings.** The board of directors may hold annual, regular, or special meetings at any location in the State of Oregon.

3.12 Telephonic/Video Meetings. The board of directors may conduct meetings ~~through the use of~~using any means of communication by which all persons participating may simultaneously hear each other during the meeting. A director participating in the meeting by this means is deemed to be present at the meeting.

3.13 Notice of Meetings. All directors shall be officially notified of a special meeting by written notice delivered ~~personally,~~ by ~~telephone or~~ electronic mail to all directors at least 48 hours prior to the date of the meeting. Such notice shall include a description of all agenda items and any matters to be voted upon by the directors, the place and time of the meeting, and instructions describing the method by which directors can participate by telephone or video. Notice of meetings shall comply with all procedures and include any information as required by ORS Chapter 192.

3.14 Waiver of Notice. A director may at any time waive any notice required by these bylaws. A director's attendance at or participation in a meeting waives any required notice to the director of the meeting unless the director, at the beginning of the meeting or promptly upon the director's arrival, objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to any action taken at the meeting. Except as provided in the preceding sentence, any waiver must be in writing, must be signed by the director entitled to the notice, must specify the meeting for which the notice is waived, and must be filed with the minutes or the corporate records.

3.15 Quorum. A quorum of the board of directors shall consist of a majority of the number of directors in office at the time the meeting begins.

3.16 Voting. If a quorum is present when a vote is taken, the affirmative vote of a majority of the directors present when the action is taken is the act of the board of directors except to the extent that the articles of incorporation, these bylaws, or applicable law require the vote of a greater number of directors.

3.17 Presumption of Assent. A director who is present at a meeting of the board of directors when corporate action is taken is deemed to have assented to the action taken unless:

(a) The director objects at the beginning of the meeting, or promptly upon the director's arrival, to holding the meeting or transacting the business at the meeting; and
(b) The director's dissent from the action taken is entered in the minutes of the meeting.

3.18 Compensation. Directors and members of committees may receive reimbursement of such expenses as may be determined by resolution or policy of the board of directors to be just and reasonable. Directors shall not otherwise be compensated for service in their capacity as directors.

3.19 Director Conflict of Interest. The Association shall maintain a Conflict of Interest policy, the terms of which comply with ORS 65.361 and ORS Chapter 244. The board of directors shall annually review and notify the directors of the current Conflict of Interest policy.

SECTION 4 COMMITTEES AND CAUCUS~~ES~~ COUNCIL

4.1 Standing Committees. The board of directors shall maintain the standing committees described below:

4.1.1 Executive Committee. The executive committee shall consist of the five officers of the board of directors: the president as chair and as an ex-officio voting member pursuant to section 5.7.1 of the Bylaws, the president-elect, the vice president, the secretary-treasurer, and the immediate past president. The executive committee is delegated authority to act in place and instead of the board of directors between board meetings on all matters except those specifically reserved to the board under the terms of the bylaws. Actions of the executive committee shall be reported to the board of directors on a timeframe consistent with the seriousness and urgency of the matter and within two weeks if practicable. Additionally, executive committee actions will be reported at the next regular board meeting.

4.1.2 Finance Committee. The finance committee shall be appointed by the president and shall be composed of members from Oregon public school districts, education service districts, and community colleges with boards that meet all criteria to be Association voting members. The members shall include, but are not limited to, the President as an ex-officio voting member pursuant to section 5.7.1 of the Bylaws, the Association secretary/treasurer and vice president, one trustee from the PACE board, one district business official, and one at-large board member. Additionally, the Caucus Council may recommend one Caucus Council member to serve on the Finance committee pursuant to its operating procedures.

The trustee from the PACE board is recommended by the PACE Board of trustees, appointed by the President, subject to approval by the Board, and will serve a two-year term~~, with no term limits~~. The Caucus Council designee is recommended by the Caucus Council, appointed by the President, subject to the approval by the Board, and will serve a two-year term. The district business official and the at-large board member will be recommended by OSBA staff, appointed by the President, subject to approval by the Board, will serve two-year terms.~~,~~ Finance committee members taking office prior to January 1, 2027, shall have ~~with~~ no term limits, and staggered start dates starting in January. Finance committee members taking office on or after January 1, 2027, may serve five consecutive two-year terms and, if eligible, may be re-appointed after a two-year hiatus.~~,~~ Finance committee members shall have ~~and~~ staggered start dates starting in January.

The finance committee shall operate within the corporation's investment guidelines and the Finance Committee Operating Guidelines.

4.1.3 Legislative Policy Committee. The board of directors shall maintain a Legislative Policy Committee ("LPC").

(a) Purpose. The LPC shall develop legislative policies which are recommended to and approved by the members as a resolution proposed by the board of directors and voted on by the membership in accordance with Section 2.4 and 2.5. The LPC also advises the OSBA E~~e~~xecutive D~~d~~irector and staff during legislative sessions.

(b) Composition. The LPC shall be composed of the voting members of the board of directors who choose to participate, the President as an ex-officio voting member pursuant to section 5.7.1 of the Bylaws, the executive committee members, the regional representatives elected under the procedures defined in Section 4.1.3(c) - (e),

and ~~one~~ designated voting members as defined in the operating procedures ~~bylaws~~ of the ~~Oregon School Board Members of Color Caucus and one designated voting member as defined in the bylaws of the Oregon Rural School Board Members~~ Caucus Council pursuant to its operating procedures and this section 4.1.3(b). The board of directors will determine the number of members appointed by the Caucus Council. The Caucus Council appointees are recommended by the Caucus Council, appointed by the OSBA President, subject to the approval by the board of directors, and will serve two-year terms. ~~All committee members must be elected or appointed directors of a member as defined in Section 2.1.~~ The vice president of the board of directors shall chair the LPC.

(c) Qualifications. ~~LPC representatives must serve on the board of a member of the Association throughout the duration of their term.~~ All committee members must be elected or appointed directors of a member as defined in Section 2.1 for the duration of their service on the LPC.

(d) Nomination. The board of directors shall cause the nomination form to be distributed to all members in eligible regions. To nominate a candidate to the LPC, one or more of the members in the region must timely submit to the board of directors a formal resolution or motion and the completed nomination form(s). Nominations in regions where there is more than one representative position shall indicate the numbered position for which the nomination is being submitted. The nomination and election of the LPC representatives shall be in accordance with the elections calendar adopted by the board.

(e) Election. Each member in a region shall have one vote in the regional elections for the LPC representative. The LPC candidate receiving a majority of the votes cast by the members within the region shall be elected. Each region shall elect the number of LPC members as described in Section 3.5, without regard to Section 3.5.1(e). Such elections shall be held using the procedures described in Section 3.5.2.

(f) Term. Each committee member shall take office on January 1 in even numbered years and serve for a term of two years. Committee members may serve five consecutive two-year terms, and, if eligible, may be returned to the committee after a two-year hiatus.

~~(f)~~(g) Vacancies. In the event that there is a vacancy on the LPC, the board of directors may appoint an interim LPC member from the same region to fill the unexpired term of office. If the board of directors cannot recruit an LPC member from the region, they may appoint a person from a contiguous region to serve to represent the open region to fill the unexpired term of office.

4.2 **Other Board Committees.** The board of directors may create one or more committees of the board of directors and appoint directors and representatives of members to serve on such committee. The creation of a committee and the appointment of directors and member representatives to the committee must be approved by a majority of all directors in office when the action is taken. The provisions of these bylaws governing meetings, action without meetings, notice and waiver of notice, and quorum and voting requirements of the board of directors shall apply to committees and their members as well. Committees of the board of directors may, to the extent specified by the board of directors, exercise the authority of the board of directors, provided that no committee of the board of directors may:

(a) Authorize distributions, provided that this restriction does not apply to payment of value for property received or services performed or payment of benefits in furtherance of the Association's purposes;
(b) Approve or recommend dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the Association's assets;
(c) Elect, appoint, or remove directors or fill vacancies on the board or on any of its committees; or
(d) Adopt, amend, or repeal the articles of incorporation or bylaws.

4.3 **Advisory Committees.** The board of directors may create one or more other committees. Members of these committees need not be members or directors, but at least one director shall serve on each such committee. These committees shall have no power to act on behalf of, or to exercise the authority of, the board of directors, but may make recommendations to the board of directors.

4.4 **Caucus Councile~~s~~.** The Caucus Councile~~s~~ shall exist to enhance the work of the Association by addressing the unique needs of ~~member districts~~ school board members.

4.4.1 The Caucus Councile~~s~~ shall clearly articulate the vision, mission, and goals of the ~~Caucus~~Council.
4.4.2 The Caucus Councile~~s~~ shall adopt operating procedures ~~bylaws~~ for operating, programming, and governing within the context of the Association bylaws described herein.
4.4.3 The Caucus Councile~~s~~ shall comply with Association policies and guidelines.
4.4.4 The Caucus Council shall consist of one representative from each caucus established by the OSBA Executive Director. The OSBA Executive Director will establish caucuses based on criteria established by the OSBA Executive Director in support of OSBA's vision, mission, and goals. Each established caucus may recommend one member to serve on the Caucus Council subject to approval of the OSBA board of directors.~~es shall be added or eliminated to this provision through the bylaw's amendment process described in Section 8.1~~.
4.4.5 The Caucus Council budget shall be established by the board of directors.
4.4.6~~5~~ The Caucus Councile~~s~~ shall submit an end of fiscal year report to the board of directors that includes the following:

~~(a) The Caucus is meeting regularly;~~
(b) An accounting of the prior year's budget allocation;
(c) Identified officers and current ~~bylaws~~operating procedures;
(d) A summary of the Caucus Council's current goals, the prior year's Caucus Council activities that support those goals, and how the Caucus Council goals align with the mission, vision, and goals of OSBA.

The end of fiscal year report will be submitted to the board of directors at the first regularly scheduled board of directors meeting following the end of the fiscal year.

4.4.6 ~~The Oregon School Board Members of Color Caucus was established by a vote of the membership in 2018.~~
~~4.4.7 The Oregon Rural School Board Members Caucus was established by a vote of the membership in 2023.~~ The Caucus Council was established by a vote of the membership in 2026, effective ~~and shall take effect on~~ July 1, 2027.

4.5 **Administration.** Each committee and the ~~c~~Caucus Council shall prepare minutes of each of its meetings, and such minutes shall be kept on file at the Association's principal office and made available on request to any member of the board of directors. Each committee and the C~~c~~aucus Council shall also report on its activities at the regular meetings of the board of directors. Each committee and the C~~c~~aucus Council shall comply with the public meetings laws requirements ~~under~~ of ORS Chapter 192.

SECTION 5 OFFICERS OF THE BOARD OF DIRECTORS

5.1 **Eligibility.** Effective January 1, 2026, to hold an officer position on the board of directors other than the immediate past president, candidates and officers must be a voting member of the OSBA Board of Directors.

5.2 **Appointment.** The board of directors shall elect officers by majority vote prior to the November member meeting. In cases where there are more than two candidates nominated for any position, and none receives a majority of the votes, a second ballot shall be required between the two candidates receiving the highest number of votes. The one receiving a majority of the votes is elected.

5.3 **Designation.** The officers of the Association shall be a president, president-elect, past president, vice president, a secretary-treasurer, and such other officers as the board of directors may appoint.

5.4 **Term of Office.** Officer terms are one calendar year. No officer, except the secretary-treasurer, shall serve two consecutive terms in the same office, unless the director completes the term of another officer who was unable to complete their term, and is then voted into the same position the following year. The secretary-treasurer may serve up to two consecutive one-year terms. If an officer's position on the board is up for reelection by their region or redesignation by the Caucus Council, the officer must be reelected by their region or redesignated by the Caucus Council to continue serving in their officer position unless the officer position is the immediate past president. ~~Caucus Council directors serving in officer positions must continue to be recommended by the Caucus Council in accordance with their operating procedures.~~

5.5 **Compensation.** Officers may receive reimbursement of such expenses as may be determined by resolution of the board of directors to be just and reasonable. Officers shall not otherwise be compensated for service in their capacity as officers.

5.6 **Removal and Resignation.** Any officer may be removed, either with or without cause, at any time by action of the board of directors. An officer may resign at any time by delivering notice to the board of directors, the president, or the secretary-treasurer. A resignation is effective when the notice is effective under ORS 65.034 unless the notice specifies a later effective date. If a resignation is made effective at a later date and the Association accepts the later effective date, the board of directors may fill the pending vacancy before the effective date if the board of directors provides that the successor does not take office until the effective date. Once delivered, a notice of resignation is irrevocable unless revocation is permitted by the board of directors. No removal or resignation shall prejudice the rights of any party under a contract of employment.

5.7 **Officers.** The officers of the Association are as follows:

5.7.1 President: The president shall preside at all member meetings of the Association and of the board of directors; shall appoint any committee positions not otherwise designated in these bylaws or OSBA adopted policy, subject to the approval of the board of directors; shall call all regular and special meetings as provided herein; shall be an ex-officio voting member of all committees established under sections 4.1 and 4.2 of these bylaws. The president shall automatically serve as immediate past president for the following term. The president serves for a term of one calendar year.

5.7.2 President-elect: In the absence of the president, the president-elect shall assume the powers and duties of the president, and when a vacancy occurs in the office of president, shall serve in that capacity for the remainder of the term. The president-elect shall automatically serve as president for the following term, even if required to fill an uncompleted term as president. In addition, the president-elect shall assume duties related to the oversight of Association member elections and resolutions processes and such other administrative duties as are assigned by the president. The president-elect serves for a term of one calendar year.

5.7.3 Vice president: In the absence of the president-elect, the vice president shall assume the powers and duties of the president-elect. The vice president shall also serve as the chair of the LPC. The vice president serves for one calendar year.

5.7.4 Secretary-treasurer: The secretary-treasurer shall be responsible for keeping accurate minutes of all board of director meetings in electronic format in accordance with OSBA's record retention schedule; shall carry on official correspondence of the Association; shall arrange for proper banking facilities; shall receive, account for, and disburse funds in a businesslike manner as provided for by the board of directors; shall see that the minutes of the previous meetings are approved by the board of directors; and shall give an itemized and detailed report of the financial condition of the Association at each annual meeting and at such other times as may be required by the board of directors. Such duties of the secretary-treasurer as may be specified by the board of directors may be delegated to the OSBA E~~e~~xecutive D~~d~~irector or a designated member of the staff. The secretary-treasurer serves for a term of one calendar year.

5.7.5 Immediate past president: The immediate past president shall advise and counsel other officers. The immediate past president chairs the officer succession planning process. The past president serves for one calendar year.

SECTION 6 NONDISCRIMINATION

The Association shall not discriminate in providing services, hiring employees, or otherwise, upon the basis of gender identity, race, creed, marital status, sex, sexual orientation, religion, color, age, disability, or national origin.

SECTION 7 OSBA PROPERTY AND CASUALTY FOR EDUCATION TRUST

The board of directors shall appoint the trustees of the OSBA Property and Casualty Coverage for Education Trust ("PACE") as provided in the PACE Restated Trust Agreement. It is the policy of OSBA with respect to PACE trustees taking office on or after January 1, 2023, that such trustees will be appointed to no more than three consecutive three-year terms and, if eligible, may return after a one-year hiatus.

SECTION 8 GENERAL PROVISIONS

8.1 Amendment of Bylaws.

8.1.1 Amendments to the bylaws may be initiated by the board of directors or submitted by a member to the board of directors.

8.1.2 The board of directors shall provide written notice to the members containing a statement that the members will be asked to approve the amendment and a copy of the proposed amended bylaws.

8.1.3 Action by Written Ballot: The Association will deliver a written ballot to every member entitled to vote on the matter. The ballot shall set forth each proposed action and provide an opportunity to vote for or against each proposed action and specify a reasonable time by which a ballot must be received by the Association in order to be counted. Once delivered, a ballot may not be revoked.

8.1.4 Approval: Approval by written ballot shall be valid only when the number of votes cast by ballot equals or exceeds a quorum of the members, and the number of approvals equals or exceeds two-thirds majority of the number of the returned ballots.

8.1.5 Quorum: A quorum of the members shall consist of a majority of members in good standing at the time the ballots are to be returned to the Association.

8.1.6 Whenever an amendment or new bylaw is adopted, it shall be saved in electronic format in accordance with OSBA's record retention schedule with the original bylaws in the appropriate place. If any bylaw is repealed, the fact of repeal and the date on which the repeal occurred shall be stated in such book and place.

8.2 Inspection of Books and Records. All books, records, and accounts of the Association shall be open to inspection by the directors in the manner and to the extent required by law.

8.3 Checks, Drafts, Etc. All checks, drafts, and other orders for payment of money, notes, or other evidences of indebtedness issued in the name of or payable to the Association shall be signed or endorsed by such person or persons and in such manner as shall be determined by resolution of the board of directors.

8.4 Deposits. All funds of the Association not otherwise employed shall be deposited to the credit of the Association in those banks, trust companies, or other depositories as the board of directors or officers of the Association designated by the board of directors select, or be invested as authorized by the board of directors.

8.5 Loans or Guarantees. The Association shall not borrow money and no evidence of indebtedness shall be issued in its name unless authorized by the board of directors. This authority may be general or confined to specific instances. Except as explicitly permitted by ORS 65.364, the Association shall not make a loan, guarantee an obligation, or modify a pre-existing loan or guarantee to or for the benefit of a director or officer of the Association.

8.6 Execution of Documents. The board of directors may, except as otherwise provided in these bylaws, authorize any officer or agent to enter into any contract or execute any instrument in the name of and on behalf of the Association. Such authority may be general or confined to specific instances. Unless so authorized by the board of directors, no officer, agent, or employee shall have any power

or authority to bind the Association by any contract or engagement, or to pledge its credit, or to render it liable for any purpose or for any amount.

8.7 Insurance. The Association may purchase and maintain insurance on behalf of an individual against liability asserted against or incurred by the individual who is or was a director, officer, employee, or agent of the Association, or who, while a director, officer, employee, or agent of the Association, is or was serving at the request of the Association as a director, officer, partner, trustee, employee, or agent of another foreign or domestic business or nonprofit corporation, partnership, joint venture, trust, employee benefit plan, or other enterprise; provided, however, that the Association may not purchase or maintain such insurance to indemnify any director, officer, or agent of the Association in connection with any proceeding charging improper personal benefit to the director, officer, or agent in which the director, officer, or agent was adjudged liable on the basis that personal benefit was improperly received by the director, officer, or agent.

8.8 Fiscal Year. The fiscal year of the Association shall begin on the first day of July and end on the last day of June in each year.

8.9 Severability. A determination that any provision of these bylaws is for any reason inapplicable, invalid, illegal, or otherwise ineffective shall not affect or invalidate any other provision of these bylaws.

* * * * *

The foregoing bylaws were approved by the membership of the Oregon School Boards Association on December 15, 2024. The original bylaws were duly adopted by the Board of Directors of OSBA on September 15, 2017, and approved by the membership on December 15, 2017, then amended and adopted on December 14, 2018; December 15, 2023; December 15, 2024.

SUPERINTENDENT EVALUATION PROCESS **DISCUSSION**

Agenda Item #6
November 19, 2026

ORIGINATED BY:
The need to develop and adopt an evaluation process for the superintendent's evaluation.

BACKGROUND:
The School Board adopts an evaluation process for the superintendent annually. In recent years, this evaluation process has been adopted by the School Board in December with the actual evaluation being completed prior to March 1.

ATTACHMENTS:

A. Proposed 2026-2027 Superintendent Evaluation Timeline and Process
B. Sections 7 & 8 of the 2024-2027 superintendent's contract relating to evaluation
C. Policy CBA Qualifications and Duties of the Superintendent
D. Policy CBG Evaluation of the Superintendent

CONTACT:
Jena Benologa, Board Chair

North Clackamas Schools

SUPERINTENDENT EVALUATION TIMELINE AND PROCESS			
MONTH	**ACTION**	**FORMAT**	**LEAD**
October	Pre-check in and evaluation tools, policies, process, and timeline overview	Governance meeting	Board Chair(s)/ Superintendent
	Superintendent shares suggested focal goals and standards	Written report	Superintendent
November	*Evaluation committee meeting	Committee meeting	Board Chair(s)
	Evaluation standards and descriptors template to Board	Written template	Board Secretary
	Board approves evaluation process and timeline	Board meeting	Board Chair(s)
	Pre-Check in evaluation meeting	Exec. session	Board Chair(s)/ Superintendent
December	Superintendent finalizes goals and standards priorities for board and committee feedback	Written report	
	*Evaluation committee meeting	Committee meeting	Board Chair(s)
	Pre-Check In Evaluation Meeting	Conference	Board Chair(s)/ Superintendent
January	Superintendent presents annual artifacts and/or reports	Written report Board meeting	Superintendent
	The board starts individual evaluation feedback	Individually	Board Directors
	*Evaluation committee meeting	Committee meeting	Board Chair(s)
February	The board finalizes individual evaluation feedback	Individually	Board Directors
	*Evaluation committee finalizes draft evaluation	Committee meeting	Board Chair(s)
	Board finalizes evaluation	Exec. session	Board Chair(s)
March	Evaluation shared with Superintendent by March 1, 2024		
	Evaluation discussion between Board and Superintendent	Exec. session	
	*Evaluation committee crafts a short narrative statement regarding the evaluation	Written	Board Chair(s)
	Board publicly shares and adopts short narrative statements regarding the evaluation	Board Meeting	Board Chair(s)
April-Aug	Establish Strategic Plan focus, prioritization, board goals, and direction for the next school year evaluation planning		Board Chair(s)/ Superintendent

*Evaluation committee for 2026-2027: Chair Jena Benologa and Vice Chair Samantha Tamtreng (Alternate: Director Paul Kemp)
Timeline is approximate.

ARTICLE 7
EVALUATION

7.1 Purpose of Evaluation. The Board will evaluate Superintendent's performance for the purposes of improving District leadership, maintaining open and effective communication between the Board and Superintendent and enhancing relations between the Board and Superintendent. The evaluations shall be made in reference to Superintendent's position description as more fully set forth in District Policy CBA and those goals and objectives established by the Board in consultation with Superintendent.

7.2 Procedure for Evaluations. The Board shall meet in Executive Session to evaluate and assess in writing the performance of Superintendent in accordance with the schedule set forth below. Superintendent shall be entitled to meet with the Board to review the evaluation before it is completed and to provide any information that Superintendent deems pertinent.

7.3 Schedule for Evaluations. It is intended that the schedule for formal annual evaluation of Superintendent will be congruent with District Policy CBG, which specifies the date by which the Board will decide upon renewal or extension of Superintendent's contract and, thereafter, inform Superintendent of that decision. The first formal evaluation under this agreement shall be completed by the first School Board meeting in March 2025, and, thereafter, annually.

ARTICLE 8
PERFORMANCE GOALS

The Board shall, in consultation with Superintendent, establish general goals and specific objectives for the school year. The goals and objectives shall be established in writing and be among the criteria for evaluation of Superintendent.

Code: **CBA**
Adopted: 6/19/86
Revised/Readopted: 6/23/11; 5/02/13
Orig. Code(s): CBA

Qualifications and Duties of the Superintendent

Qualifications and Reporting

The superintendent will hold a superintendent's credential as prescribed by the Teacher Standards and Practices Commission.

The superintendent is directly responsible to the Board.

Duties of the Superintendent

The superintendent:

1. Serves as chief executive officer of the Board except as otherwise provided by law, makes rules not in conflict with law or with Board policies and decides all matters of administrative and supervisory detail in connection with the operation and maintenance of the schools;

2. Initiates and directs the development of policies for approval by the Board, delegating such responsibility to associates and subordinates as deemed desirable;

3. Attends all meetings of the Board except those concerned with his/her own contract status and takes part in the deliberations, but does not vote;

4. Assists the Board in reaching sound judgments, establishing policies and approving those matters which the law requires the Board to approve;

5. Places before the Board necessary and helpful facts, comparisons, investigations, information and reports; and makes available the personal advice on special or technical matters by qualified persons;

6. Implements and interprets Board policies;

7. Recommends the appointment, contract renewal, contract extension, contract nonrenewal, contract nonextension or discharge of licensed employees to the Board as provided by law, Board policies and the employee's collective bargaining agreement, as applicable, and with such recommendations reported to the Board for approval;

8. Assigns or transfers licensed employees as provided by state law, Board policies, collective bargaining agreements and consultation agreements, as applicable;

9. Appoints, assigns, transfers, promotes, demotes or discharges classified and nonrepresented employees as provided by state law, Board policies, collective bargaining agreements and meet and confer agreements, as applicable;

10. Supervises and evaluates the work of the administrators who carry out the operation of the district under the authority and responsibility delegated to them by the superintendent;

11. Directs the work of the professional staff in evaluating curriculum and instructional materials and, upon the basis of such study, makes recommendations to the Board;

12. Supervises the establishment or modification of attendance and transportation area boundaries subject to Board approval;

13. Directs the preparation of the budget showing the estimated receipts and disbursements necessary to cover the needs of the district for the ensuing budget period and submits this estimate to the Board in accordance with law;

14. Approves and directs, in accordance with law and Board policy, purchases and expenditures, within the limits of the budget;

15. Exercises leadership in directing studies of sites and buildings, considering the population trend and the educational and cultural needs of the district, to ensure timely decisions by the Board and electorate regarding construction and renovation projects;

16. Represents the district in dealings with other school systems, social institutions, business firms, government agencies and the general public;

17. Keeps the public informed about current educational practices, educational trends and issues confronting the district.

The specific enumeration of the superintendent's duties as detailed above will not act to limit the broad authority and responsibility of the office.

END OF POLICY

Legal Reference(s):

ORS 327.133
ORS 332.075
ORS 332.515
ORS 342.125
ORS 342.140
ORS 342.143
ORS 342.173
ORS 342.175
ORS 342.200

OAR 581-022-0102 to -1940
OAR 581-023-0006 to -0050
OAR 584-020-0000 to -0045
OAR 584-036-0035(1)
OAR 584-046-0005 to -0024
OAR 584-048-0085 to -0095
OAR 584-080-0151
OAR 584-080-0152
OAR 584-080-0161

Cross Reference(s):

CBG - Evaluation of the Superintendent

Code: **CBG**
Adopted: 6/19/86
Revised/Readopted: 3/17/11; 6/22/17
Orig. Code(s): CBG

Evaluation of the Superintendent

The superintendent's job performance will be evaluated annually based on applicable standards of performance, Board policy and progress in attaining any goals for the year established by the superintendent and the Board.

Additional criteria for the evaluation, if any, will be developed at a public Board meeting prior to conducting the evaluation, and the superintendent will be notified of the additional criteria prior to the evaluation.

The Board's discussion and conferences with and about the superintendent and his/her performance will be in executive session, unless the superintendent requests an open session; however, such an executive session will not include directives about or a general evaluation of any district goal, objective or operation. Results of the evaluation will be written and placed in the superintendent's personnel file.

At the Board's discretion, it may notify the superintendent in writing of specific areas to be remedied, and the superintendent may be given an opportunity to correct the problem(s). Where the Board provided written notice pursuant to the prior sentence, if the Board determines the superintendent's performance remains unsatisfactory, the Board may dismiss or non-renew the superintendent pursuant to Board policy, the superintendent's employment contract, state law, and state administrative rules. In those situations where the superintendent's employment contract includes an evaluation, dismissal or non-renewal provision, it shall take precedent over this policy.

END OF POLICY

Legal Reference(s):

ORS 192.660(2), (8)
ORS 332.107
ORS 332.505
ORS 342.513
ORS 342.815
OAR 581-022-1720

Hanson v. Culver Sch. Dist. (FDAB 1975).

Cross Reference(s):

BDC - Executive Sessions
CB - Board-Superintendent Relationship
CBA - Qualifications and Duties of the Superintendent

CONTRACT AWARD: DISTRICT-WIDE HEATING/ VENTILATING/AIR CONDITIONING ASSESSMENT

DISCUSSION/ACTION
Agenda Item #7
November 19, 2026

SUPERINTENDENT'S RECOMMENDATION:
Approve awarding the district-wide Heating/Ventilating/Air Condition (HVAC) assessment contract to BRIC Architecture for the not-to-exceed amount of $411,530.00

BUDGET IMPACT/SOURCE OF FUNDS:
The source of the funds will be the 2026 Bond Funds

BACKGROUND:
On November 3, 2026, voters approved a capital projects bond measure. Most of the bond's work falls under the project category "Classrooms conditioned for learning: add ventilation, HVAC, and cooling upgrades to prevent heat closures".

On June 18, 2026, after a competitive procurement process, the Board approved contracts with BRIC Architecture and BBL Architects for architectural and engineering services for the 2026 bond.

PURPOSE
The district wants one consistent, district-wide approach to adding air conditioning and updating heating, ventilation, and air conditioning (HVAC) systems. Most schools have several types of HVAC systems, and each building has its own conditions, such as structure, age and layout. Identical solutions at every school aren't feasible. Even so, the district wants to:

- Apply consistent solutions where systems and building conditions are similar
- Reduce inequities in the improvements schools receive across the district
- Set a district-wide standard for HVAC controls (monitoring, tracking and control)

SCOPE OF WORK
The contractor will complete a comprehensive district-wide HVAC study that:

1. Evaluates existing HVAC systems at each school
2. Identifies upgrade and air conditioning opportunities

3. Gives prioritized recommendations based on the district's priorities and parameters
4. Develops a standard decision-making framework for choosing HVAC and AC solutions for different scenarios and system types
5. Assesses energy efficiency opportunities, maintenance needs, life-cycle costs, and the ongoing operating and energy costs of the recommended improvements

CONTRACT DETAILS
BRIC Architecture (with Interface Engineering) has provided a proposal for a district-wide HVAC assessment for a not-to-exceed fee in the amount of $411,530.As with all contracts, additional costs may be incurred for added or changed scope (e.g. change orders for unknowns, unforeseen, or agency requirements).

PRESENTER / STAFF CONTACT:
Teresa Neff-Webster, Chief of Operations

BUDGET COMMITTEE APPOINTMENTS **DISCUSSION/ACTION**

Agenda Item #8
November 19, 2026

BOARD CONSIDERATION:
Appoint a new Budget Committee member to Positions 10 on North Clackamas School District's Budget Committee.

- Position 10: Nominate and elect a Budget Committee Member.

BUDGET IMPACT/SOURCE OF FUNDS:
There will be no budget impact from appointing budget committee members, as budget committee members cannot receive compensation.

BACKGROUND:
The Board declared Budget Committee Position 10 vacant at its September 10, 2026, meeting due to resignation. New appointees will serve three-year terms expiring June 30, 2029.

Position 10
The district announced the opening to the public through local newspapers, Facebook, Parent Square, and posting on the district website, setting a deadline of October 16, 2026. The Board received 13 applications; two were ineligible because the applicants lived outside school district boundaries. The Board independently reviewed applications that had been submitted and invited the following three candidates to interview on November 5, 2026:

- Ethan Kingery
- Melanie Bocek
- Ashley Krollenbrock

ATTACHMENTS:
NCSD Board Policy DBEA
Candidates' applications

PRESENTER:
Jena Benologa, Board Chair

OTHERS NOTIFIED OF ITEM:
Budget Committee Applicants

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.

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;

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 329.711
ORS 433.835 - 433.875