

# **Intermediate District 287**

Responsive. Innovative. Solutions.



**Intermediate District 287**

**Regular Meeting**

**Thursday, June 9, 2011 6:30 PM**

# Intermediate District 287

## RESPONSIVE. INNOVATIVE. SOLUTIONS

### GENERAL MEETING OF THE BOARD

Thursday, June 9, 2011

6:30 PM @ District Service Center Board Room

#### AGENDA

Page #

- |                                                                                                                                                                                                                                                                                                                                                                                                                                               |               |    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----|
| 1. CALL TO ORDER                                                                                                                                                                                                                                                                                                                                                                                                                              | (Action)      |    |
| 2. APPROVAL OF GENERAL MEETING AGENDA                                                                                                                                                                                                                                                                                                                                                                                                         | (Action)      |    |
| 3. OPEN FORUM                                                                                                                                                                                                                                                                                                                                                                                                                                 | (Information) |    |
| 4. APPROVAL OF CONSENT AGENDA                                                                                                                                                                                                                                                                                                                                                                                                                 | (Action)      |    |
| 4. 1. General Board Meeting Minutes from May 26, 2011                                                                                                                                                                                                                                                                                                                                                                                         |               | 3  |
| 4. 2. Classroom Smart Board RFP Awards                                                                                                                                                                                                                                                                                                                                                                                                        |               | 6  |
| 5. SHARE THE SUCCESS & RECOGNITIONS                                                                                                                                                                                                                                                                                                                                                                                                           | - None        |    |
| 6. SUPERINTENDENT'S REPORT                                                                                                                                                                                                                                                                                                                                                                                                                    | - None        |    |
| 7. INSTRUCTIONAL REPORT                                                                                                                                                                                                                                                                                                                                                                                                                       | - None        |    |
| 8. ADMINISTRATIVE SERVICES REPORT                                                                                                                                                                                                                                                                                                                                                                                                             | - None        |    |
| 9. BOARD BUSINESS                                                                                                                                                                                                                                                                                                                                                                                                                             |               |    |
| 9. 1. Policy Review & Revision - (5 minutes)                                                                                                                                                                                                                                                                                                                                                                                                  |               |    |
| 9. 1. 1. Revision to Fund Balance Policy                                                                                                                                                                                                                                                                                                                                                                                                      | (Action)      | 7  |
| 9. 2. Board Reports                                                                                                                                                                                                                                                                                                                                                                                                                           | (Information) |    |
| 9. 2. 1. Chair Report - (90 minutes)                                                                                                                                                                                                                                                                                                                                                                                                          |               |    |
| 9. 2. 1. 1. Superintendent Evaluation Review                                                                                                                                                                                                                                                                                                                                                                                                  |               | 10 |
| A public body may close a meeting to evaluate the performance of an individual who is subject to its authority. The public body shall identify the individual to be evaluated prior to closing a meeting. At its next open meeting, the public body shall summarize its conclusions regarding the evaluation. A meeting must be open at the request of the individual who is the subject of the meeting. Minnesota Statute 13D.05, Subd. 3(a) |               |    |
| 9. 2. 2. AMSD Report (Ann Bremer)                                                                                                                                                                                                                                                                                                                                                                                                             |               | 40 |
| 9. 3. District News                                                                                                                                                                                                                                                                                                                                                                                                                           | (Information) |    |
| 9. 3. 1. School Board Planning Calendar                                                                                                                                                                                                                                                                                                                                                                                                       |               | 44 |
| 9. 3. 2. June 9, 2011 Calendar                                                                                                                                                                                                                                                                                                                                                                                                                |               | 46 |
| 9. 3. 3. Graduation & Special Events Sign-up Schedule                                                                                                                                                                                                                                                                                                                                                                                         |               | 47 |
| 9. 3. 4. North Education Center Graduation Invitation                                                                                                                                                                                                                                                                                                                                                                                         |               | 49 |
| 9. 4. Once Around the Table                                                                                                                                                                                                                                                                                                                                                                                                                   |               |    |
| 10. ADJOURNMENT                                                                                                                                                                                                                                                                                                                                                                                                                               |               |    |

**DISTRICT 287 REGULAR BOARD MEETING**  
**Intermediate District 287**  
**May 26, 2011**  
**MINUTES**

**1. CALL TO ORDER**

Chair Ann Bremer called the regular meeting to order at 6:31 PM in the District Service Center Board Room. A quorum was declared with the following members in attendance:

272	Eden Prairie	Carol Bomben
273	Edina	Peyton Robb
270	Hopkins	Laura Ronbeck
276	Minnetonka	Don Draayer
278	Orono	Michèle Kunz
279	Osseo	Dean Henke
280	Richfield	Nancy Rowley
281	Robbinsdale	Linda Johnson
283	St. Louis Park	Pam Rykken
284	Wayzata	Carter Peterson
277	Westonka	Ann Bremer

Absent: 271/Bush, and 286/Thielsen

Guests: Jayne Tiedemann, and Tonya Allen

287 Administration: Sandra Lewandowski, Jane Holmberg, Laura Keller-Gautsch, Char Myklebust, Anne Becker, Janet Johnson, Tom Shultz, Chad Maxa, and Wauneen Mgeni

287 Staff Members: Greg Lucas, Bruce Mulder, David VanDenBoom, and Julie Tuorila

**2. APPROVAL OF GENERAL MEETING AGENDA**

The general meeting agenda was presented for approval. *Motion by Ann Bremer, seconded by Carol Bomben, to approve the meeting agenda. All in favor. Motion carried unanimously.*

**3. OPEN FORUM FOR COMMUNITY COMMENTS - None**

**4. APPROVAL OF CONSENT AGENDA**

The Consent Agenda was presented for approval. The Consent Agenda included the general meeting minutes from May 12, 2011; and approval of the Routine Human Resource Activities for May 26, 2011. *Motion by Ann Bremer, seconded by Michèle Kunz, to approve the Consent Agenda as presented. All in favor. Motion carried unanimously.*

**5. SHARE THE SUCCESS & RECOGNITIONS**

Superintendent Lewandowski introduced to the Board three new administrative appointees. Jayne Tiedemann comes from Burnsville School District, she will serve as principal at the South Education Center, Tonya Allen comes from Brooklyn Center School District, she will be the assistant principal of South Education Center Alternative program, and Greg Lucas will be the assistant principal at Edgewood Education Center. All three appointees acknowledged their excitement to be working with the district and particularly with the dropout recovery efforts.

Sandy briefly updated the Board to a letter from a parent of a student from Prairie Center Alternative. The parent wrote a letter to the Sun Newspaper giving recognition to Prairie Center Alternative.

## **6. SUPERINTENDENT'S REPORT**

Sandy briefly updated the Board on two major regional projects; 1) Michelle Axell, Special Projects Manager, and Janet Johnson, Director of Finance, are in the process of contacting every district's transportation and/or business director. These steps are being taken because the magnitude of the potential savings is growing as more information is being collected and more students who attend schools outside of their district boundaries are added to projections. The initial quote of \$1.8 million in savings annually now could be between \$5 and \$8 million in savings, and 2) the district is taking steps to apply indicators for a successful regional dropout model to the Area Learning Center (ALC) Plus and adjacent ALC programs. At an "Out of the Incubator" meeting held on May 23, a group of 20 staff identified steps to implement a local model. Planning is particularly urgent because of the pending need to accommodate students formerly educated at Success Academy in Minneapolis. The district currently is in negotiations with Minneapolis Public Schools to create a Memorandum of Understanding to provide services.

Sandy presented to the Board photos from the first district prom held at the South Education Center on Friday, May 20. The highly successful event was part of the building's efforts to enhance social-emotional learning.

## **7. INSTRUCTIONAL REPORT**

Laura Keller-Gautsch, Executive Director of Special Education & Support Services presented to the Board a presentation on the new Restrictive Procedures for Children with Disabilities law that goes into effect August 2011. Laura has worked with the Minnesota Department of Education as part of a group of directors over the past year to help districts implement the law that requires restrictive procedures (physical holding or seclusion) only to be used in an emergency and includes many additional reporting and training requirements.

Laura also reported the new position of the Minnesota Department of Education that prone restraint is included as a prohibited procedure. There has been reaction from special education directors across the state that this position would compromise the safety of students and staff, and the district has taken steps to raise the issue with the legislature. Compromise language was inserted into the education bill, and the Minnesota Department of Education is being encouraged to revisit their position.

## **8. ADMINISTRATIVE SERVICE REPORTS**

### **Financial Report**

Mrs. Janet Johnson, Director of Finance Services, presented the monthly financial report for April 2011. *Motion by Don Draayer, seconded by Carol Bomben, to approve the monthly financial report as presented. All in favor. Motion carried unanimously.*

### **Facilities Report**

Board Facilities Chair Robb, reported on North Education Center (NEC) building progress. Tom Shultz, Director of Facilities, presented and recommended approval to Rescind the Pre-Award Process for Demountable Wall System at NEC. *A motion was made by Peyton Robb, seconded by Michèle Kunz, to approve to Rescind the Pre-Award Process for Demountable Wall System at NEC as presented. All in favor. Motion carried unanimously.* Tom Shultz showed pictures of the North Education Center building site and progress being made in construction.

### **Human Resources Report**

Anne Becker, Human Resources Director, presented a number of resolution motions: *Resolution motion by Nancy Rowley, seconded by Linda Johnson, to waive the reading and approve the termination of employees hired under licensure waivers as provided by the printed documentation shared. The following voted in favor: Bremer, Draayer, Henke, Bomben, Johnson, Kunz, Rykken, Robb, Rowley, Peterson, and Ronbeck. There were no abstentions or no votes cast. The resolution*

*passed. Resolution motion by Ann Bremer, seconded by Peyton Robb, to waive the reading and approve the termination and non-renewal of probationary Non-Licensed Employees as provided by the printed documentation shared. The following voted in favor: Bremer, Draayer, Henke, Bomben, Johnson, Kunz, Rykken, Robb, Rowley, Peterson, and Ronbeck. There were no abstentions or no votes cast. The resolution passed. Resolution motion by Don Draayer, seconded by Linda Johnson, to waive the reading and approve the termination and non-renewal of probationary teaching contracts as provided by the printed documentation shared. The following voted in favor: Bremer, Draayer, Henke, Bomben, Johnson, Kunz, Rykken, Robb, Rowley, Peterson, and Ronbeck. There were no abstentions or no votes cast. The resolution passed. Resolution motion by Ann Bremer, seconded by Carter Peterson, to waive the reading and approve to place the following non-licensed staff on layoff as provided by the printed documentation shared. The following voted in favor: Bremer, Draayer, Henke, Bomben, Johnson, Kunz, Rykken, Robb, Rowley, Peterson, and Ronbeck. There were no abstentions or no votes cast. The resolution passed.*

Anne made two announcements to the Board; 1) June 24 will be the first interest-based negotiations meeting with Local 2209, and 2) preliminary results of a regional salary and benefits survey have been shared with local districts.

## **9. BOARD BUSINESS**

### **Policy Review & Revision - None**

#### **Chair Report**

Chair Bremer briefly updated the Board on the completions of the Superintendent Evaluation survey.

Chair Bremer briefly updated the Board on the North Vista Graduation, Board member Don Draayer on attending as many graduations as possible to thank staff and parents for all they do.

#### **AMSD Report - None**

#### **Once Around the Table**

## **10. ADJOURNMENT**

*Motion was heard and seconded to adjourn the meeting. Meeting adjourned at 8:33 PM.*

The next general meeting will be held on June 9, 2011, at 6:30 PM in the DSC Board Room.

Submitted by  
Wauneen Mgeni  
Secretary to the Board

Signed: Chair \_\_\_\_\_ Clerk \_\_\_\_\_

Date \_\_\_\_\_ Date \_\_\_\_\_

# Intermediate District 287

## *Responsive. Innovative. Solutions*

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### INTER-OFFICE MEMORANDUM

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**DATE:** May 26, 2011

**TO:** Sandra Lewandowski, Superintendent  
Colleen Baumtrog, Executive Director of Administrative Services

**FROM:** Chad Maxa, Director of Information Technology

**RE:** **Board Approval of Classroom Smart Board RFP Awards**

The purpose of this memo is to briefly summarize our Smart Board initiative in the District, and to seek the Board's approval of the recommended proposals resulting from our Smart Board RFP.

#### **Background Information**

Last year we kicked off our Smart Board initiative by equipping approximately 50% of our classrooms with Smart Boards. This year we are proceeding with the remainder of our classrooms. The pre-wiring for the selected classrooms has already been completed, and we are ready to proceed with the final phase of this project, which involves the equipment purchase and installation.

#### **Proposal Recommendation**

Requests for proposals were received on May 19<sup>th</sup>, by 2:00PM, from three local Audio/Video vendors. The RFP's were closely scrutinized using the following criteria:

- Pricing and proposed delivery and install dates
- Completeness, thoroughness and detail of your response
- Vendors must specify/attach documentation as to what equipment you are quoting.
- Vendor understanding of the project and work to be done.

The table below contains bid responses from all vendors, of which all met our specifications:

<b>Vendor</b>	<b>Extron Equipment</b>	<b>Labor</b>	<b>Projectors</b>	<b>Smart Boards</b>
Alpha Video	\$62,976	No Bid	No Bid	No Bid
Rav Technologies	\$62,208	\$10,420	\$20,128	No Bid
Tierney Brothers	\$71,488	\$17,000	\$20,160	\$35,040

After closely reviewing the vendor responses with a team including 287 Purchasing and Facilities staff, the recommendation is to award the project to the two qualified and low bid vendors as listed below:

- Purchase of Extron equipment, NEC projectors, and labor to Rav Technologies, Plymouth, MN: \$92,756
- Purchase of Smart Boards to Tierney Brothers, St. Paul, MN: \$35,040

The total cost of this project is \$127,796 and if approved, will be built into the FY12 IT budget.

**INTERMEDIATE DISTRICT 287**  
**PLYMOUTH, MINNESOTA**  
**BOARD OF EDUCATION**

Regular Meeting – June 9, 2011

AGENDA SECTION: BOARD BUSINESS

ITEM: Fund Balance Policy Revision (FPO140)

PRESENTED BY: Superintendent Lewandowski

**1. Background Information**

The purpose of the changes to the District’s Fund Balance policy, FPO140, is to create new fund balance classifications to allow for more useful fund balance reporting and for compliance with the reporting guidelines specified in Statement No. 54 of the Governmental Accounting Standards Board (GASB).

**2. Fiscal Impact/Funding Source: None**

**3. RECOMMENDED ACTION: The Board approve Fund Balance policy, FPO140 as presented.**

Motion by: \_\_\_\_\_ Yes \_\_\_\_ Passed \_\_\_\_

Second by: \_\_\_\_\_ Yes \_\_\_\_ Failed \_\_\_\_

Abstentions: \_\_\_\_\_

# Intermediate District 287

RESPONSIVE. INNOVATIVE. SOLUTIONS.

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## INTER-OFFICE MEMORANDUM

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**TO:** Sandra Lewandowski, Superintendent  
**FROM:** Janet Johnson, Director of Finance  
**DATE:** June 7, 2011  
**Re:** **Fund Balance Policy Revision**

The purpose of the changes to the District's Fund Balance policy, FPO140, is to create new fund balance classifications to allow for more useful fund balance reporting and for compliance with the reporting guidelines specified in Statement No. 54 of the Governmental Accounting Standards Board (GASB).

New fund balance definitions under GASB statement No. 54 are:

- A. "Assigned" fund balance amounts are comprised of unrestricted funds constrained by the school district's intent that they be used for specific purposes, but that do not meet the criteria to be classified as restricted or committed. In funds other than the general fund, the assigned fund balance represents the remaining amount that is not restricted or committed. The assigned fund balance category will cover the portion of a fund balance that reflects the school district's intended use of those resources. The action to assign a fund balance may be taken after the end of the fiscal year. An assigned fund balance cannot be a negative number.
- B. "Committed" fund balance amounts are comprised of unrestricted funds used for specific purposes pursuant to constraints imposed by formal action of the school board and that remain binding unless removed by the school board by subsequent formal action. The formal action to commit a fund balance must occur prior to fiscal year end; however, the specific amounts actually committed can be determined in the subsequent fiscal year. A committed fund balance cannot be a negative number.
- C. "Nonspendable" fund balance amounts are comprised of funds that cannot be spent because they are either not in spendable form or are legally or contractually required to be maintained intact. They include items that are inherently unspendable, such as, but not limited to, inventories, prepaid items, long-term receivables, non-financial assets held for resale, or the permanent principal of endowment funds.
- D. "Restricted" fund balance amounts are comprised of funds that have legally enforceable constraints placed on their use that either are externally imposed by resource providers or creditors (such as through debt covenants), grantors, contributors, voters, or laws or regulations of other governments, or are imposed by law through constitutional provisions or enabling legislation.
- E. "Unassigned" fund balance amounts are the residual amounts in the general fund not reported in any other classification. Unassigned amounts in the general fund are technically available for expenditure for any purpose. The general fund is the only fund that can report a positive unassigned fund balance. Other funds would report a negative unassigned fund balance should the total of nonspendable, restricted, and committed fund balances exceed the total net resources of that fund.
- F. "Unrestricted" fund balance is the amount of fund balance left after determining both nonspendable and restricted net resources. This amount can be determined by adding the committed, assigned, and unassigned fund balances.

Under the new structure the four District fund balances reflected as Designated at June 30, 2010 will be reflected as Assigned at June 30, 2011. Those are Designated for severance, property, student clubs and North Education Center. The changes with GASB, Statement 54 do not cause a change in the fundamental intent of the District's current policy.



**Intermediate District 287**  
**DISTRICT POLICY**

**POLICY SERIES: Financial Planning & Operations**  
**SUBJECT: Funds Management**  
**BOARD APPROVED: December 2006**  
**REVISION DATE: June 2011**

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## **FPO140 Fund Balance**

### **I. Purpose**

The purpose of this policy is to ensure the financial stability of the District, to provide a sound basis to justify continuation of a strong financial rating, and to provide a reserve enabling the District to respond to unforeseen shortfalls or expenditures.

### **II. General Statement of Policy**

To ensure the financial strength and stability of the District, the Board will endeavor to maintain an **unassigned** ~~unappropriated~~ fund balance of at least 6% of the District's General Fund operating budget, excluding operating capital programs.

### **III. ASSIGNING FUND BALANCE**

The board delegates the power to assign fund balances to the Director of Finance. Assignments so made shall be reported to the school board in its annual financial report.

### **IV. ORDER OF RESOURCE USE**

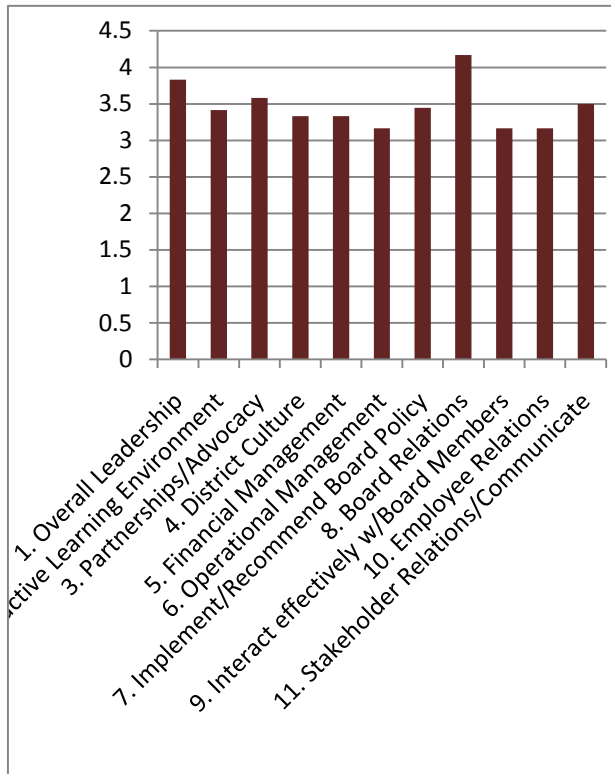
If resources from more than one fund balance classification could be spent, the district will strive to spend resources from fund balance classifications in the following order (first to last): restricted, committed, assigned, and unassigned.

# SUPERINTENDENT PERFORMANCE EVALUATION

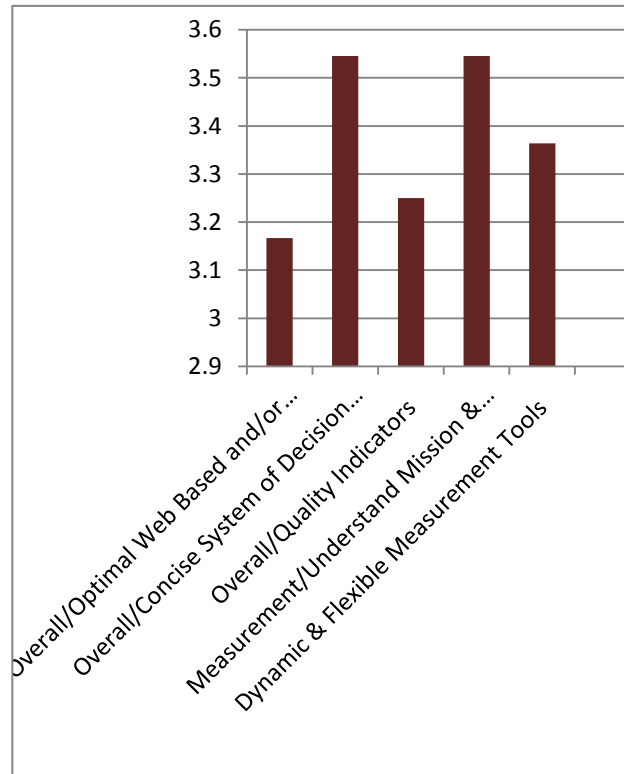
## Intermediate District 287

### 2010-2011

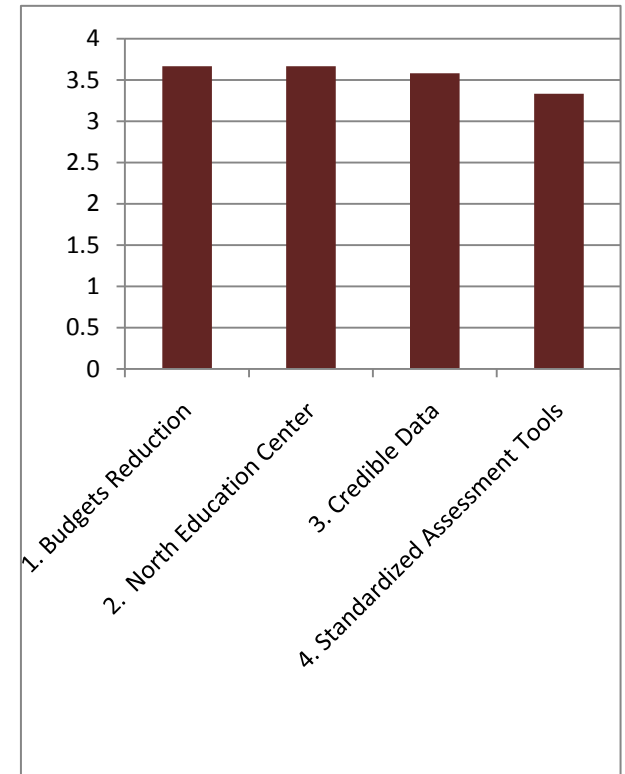
#### ADMINISTRATIVE / MANAGERIAL



#### STRATEGIC PLAN



#### SUPERINTENDENT GOALS



**12 School Board members evaluated Superintendent Lewandowski on:**

**(Administrative Managerial)** 6 indicators of superintendent performance using the following rating system: Outstanding Performance (4); Excellent Performance (3); Successful Performance (2); Needs Improvement Performance (1); Unsatisfactory Performance (0); Insufficient Information (I). Mean rating scores are shown in the following graphs. Rating of "Insufficient Information (I)" were not included in the means.

**(Strategic Plan)** 4 indicators of superintendent performance using the following rating system: Fully Achieved (4); Progress is being made (3); Reasonable progress NOT made (2); Insufficient Information (I). Mean rating scores are shown in the following graphs. Rating of "Insufficient Information (I)" were not included in the means.

**(Superintendent Goals)** 4 indicators of superintendent performance using the following rating system: Goal Fully Achieved (4); Progress is being made (3); Reasonable progress NOT made (2); Insufficient Information (I). Mean rating scores are shown in the following graphs. Rating of "Insufficient Information (I)" were not included in the means.

## Superintendent Performance Evaluation 2010-2011

*Provide overall leadership and serve as a catalyst for district-level planning, implementation, coordination and evaluation in order to position the District for ongoing success.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	58.3%	7
Excellent Performance(3)	41.7%	5
Successful Performance(2)	0.0%	0
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

### Commendations:

Professional attention to the four broad goals are evident at Board meetings, on the district website, in communications, and from my perspective have become part of the culture of District 287!

I have had an opportunity to see all the many strong programs that happen at Dist 287. I feel confident in giving an excellent rating to Sandy in the areas of instruction, advancement in technology, and in innovation. To see the incubation incubator, the apps, all the areas where technology has helped students and made the Dist 287 environment, not only conducive for student learning, but creating the type of work environment that encourages teachers to find new ways to reach kids.

This is an area where Sandy shines. There is a great body of evidence where she has been the catalyst to improve conditions for learning for kids.

The focus on reading for ALL students is impressive, with results to show it! I appreciate the extra efforts to ensure staff performance is scrutinized before being tenured.

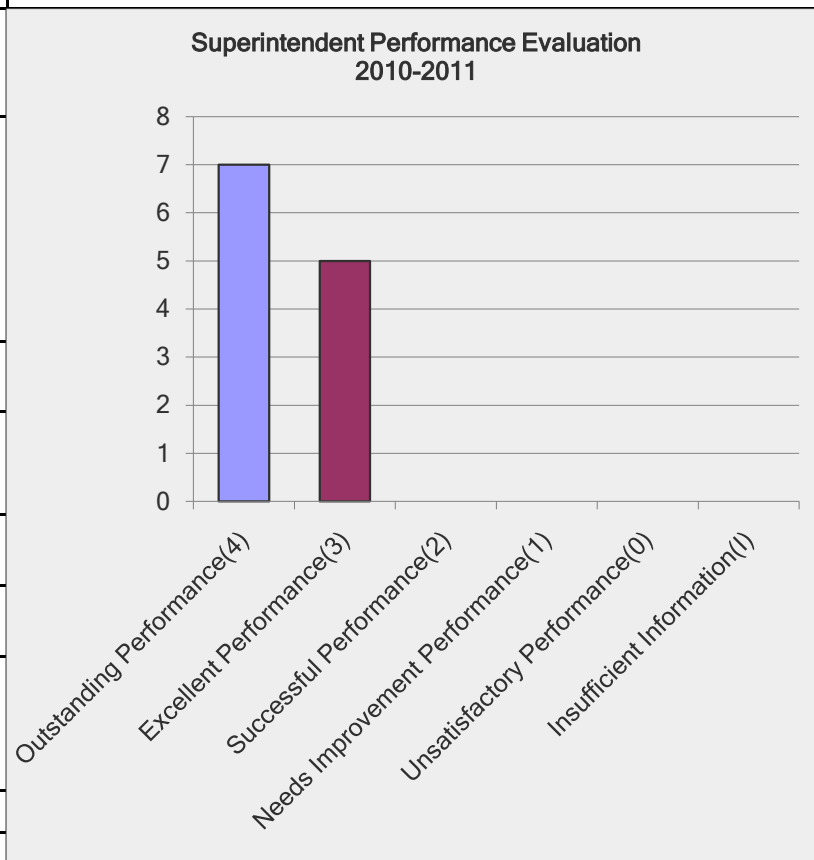
Sandy has continued to be "our fearless leader" in this area - kudos to her for leading the way in these wonderful initiatives.

Excellent progress on all fronts. Sandy provides strong leadership while encouraging growth and development of team

I am very impressed and supportive of the leadership provided for staff performance. This is not always easy, as we have been witnesses to - yet the strong stance taken on tenure and staff evaluation will serve the district very well.

Outstanding in my opinion!

### Opportunities for Action:



## Superintendent Performance Evaluation 2010-2011

*Ensure the district provides a safe, productive learning environment and promotes quality learning in order to foster high performance for all learners.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	50%	6
Excellent Performance(3)	41.7%	5
Successful Performance(2)	8.3%	1
Needs Improvement Performance(1)	0%	0
Unsatisfactory Performance(0)	0%	0
Insufficient Information(1)	0%	0

### Commendations:

The leadership required to provide learners with a supportive learning environment cannot be underestimated, especially in the current economic environment! Bringing together the interests of 13 different school districts to accomplish the NEC is a remarkable achievement that supports students and staff.

Sandy is a successful leader at Dist 287 because she knows the struggles of her staff and feels for her students. She identifies where the problems are-- drop out prevention--and figures out a way how Dist 287 can play a vital role.

I was not pleased with being put in the position of voting on a potentially hindering contract with Robbinsdale for the NEC. A development of this scale should have a backup plan.

Again great leadership to position the district well to meet the needs of students in improved learning conditions.

Sandy makes the safety of students and staff a priority. She doesn't hesitate to take swift action when safety may be compromised.

Practice of a full-scale crisis simulation is to be encouraged.

Once again, Sandy has gone above and beyond in this area of her leadership. It is clear in everything Sandy does, that the well-being of students and staff and student learning come first.

Always on cutting edge, looking to future and acting now in accordance with future needs.

### Opportunities for Action:

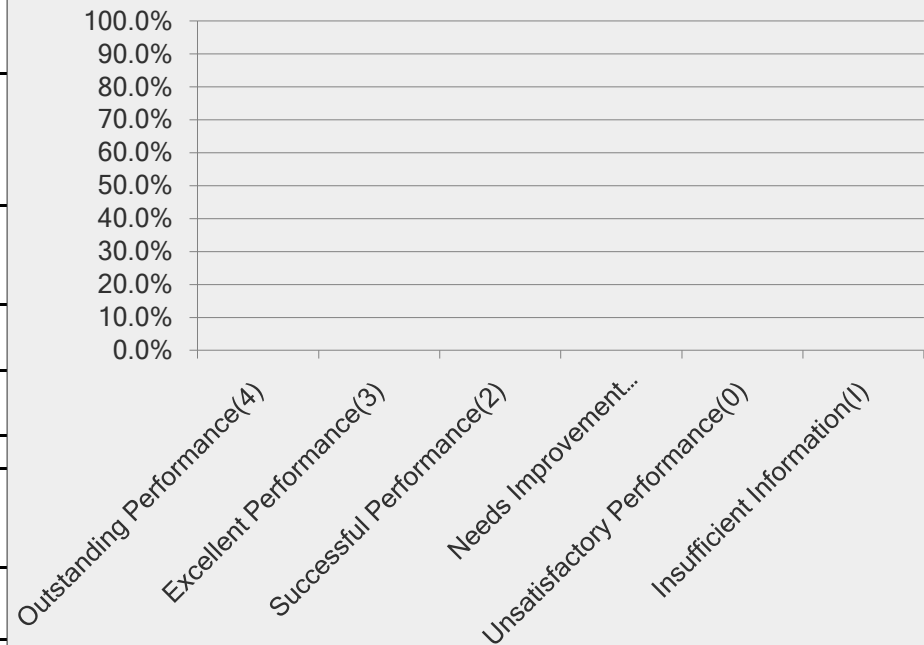
I am concerned about the increasing responsibility that is expected of schools for students who are no longer being served in residential or other more restrictive settings. We need to develop strategies to inform the public and other service providers of the needs of these young people and what it will take to support their success.

I was not pleased with being put in the position of voting on a potentially hindering contract with Robbinsdale for the NEC. A development of this scale should have a backup plan.

We need to continue to keep a watchful eye on the safety of our programs.

Practice of lockdowns and more crisis simulation for all

Superintendent Performance Evaluation  
2010-2011



## Superintendent Performance Evaluation 2010-2011

*Initiate, foster and strengthen partnerships with member districts, community, legislators and government entities to respond to the needs of member districts and students/families.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	66.7%	8
Excellent Performance(3)	25.0%	3
Successful Performance(2)	8.3%	1
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

### Commendations:

The current relationship with Hennepin County is the result of many years of trust and respect earned by 287 staff members, particularly the superintendent and Char M. It is developing into a partnership that will support students and families in meaningful ways! The expansion of the initiative is evidence of the superintendent's professional credibility in the region!!

I have always given Sandy high marks here because this is her true gift to Dist 287. This is her most significant strength.

Hennepin County partnership is a great step.

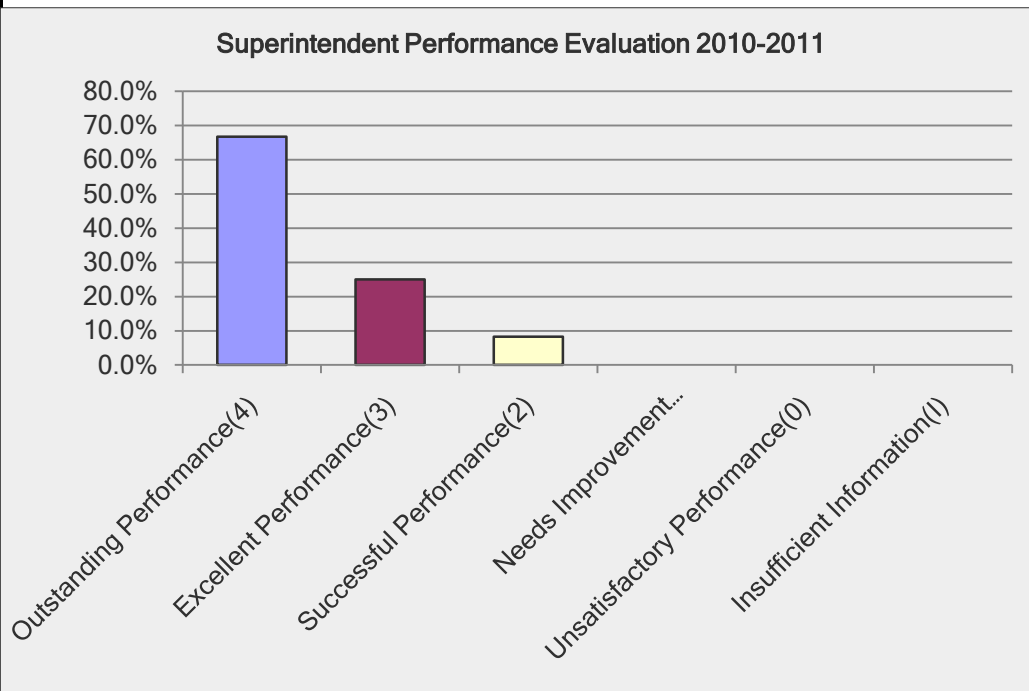
Sandy is well position with our education partners and presents our case well on behalf of member district. Sandy has been very thoughtful in the approach to managing the exit of a member district.

As we live with the 'new normal' it is going to become increasingly important to work with both public and private groups. Sandy has shown great leadership in this area.

Collaboration with county is a prime example of follow through with great potential.

287 collaboration/coordination has been very successful.

All of above



Sandy has a strong ability to build and maintain strong collaborate relationships. Every year the number and size of the collaborations grow. The success of pulling together district superintendents and Hennepin County to reduce the drop out rate is extremely impressive and a great step for students!

Wherever Sandy goes, she finds an opportunity for a partnership. It is not easy to get the county and the school districts together, but it is clear that Sandy is well-respected and known as a serious advocate for public education. Her work with the legislature, the Commissioner of Ed. and the county has proven to be invaluable to the welfare of our member-district and non member-district students. Kudos for the work with the "Adopt a School" effort! Fabulous!

### Opportunities for Action:

Keep this important work moving forward!

Continue the work of being the effective collaborator!

Bloomington withdrawal, an opportunity to look carefully at what other member districts are asking for

My worry is that 287 is reaching past being a "service provider" for member districts. It feels at times that 287 wants to become the regional provider of services. This needs to be discussed with member districts.

## Superintendent Performance Evaluation 2010-2011

*Develop a District culture that encourages innovation, collaboration, stakeholder involvement, respect, integrity and dependability.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	41.7%	5
Excellent Performance(3)	50.0%	6
Successful Performance(2)	8.3%	1
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

### Commendations:

The innovation work is exemplary!! The efforts with Local 2209 are important and I believe contributed to the recent PEIP vote.

The turning down of PEIP is great indicator of independent thought evaluation by 2209.

I do know that more than the majority of our staff is positive, helpful, good coworkers and students first. There are some that work a little too hard to undermine the positive

Innovation forum is excellent - great concept, great ideas great team.

Great innovation is always in the works!

This year innovation has taken the spotlight, not only in 287 but in sharing with other organizations. Fabulous!

Sandy's leadership in this area continues to be exemplary - despite some very challenging HR issues, the culture in the district remains very strong, very positive and student-focused. This area of leadership is not to be taken for granted, and I feel that Sandy has worked extremely hard to maintain this positive, encouraging and empowering culture.

Innovation initiatives are exeptrional achievement - huge potential for district.

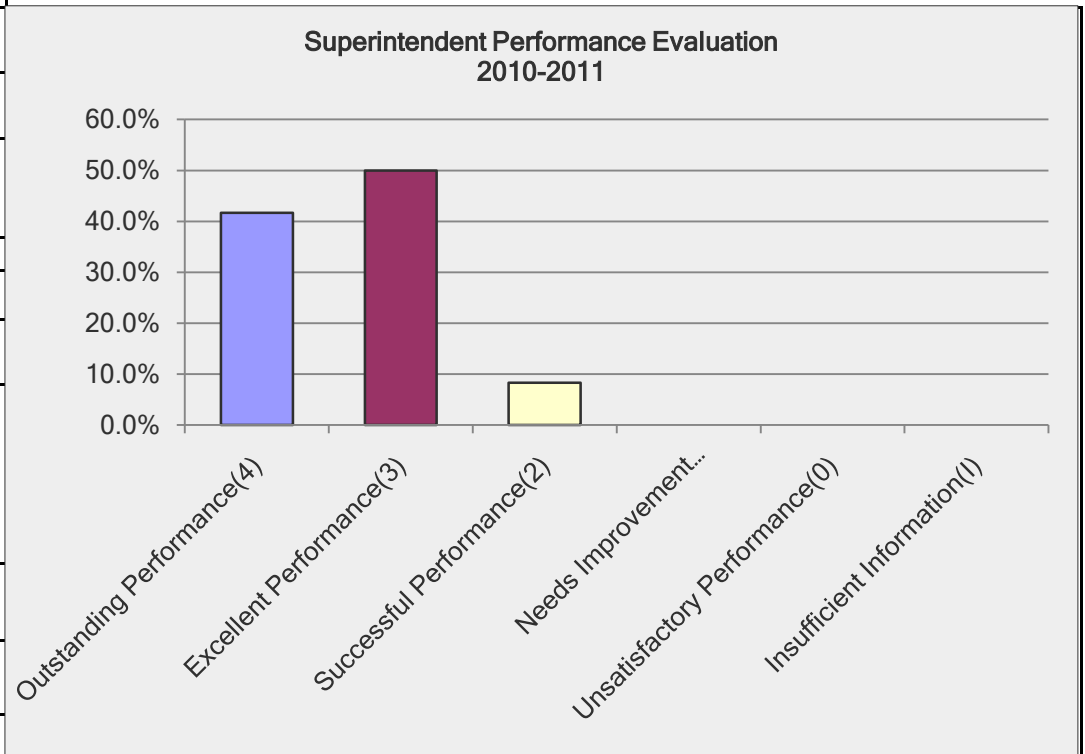
Mike Smart's report illustrates this, and he credits District leadership team. So do I.

### Opportunities for Action:

Contract negotiations are an ongoing concern.

Share 287's valuable learnings and insights on innovation with member districts.

National and statewide politics will continue to influence the relationship we have with Local 2209 in my view. It will be a significant challenge to build/maintain trust. I believe we will need to continue to be a source of accurate information and to clearly and consistently communicate. The interests of each of the member districts will also be important for Local 2209 to understand. I am confident that our leadership team, led by the superintendent can continue current efforts.



Continue to stay on top of the environment.

## Superintendent Performance Evaluation 2010-2011

*Oversee all financial operations of the District, prioritize the needs of the students, provide cost effective programs and services, and recommend budgets to the School Board. Ensure the proper management of all fiscal resources of the District within the approved budget.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	33.3%	4
Excellent Performance(3)	66.7%	8
Successful Performance(2)	0.0%	0
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

### Commendations:

The superintendent understands the importance of financial credibility with member districts. Working regularly with business managers has been very successful, in my view. The financing of NEC was complex! District 287 managed the process well and maintained the commitments that were made at the very beginning. A remarkable achievement!

The sheer magnitude of the revenue will help member districts.

Financial Management is very important and Janet Johnson performs her role well. As the member districts struggle it will be important for Dist 287 to continue with their own sound practices of economy. I have seen a more deliberate approach to this than when I first came on the board and I will continue to look for the good practices.

With great staff in place and close attention to the bottom line.

Excellent job on the financing of NEC!! Thanks Janet for ALL the financial runs!

Securing funds from Medical Assistance.

Another area that Sandy has devoted a lot of time to ensure that we are as healthy as possible financially. The very positive audits we have had over the past few years certainly show that this is a huge priority for Sandy. She has helped the district attract only the best financial "gurus" and has worked hard to ensure a positive outcome in spite of Bloomington's pending departure.

Great job in difficult times - maintaining and building programming while reducing expenses

At every turn, pursuit of stimulus dollars, grant dollars, and dollars owed by state have been done!

### Opportunities for Action:

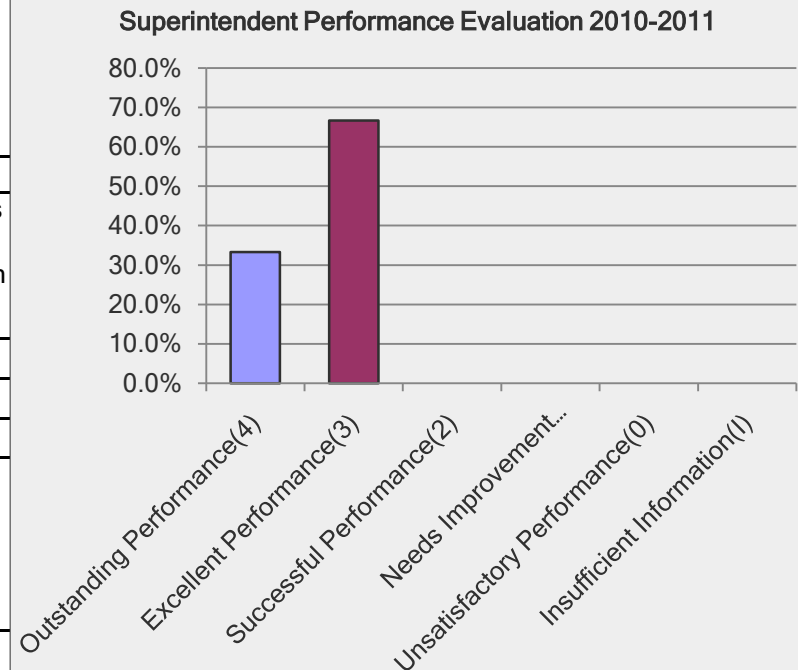
Like to see an entrepreneurial billing system that rewards member Districts.

Keep the pressure on holding down costs

I feel that District 287 still operates with a little more richer approach to some extras than some of the member districts could or would. Not when it comes to students and staff, that is all done with a sound fiscal approach, but extras.

Provide more detailed information in the budget than just one line and amount for Special Education. I'm not looking for all the details but enough that I can feel confident about the major places our funds go.

The economic environment will continue to be difficult for the foreseeable future. The work that has been done in the last couple of years will help us all work through whatever comes up next.



## Superintendent Performance Evaluation 2010-2011

*Oversee all support activities of the District including labor relations and human resources; student information systems; facility management, including buildings and grounds; emergency preparedness; risk management; health and safety; construction; food service programs; legal services; pupil transportation service; technology purchasing; tuition billing and payroll systems.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	33.3%	4
Excellent Performance(3)	50.0%	6
Successful Performance(2)	16.7%	2
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

### Commendations:

I have been impressed with how all these areas have been directed toward student success. Communications are informative, concise, and responsive to questions. I have been particularly impressed with human resources efforts!

Tuition billing is a continuous challenge. I know you will stay on top of those issues and do what is best.

Great work here.

Love the "What the Board Needs to Know About X" updates! It provides enough information to ensure the board knows the major initiatives, challenges and successes of our programs, but not so much info that board members are overwhelmed.

Never willing to "rest on her laurels", Sandy is constantly seeking new and better ways to "run the business". This is another example of Sandy going above and beyond the call of duty to ensure the on-going good health of the district.

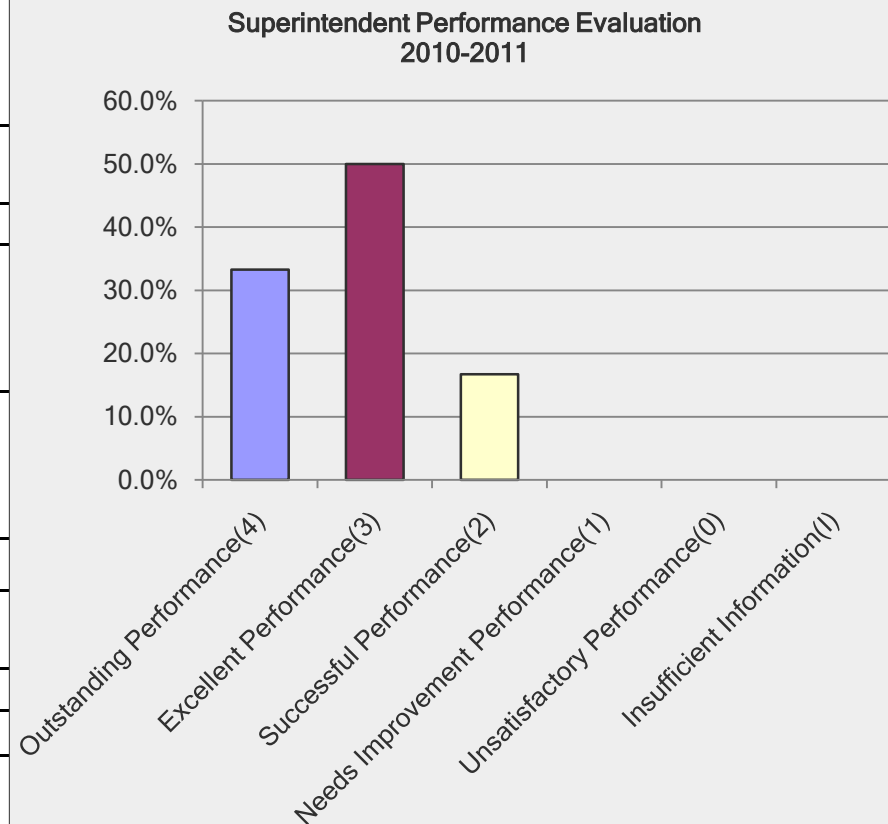
Facilities and Tech are moving ahead - critical for continuing success

Questions raised on timely basis; responses complete; touch issues addressed sensitively.

### Opportunities for Action:

Early yet

District 287 has considerable credibility in the area of tuition billing. That expertise will serve member districts and the state of Minnesota well!

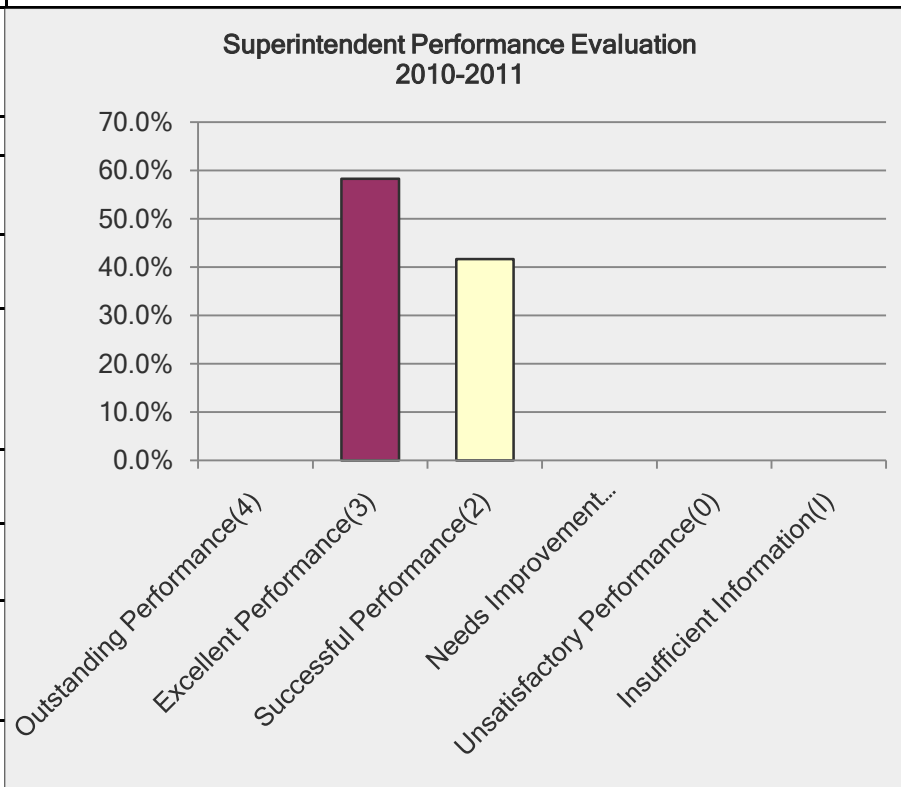


## Superintendent Performance Evaluation 2010-2011

*Implement Board Policy and recommend the need for new or revised policies.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	0.0%	0
Excellent Performance(3)	58.3%	7
Successful Performance(2)	41.7%	5
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

Commendations:
Policy review and revision is an important function of the Board. Hopefully, the time spent on NEC in the last couple of years will be freed up to allow a little more attention to policy development.
No issues here
I appreciate the policy structure and work already done. It will be great to have time to move forward with more policies!
More needs to be done in this area plus I would like to see the regs that implement the policies
It is never easy to develop a Superintendent evaluation procedure, but Sandy has been very positive as the process has changed again. It is very important for the board to stay current on policy work and Sandy's work in this area is excellent.
Maintaining regular review of policy, steps toward insurance control.
Policies quite routine this year. No particular challenge so successful performance is my rating.
Opportunities for Action:
Perhaps we could establish a policy review cycle to ensure regular attention to this function.
More needs to be done in this area plus I would like to see the regs that implement the policies

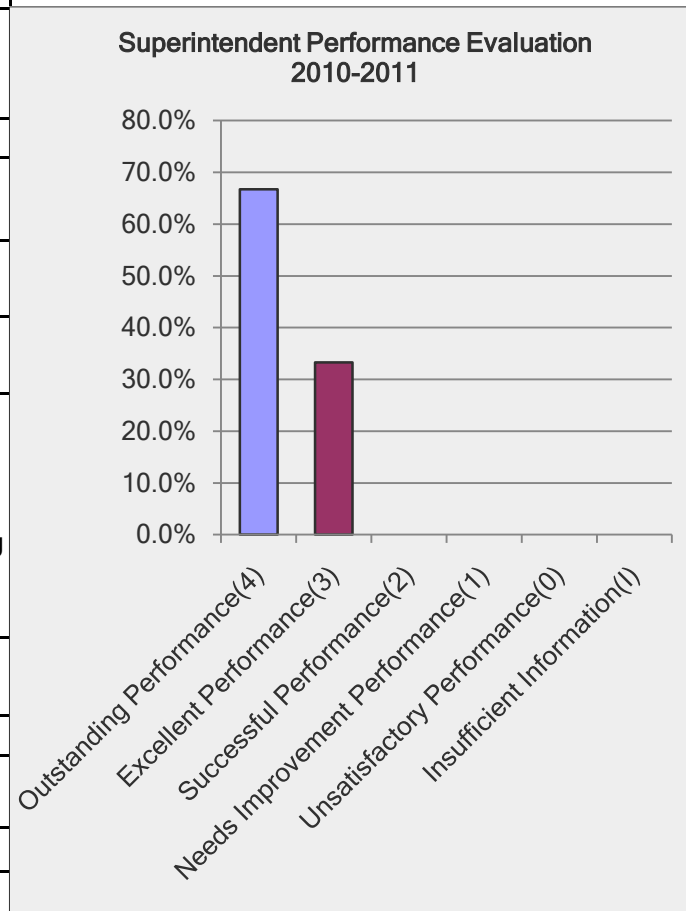


## Superintendent Performance Evaluation 2010-2011

*Inform and advise the Board about the educational needs of the students, instructional best practices, and important issues of the District.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	66.7%	8
Excellent Performance(3)	33.3%	4
Successful Performance(2)	0.0%	0
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

Commendations:
Communications are exemplary! I would add the Board Briefs document that are able to share with member districts. All these communication tools contribute to our member districts understanding of 278 efforts.
The use of 287 by home Districts report very well done.
The information we receive helps us tell the story of Dist 287. Get on the Bus has always been one of my favorite parts of being a board member
Excellent system for keeping Board members informed as to the information needed.
Sandy does an outstanding job of keeping the board up-to-date during the board meetings and with emails on key issues.
In a district of this size and breadth, it is extremely important that the board be kept well-informed and involved. Sandy has done an outstanding job in this area, despite having to cut some opportunities (e.g. Spotlight Evenings) due to budgetary constraints and time issues. The "Get on the Bus" opportunities have proven to be invaluable and I commend Sandy and her staff for always ensuring that it is a very positive and informational experience.
Activities are very helpful for Board - "Needs to Know" sheets are excellent addition.
Excellent job keeping the board informed. Get on the Bus is a great idea!
Fully briefed on all issues that will require knowledge and action. Much appreciated!
Opportunities for Action:
Keep it up!
For all member districts I would embark on producing small videos that 287 does so well to tutor member districts on what some of those 120 programs entail. I would allow member districts to access these videos online.
Continue to develop information sheets on various topics to help explain breadth of activities in district.



## Superintendent Performance Evaluation 2010-2011

*The superintendent works with the board in a climate of professionalism and mutual respect. He/she is accessible to and communicates effectively with all board members.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	50.0%	6
Excellent Performance(3)	33.3%	4
Successful Performance(2)	16.7%	2
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

### Commendations:

The superintendent is responsive to Board members, innovative and offers informed professional solutions to complex issues. We are fortunate to have her!!

All information is received timely and follow up is always done. Suggestions are treated with respect and implemented if they have merit. Board briefs almost rank up as one of my favorites, right after Get on the Bus

Excellent communications. Great understanding of keep the Board informed on issues.

Sandy always welcomes comments and questions. Thanks for answering all our questions and requests for information on the NEC...it made a big difference! I appreciate the Board Briefs which I forward to my local board.

Sandy takes all questions. Timelines were a little short during part of the discussions on the NEC building.

Sandy is extremely accessible and communicates very effectively with the board. Her use of technology in this area is very helpful - we are always well-informed. Communications are always very timely and very clear.

Sandy is fearless in taking on difficult issues and enabling Board to fully explore possibilities and ramifications of a course of action.

If all Board members feel as I do, this goal was well met.

### Opportunities for Action:

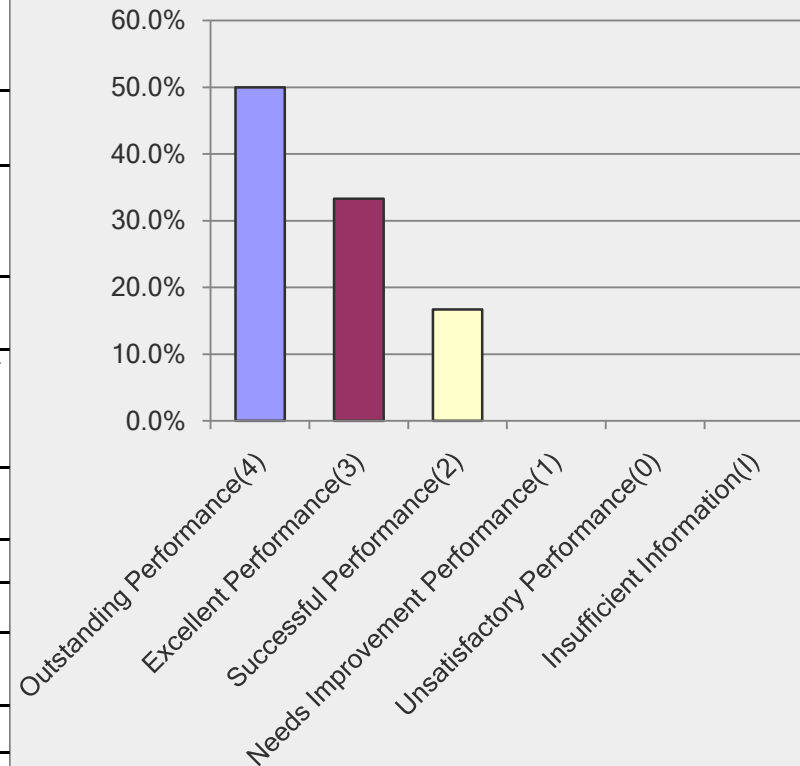
Timelines were a little short during part of the discussions on the NEC building.

Continue transparency and positive attitude toward exploration of issues

A few more calls during the year just to "check in" would be good.

We need to support Sandy's efforts in District 287 as well as in the region and the state (and beyond!). Special education needs her commitment and expertise!

Superintendent Performance Evaluation  
2010-2011



## Superintendent Performance Evaluation 2010-2011

*Provide leadership in the recruitment, retention and recognition of high performing District employees. Negotiate and administrate labor agreements in a fair, professional and fiscally responsible manner.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	41.7%	5
Excellent Performance(3)	33.3%	4
Successful Performance(2)	25.0%	3
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

### Commendations:

These are important efforts! I am particularly impressed with Human Resource legal efforts.

There are so many outstanding staff members at Dist 287. I continue to be amazed by their dedication, their abilities to reach kids with special needs, and their patience and perseverance. It is unequaled. There have been some good instances of moving staff out that need to be moved within the confines of contracts and employment laws.

Great things are in the works for better addressing the performance of staff to be accountable to meeting the needs of students.

It is very evident that Sandy's leadership in this area has benefitted the district in very positive ways. The relationship with 2209 and 284 is exemplary - there is a true culture of collaboration and mutual respect. Sandy is always very quick to recognize and reward excellent performance, and is certainly fair when dealing with lacking performance issues.

Great job.

Great job under some not so pleasant circumstances!

Top rate leadership team -- keeping them, too+++ Labor agreement followed board's direction as far as it could go.

### Opportunities for Action:

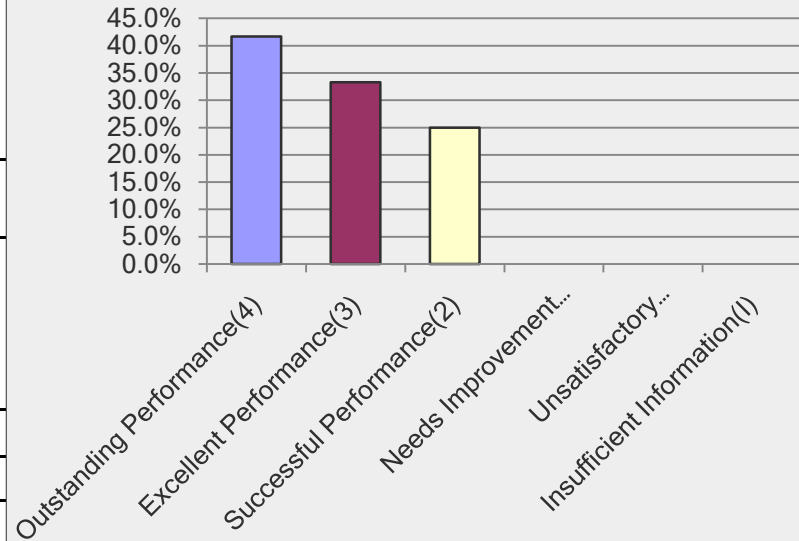
Staff diversity efforts are appreciated and need to continue.

Approximately each year, though, we continue to have surprises by staff performance that is unsettling to our most vulnerable programs. I realize that the challenges of some of our settings might bring out weaknesses in staff that we found promising at first.

New contract negotiations

Continue to meet with Union leadership and mix with employees through field visits.

Superintendent Performance Evaluation  
2010-2011



## Superintendent Performance Evaluation 2010-2011

*Communicate effectively with member districts, parents, students and community members. Serve as chief spokesperson for the District.*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	50.0%	6
Excellent Performance(3)	50.0%	6
Successful Performance(2)	0.0%	0
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

### Commendations:

The realities of special education today are little-known/understood by the public. We have started to provide information that is respectful and directly addresses the complexities.

Linda Ries's work has been outstanding

have commented postively in past questions on many of these aspects and that stays true here--many great ways. Sandy is a "great face" for our district!

Again great work here.

Sandy continues to be an excellent spokesperson for our district. The 287 videos are a powerful way to show others what 287 is all about.

A more formal way for others to communicate with 287-- is our communication one sided?

Communication, openness, clarity - it is not an easy job to ensure successful communication with all the stakeholders and Sandy has done a brilliant job of it.

Consistent and varied approaches to communicating are successful

This is a very strong area, using the best of technology and providing it on a timely basis.

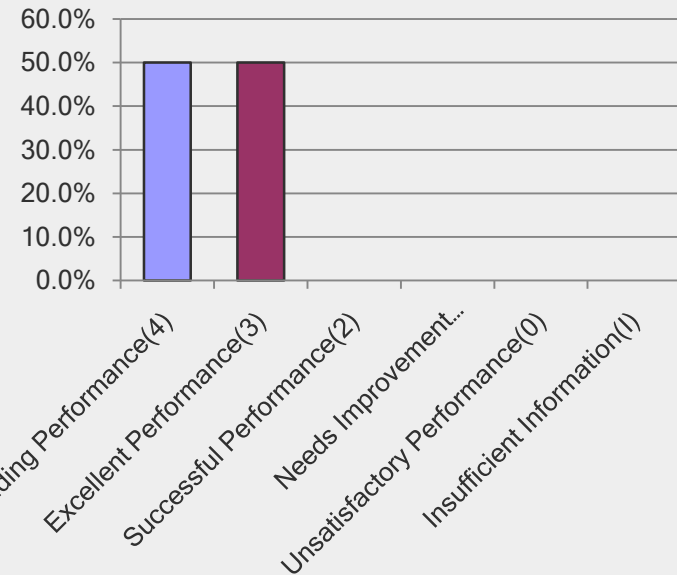
### Opportunities for Action:

I believe District 287 is in a particularly unique position to increase public awareness of increasingly complex issues around special education. Student and staff legal rights will continue to challenge District 287, member districts, and all public schools..

Be careful on the little marketing things to member District board members creates expenses we are paying for.

A more formal way for others to communicate with 287-- is our communication one sided????

Superintendent Performance Evaluation 2010-2011



## Superintendent Performance Evaluation 2010-2011

*Responsive to member districts, parents, students and community members in a timely, respectful*

Answer Options	Response Percent	Response Count
Outstanding Performance(4)	41.7%	5
Excellent Performance(3)	41.7%	5
Successful Performance(2)	16.7%	2
Needs Improvement Performance(1)	0.0%	0
Unsatisfactory Performance(0)	0.0%	0
Insufficient Information(1)	0.0%	0

### Commendations:

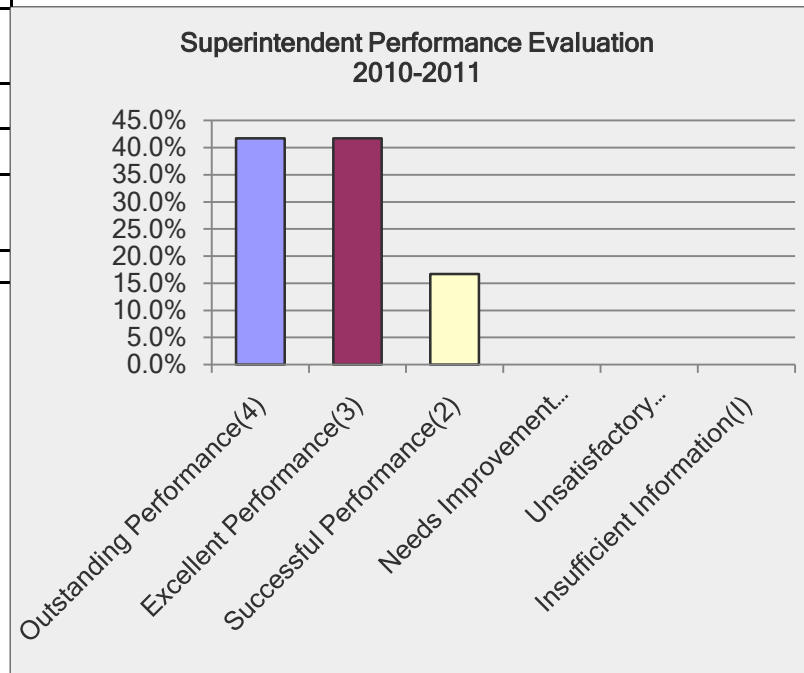
Yes--professional, personal, sincere relationship building is vital and happens in all areas.

See comments for 12.

strong relationships and respect from districts.

Can't think of a time in the past 38 years when respect for 287 superintendent has been higher.

### Opportunities for Action:



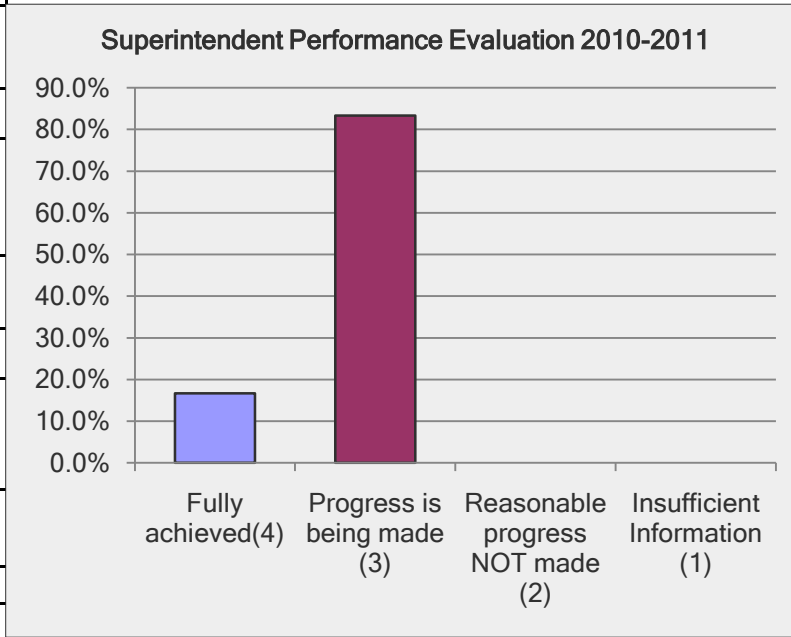
# Superintendent Performance Evaluation 2010-2011

## Overall Strategic Objectives

*Optimal web based and/or other tools have been selected and launched that visually present real time customized data for each district in order for them to make decisions.*

Answer Options	Response Percent	Response Count
Fully achieved(4)	16.7%	2
Progress is being made (3)	83.3%	10
Reasonable progress NOT made (2)	0.0%	0
Insufficient Information (1)	0.0%	0

<b>Commendations:</b>
It has been a year of wonderful achievement AND progress.
Keep on implementation path.
287 has taken a big step to provide critical information to help member districts understand the costs and help make sound decisions.
Very good progress. Extent of use by districts yet unknown.
<b>Opportunities for Action:</b>
Billing for services received by Districts remains very complicated - continue to work toward greater transparency and understanding
Is there a way to gauge "hits" in order to determine how valuable these reports are to client users?
Needs more time
I'm looking forward to seeing the Dashboards!



# Superintendent Performance Evaluation 2010-2011

## Overall Strategic Objectives

*A clear, concise system of decision making is established, understood, and used to meet the unique needs of individual districts*

Answer Options	Response Percent	Response Count
Fully achieved(4)	25.0%	3
Progress is being made (3)	75.0%	9
Reasonable progress NOT made (2)	0.0%	0
Insufficient Information (1)	0.0%	0

### Commendations:

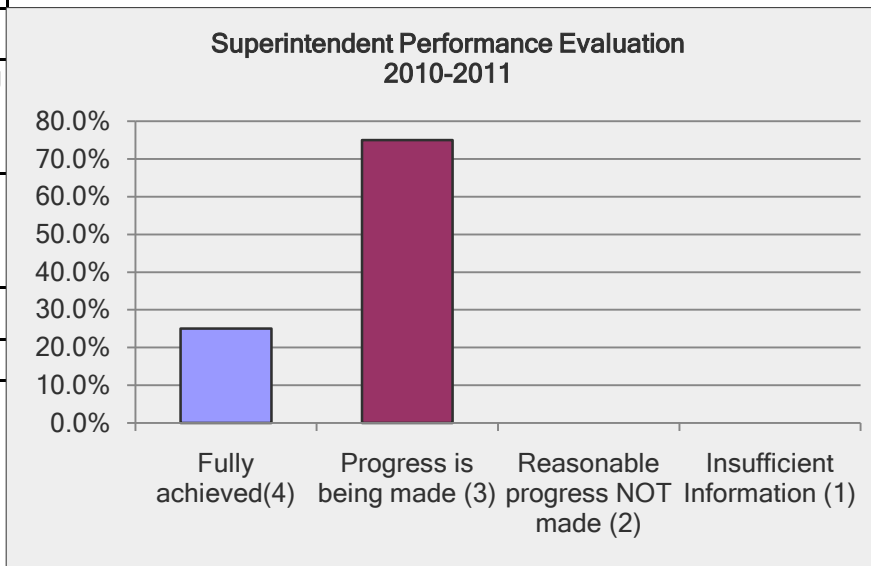
Achievement and ongoing progress

Great progress with Osseo and Richfield! Extending the refined information to the rest of the member districts is important.

Full and complete streamlines and transparent communications seem to be there in my experience.

### Opportunities for Action:

Continue working on this



# Superintendent Performance Evaluation 2010-2011

## Overall Strategic Objectives

*District 287 uses quality indicators to evaluate, modify, and continually improve a spectrum of cost-effective direct and indirect services*

Answer Options	Response Percent	Response Count
Fully achieved(4)	25.0%	3
Progress is being made (3)	75.0%	9
Reasonable progress NOT made (2)	0.0%	0
Insufficient Information (1)	0.0%	0

### Commendations:

Strategic planning implementation continues to impress!

This year 287's innovation was skyrocketed! The innovation forum and culture of innnovation are key to 287 staying ahead of the game.

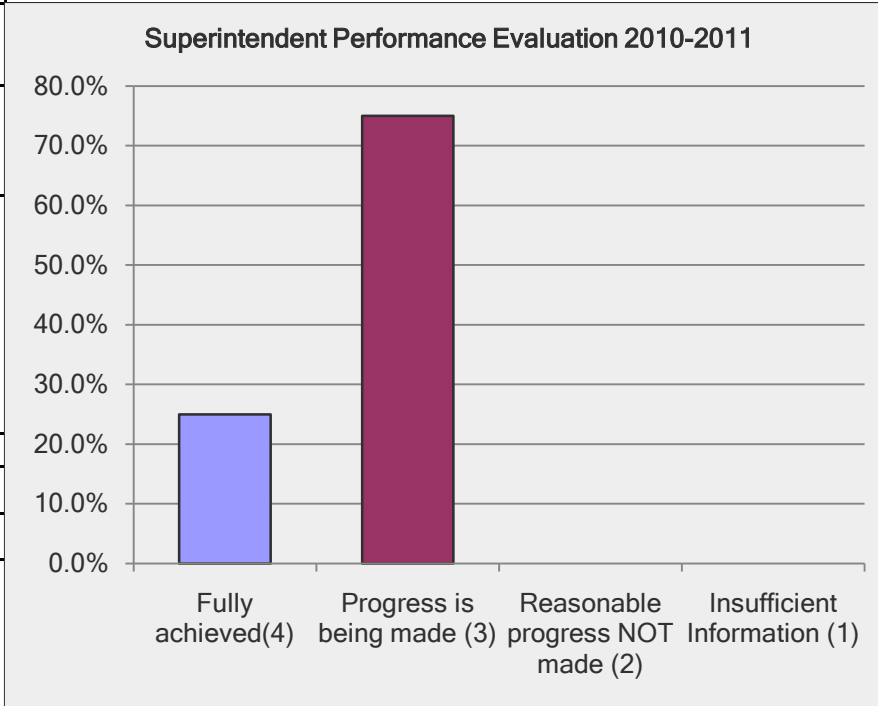
This objective is always a work in progress. For example, new students from state institutions who now require new services. Fully achieved suggests perfection, which can never be reached, but I am very pleased with the progress being made, especially with continued changes coming from many sources.

### Opportunities for Action:

On its way but it needs more time

Keep working

Continue to be open to new and different but continue to bring along the troops on the front lines with what, why, when, and how so there continues to be a strong sense of unity across all employees.



# Superintendent Performance Evaluation 2010-2011

## Measurement of Strategic Objectives

*All District 287 and key member district staff understand the mission and process for assessing the strategic objectives.*

Answer Options	Response Percent	Response Count
Fully achieved(4)	25.0%	3
Progress is being made (3)	75.0%	9
Reasonable progress NOT made (2)	0.0%	0
Insufficient Information (1)	0.0%	0

### Commendations:

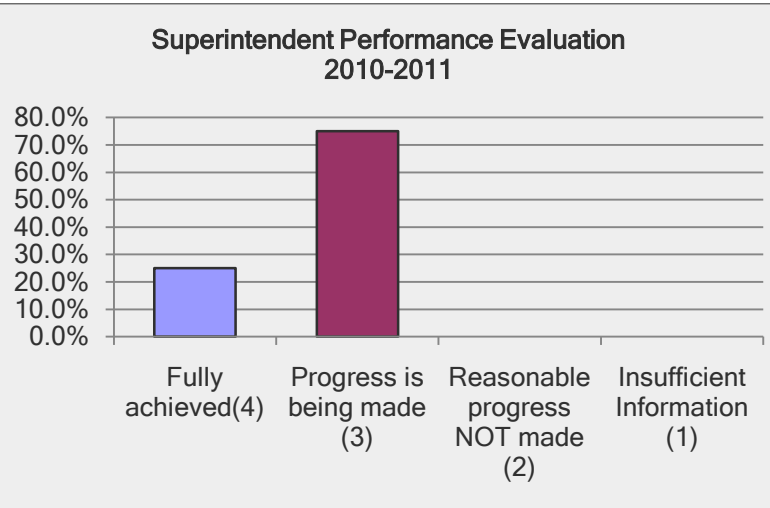
I appreciate all the Strategic Planning implementation!

Sandy's goals of four district goals of instruction, technology, innovation, and performance placed focus on critical areas. The PLC's continue to make strides in performance every year.

District 287 has gone further on this front than I anticipated at earlier times, and I commend the progress made. The daily details can easily force these bigger questions into the background.

### Opportunities for Action:

Continue to point out how a particular action ties into one or more strategic objectives. As a Board member, I need reminders of these points of connection.



# Superintendent Performance Evaluation 2010-2011

## Measurement of Strategic Objectives

*Dynamic and flexible measurement tools essential for assessing the strategic objectives are being used by District 287 and each member district.*

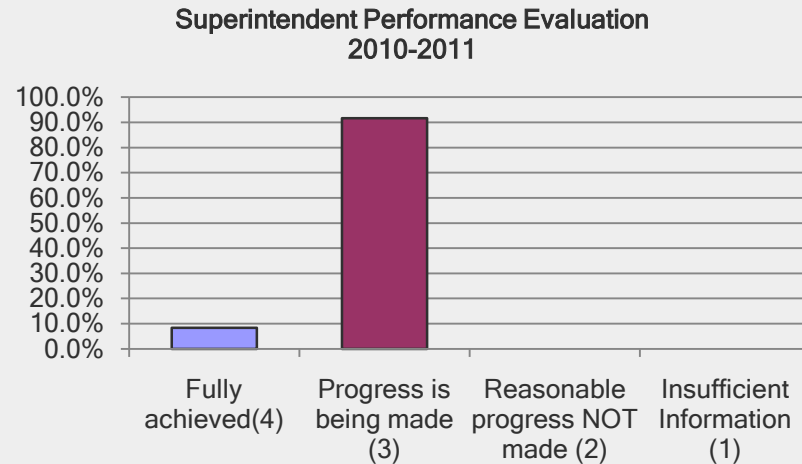
Answer Options	Response Percent	Response Count
Fully achieved(4)	8.3%	1
Progress is being made (3)	91.7%	11
Reasonable progress NOT made (2)	0.0%	0
Insufficient Information (1)	0.0%	0

### Commendations:

The 4 goals identified as needing improvement are right on target. Looking forward to seeing this year's success!

The search for, and use of, measurement tools in District 287 has moved up in priority over the past three years, and the challenge continues. In rose competition, the rankings run from 1 to 10, but no one is allowed to use the rank of 10, because that implies perfection when on this earth there is a "crack" in every pot, every flower, every gardner, and every design. I am very satisfied with the progress being made and encourage more of the same.

### Opportunities for Action:



## Superintendent Performance Evaluation 2010-2011

### Achievement of Superintendent Goals

*Through discretionary revenue sources (MA Billing, Comp Ed, federal JOBS allocation or grants), operational budgets will maintain or increase resources to strategic priorities while minimizing the impact on tuition rates.*

Answer Options	Response Percent	Response Count
Goal fully achieved (4)	66.7%	8
Progress is being made (3)	33.3%	4
Reasonable progress NOT made (2)	0.0%	0
Insufficient Information (1)	0.0%	0

#### Commendations:

287 is responding to the financial challenges of member districts through innovation and creatively utilizing its resources.

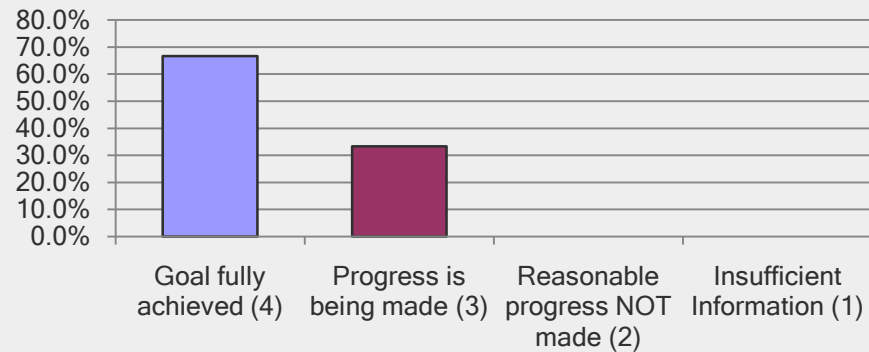
Keep up the good work-pressure will only increase to control costs

Budget considerations have been addressed as well as can be expected; in fact, aggressive efforts to obtain funds from multiple sources have made NEC a testimony to the tenacious search for dollars and wise use of them that will benefit member districts as well as students served.

#### Opportunities for Action:

Keep up the good work-pressure will only increase to control costs

Superintendent Performance Evaluation  
2010-2011



## Superintendent Performance Evaluation 2010-2011

### Achievement of Superintendent Goals

*The School Board will be provided data 1) to demonstrate the value of major spending decisions; and, 2) to finalize the financing of the North Education Center (NEC) with confidence that lease levy amounts will be held within current levels (assuming a 5% inflation factor).*

Answer Options	Response Percent	Response Count
Goal fully achieved (4)	83.3%	10
Progress is being made (3)	16.7%	2
Reasonable progress NOT made (2)	0.0%	0
Insufficient Information (1)	0.0%	0

#### Commendations:

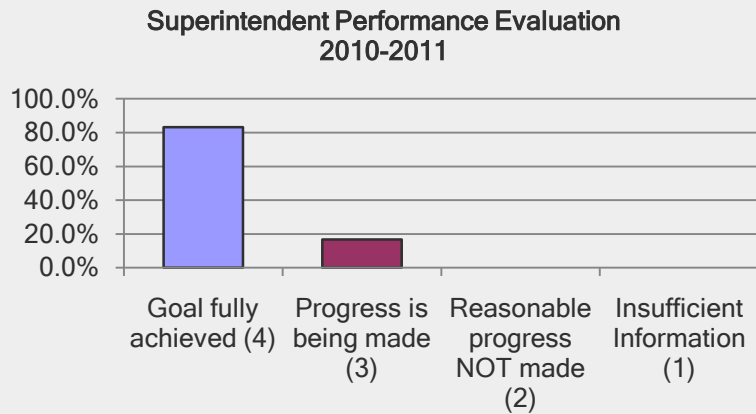
Keeping the promise to not increase lease levy amounts beyond the current levy (with 5% inflation) was critical! Thanks for all the financial runs and creativity to accomplish this.

Excellent work in this area

These goals have been met. Indeed, best value has become a new process that may well be applied in new contexts.

#### Opportunities for Action:

Continue with NEC updates to member districts, especially showing the financial piece.



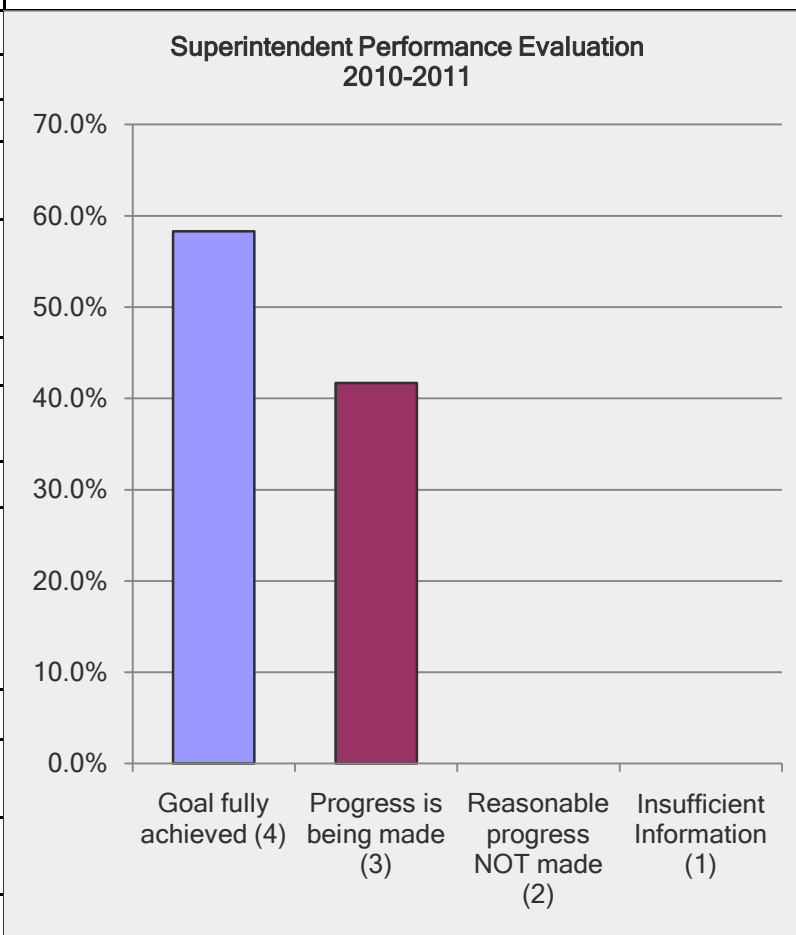
# Superintendent Performance Evaluation 2010-2011

## Achievement of Superintendent Goals

*Using credible data and a collaborative/innovative process, member district Superintendents will be provided an opportunity to consider a regional initiative to increase school completion rates in Hennepin County.*

Answer Options	Response Percent	Response Count
Goal fully achieved (4)	58.3%	7
Progress is being made (3)	41.7%	5
Reasonable progress NOT made (2)	0.0%	0
Insufficient Information (1)	0.0%	0

Commendations:
This work will continue!
Great work!
This is a great initiative.
Looking forward to continued work in this area. Thank you for your leadership.
Sandy put her heart and soul into bringing school districts and Hennepin County together in a meaningful way to decrease the dropout rate.
Needs more time
This has taken an incredible amount of effort - congratulations to Sandy for her work in this area!
This is outstanding achievement
Excellent progress is being made in an arena with a host of players. Attendance by key players is very high, and slow, deliberate, thoughtful steps are taken to be sure all parties are informed, included, and full engaged at each leg of this long journey.
Opportunities for Action:
Performance Measures do not seem correct for the item not a strategic plan.
This initiative will require continuing attention and TLC to ensure it moves forward as smoothly as possible.
Needs more time



## Superintendent Performance Evaluation 2010-2011

### Achievement of Superintendent Goals

*Establish an integrated system whereby formative assessments facilitate instruction that results in improved student achievement.*

Answer Options	Response Percent	Response Count
Goal fully achieved (4)	33.3%	4
Progress is being made (3)	66.7%	8
Reasonable progress NOT made (2)	0.0%	0
Insufficient Information (1)	0.0%	0

#### Commendations:

##### Evaluation Rankings

PLCs have resulted in improvement in many areas. The focus on student performance and formative assessments will continue to increase student achievement.

Excellent work in this area - very impressive for such a difficult population of students

The place of PLCs and new expectations for them was articulated to the Board but not frequently enough to make a big impression on me.

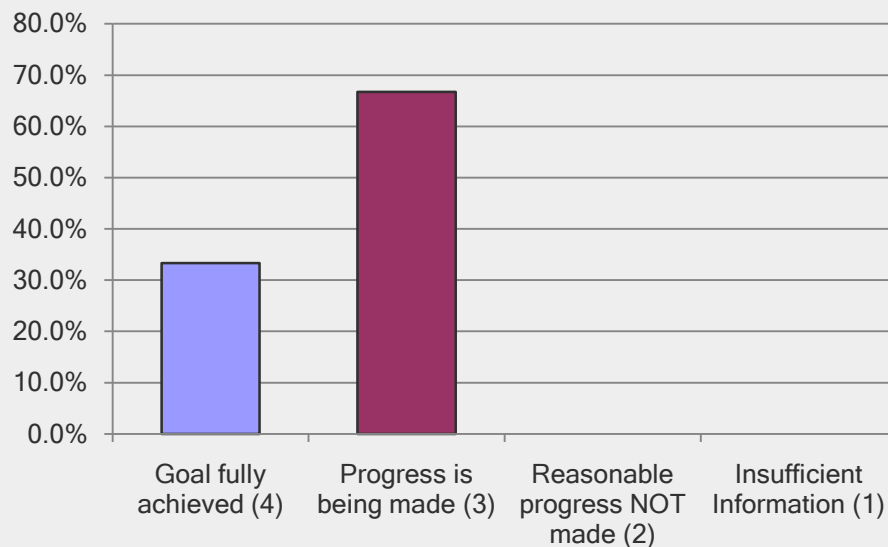
#### Opportunities for Action:

##### Evaluation Rankings

Again needs more time

Some agenda time, periodically throughout the year, would make this initiative more prominent in my thinking.

Superintendent Performance Evaluation  
2010-2011



# Superintendent Performance Evaluation 2010-2011

## Achievement of Superintendent Goals

*Guide the withdrawal of the Bloomington School District from 287 to a fair and well-communicated conclusion for all member districts, and, provide a model for future withdrawals or additions to the Intermediate.*

Answer Options	Response Percent	Response Count
Goal fully achieved (4)	8.3%	1
Progress is being made (3)	83.3%	10
Reasonable progress NOT made (2)	8.3%	1
Insufficient Information (1)	0.0%	0

### Commendations:

This has been respectful of Bloomington's decision as well as the interests of other member districts.

This is an area that we will travel without a source of previous experience--the best teacher. Your role will be and has been that of the protector of Dist 287 while still extending that olive branch to Bloomington. And I know we will just have to see how this plays out. Not ideal and we might be at the mercy of the Dept of Education, but the process, although frustratingly expensive in my eyes, is what we have to do as it will be a guide for our future.

Great and thoughtful hard work in this area. Hoping for that good outcome for all.

Using input from Sandy, the Business Directors and the board is critical in ensuring all angles of this precedent setting action are scrutinized.

I thought we were very slow to act. We should have hired a consultant much earlier so that we were ready no matter what. We spent too much time trying to answer the question of why Bloomington wanted to leave. The fundamental question here of how does one join 287 or leave 287 needs to be answered no matter what Bloomington wants to do.

This has been a very challenging and difficult area - I commend Sandy on keeping things very positive and look forward to a positive outcome, given the difficult circumstances.

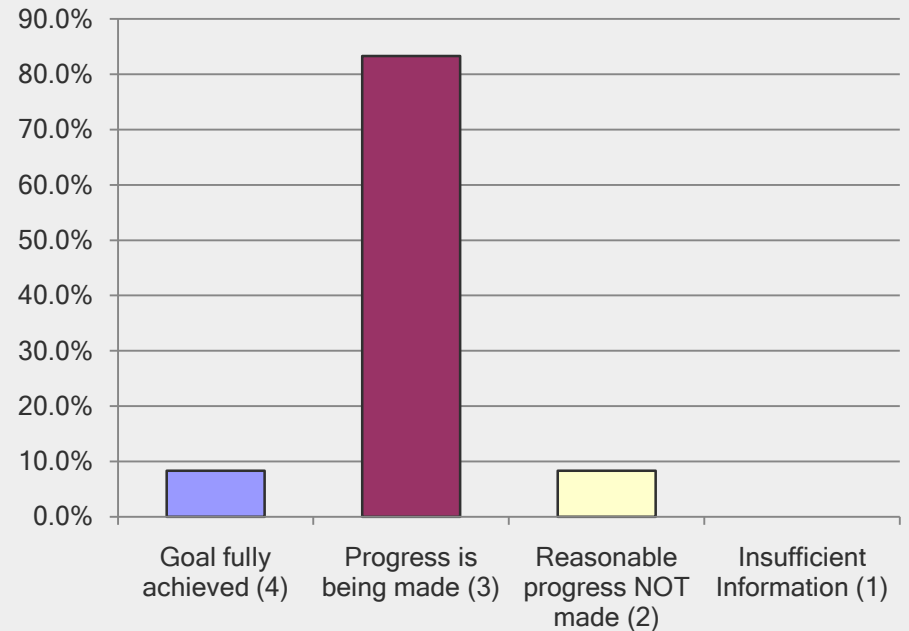
excellent process with many players involved and all in support

The consultant's report on assets and liabilities looked very good to me, and the seeking of advice from business managers at regular intervals for consultant purposes are wise moves both from a knowledge and political standpoint.

### Opportunities for Action:

The full measure of the ultimate outcome will occur in 2011-2012. Happy to see Bloomington participating in the talks with Hennepin County regarding drop-out prevention.

Superintendent Performance Evaluation  
2010-2011



# Superintendent Performance Evaluation 2010-2011

## *ADDITIONAL COMMENTS*

### COMMENDATIONS:

#### Response Text

Response Count = 6

Sandy is a true leader, motivator, and director of the future of how we will educate our kids that don't always fit in regular ed--whatever end of the spectrum that will be. The future of the Intermediate district will evolve, not unlike our regular ed institutions and I feel she is poised to be that leader. Money, how we get it and how we spend will dominate our discussions and being good steward of those funds is all of our roles. We will be a good team to that end.

Sandy is a strong and thoughtful leader in a very tough climate for school administrators.

Thanks for another successful year!

I have said it many times before and will say it again: Sandy's dedication to this district and to ensuring positive outcomes for the students entrusted to us is immeasurable. She lives and breathes the work of the district and it shows. Kudos to her for another successful and exciting year!

A job well done during this past year.

District 287 is blessed with a very strong Administrative team and similarly a hard working and well educated professional staff on the front lines. Superintendent Lewandowski is uniquely skilled in bringing about a whole that is greater than the sum of the parts.

### *OPPORTUNITIES for ACTION:*

The very few that I see--I addressed.

I think that we should slow down our timetable on presentations of our big initiatives. I feel we talk about them a little too early.. Usually, we don't have all the facts yet. An example is the "innovation initiative." To do a presentation at the MSBA conference is a little too soon. I feel 287 would be better waiting an extra year so that all the kinks can be worked out plus more data can be gathered.

Continue your fearless approach to leading the District- things won't get any easier.

I liked the idea of "growing future leaders (administrators)" through the administrative intern program, which appears in the future to be relegated to lower level management. I don't disagree with these changes but continue to believe we must "grow" our own future leaders due to the unique populations we serve.

Name:	District:
Nancy Rowley	Richfield
Peyton Robb	Edina
Ann Bremer	Westonka
Carol Bomben	Eden Prairie
Pam Rykken	ISD283
Linda	Johnson
Carter Peterson	Wayzata
Michele Kunz	Orono
Dean Henke	Osseo
Greg Thielsen	Brooklyn Center
Laura Ronbeck	Hopkins
Donald R Draayer	Minnnetonka District 276

# Superintendent Indicators of Success 2010-2011

<b>A. Leadership</b>	
<p>1. Provide overall leadership and serve as a catalyst for district-level planning, implementation, coordination and evaluation in order to position the District for ongoing success</p>	<p>Goals for all administrators centered on four major areas: instructional excellence, high staff performance, advancement of technology, and promotion of the science of innovation. Evidence of progress has emerged in all of these areas. I have cited one example from each area:</p> <p><b>1) Instruction:</b> MDE recently noted to our leadership staff that we are leading the state in the advancement of literacy for children with developmental cognitive disabilities. They intend to tour programs to learn more about our approaches. <b>2) Staff Performance:</b> A practice of the Superintendent approving tenure for licensed staff was instituted. A process was developed where building principals have responsibility for recommending and defending why a licensed staff member should be tenured. I participated in the group process and retained the final decision on whether to tenure. The process significantly increased the level of scrutiny given to those granted tenure and gave rise to the following guide “if there is a question about performance, there is no question that the individual should not be tenured.” <b>3) advancement of technology:</b> 287 became one of the first school districts in the state to develop and sell an I-Tunes product. Our Click n’ Talk app is approaching 200 units sold in the Apple Store. Purchases have been made from the US, Australia, North and South America, and the United Kingdom. <b>4) Innovation:</b> 287’s work in innovation was presented at this year’s MSBA conference. In addition, the science and framework of innovation guided the recent Dropout Innovation Incubator. A presentation and white paper will be presented to the Board on May 12th.</p>
<p>2. Ensure the district provides a safe, productive learning environment and promotes quality learning in order to foster high performance for all learners</p>	<p>The impact of our long-term facility plan is the most significant indicator contributing to the performance of our learners. The decision to construct the North Education Center with the third floor addition will result in all center based student programs being in quality learning environments by the start of the 2012-13 school year. The facility decisions were well studied and kept student learning in the forefront.</p> <p>The importance of student/staff health and safety planning was also realized in a recent successful evacuation of Sandburg Education Center. To provide further training with our staff, a major full-scale crisis simulation is being planned for next August at Edgewood Education Center. The simulation will coordinate with area police departments, paramedics and surrounding neighborhoods to effectively practice and improve our site crisis plan.</p> <p>Finally, improved student/staff technology has been provided to all sites and will include the installation of smart boards in approximately two thirds of our classrooms by the beginning of the 2011-2012 school year. Staff training in areas of social emotional learning, literacy and instructional technology are available on a regular basis for ongoing development of staff skills.</p>
<p>3. Initiate, foster and strengthen partnerships with member districts, community, legislators and</p>	<p>This year has resulted in several regional discussions. 287 has been successful in convening 17 school districts and Hennepin County around the two major topics of transportation and a dropout prevention</p>

<p>government entities to respond to the needs of member districts and students/families</p>	<p>initiative. Participation by our member districts has been extremely strong and the results have been supported by the Commissioner of Education. Multiple entities have participated including MDE, TIES, WMEP and the Northwest Integration District. We hope to expand the dropout initiative to regional philanthropy and advocacy groups in the fall.</p> <p>In addition, we have forged two business partnerships as a result of our “Adopt A School” effort. One is with Mentor Mate, an app development company. This partnership has resulted in a software developer mentoring one of our autism students with the goal of a student-developed app. The second is with Tyco/ADC, a major telecommunications corporation. They have agreed to consult with our organization on future telecommunication purchases and to mentor students in our C-Train cabling class at SEC.</p>
<p>4. Develop a District culture that encourages innovation, collaboration, stakeholder involvement, respect, integrity and dependability</p>	<p>Despite a difficult negotiation period during the 2010-2011 school year, the 287 culture remains strong. Evidence of such a culture includes the following: 1) We have developed an innovation forum on our web site. This encourages all employees to constructively participate in the solving of problems and the creation of new solutions. A link is provided: <a href="#">Innovation Forum</a></p> <p>2) A dependability procedure is rigorously upheld by administrators and holds employees accountable for their attendance and on time arrival at work.</p> <p>3) Administration has worked for several months to build relationships with Local 2209 via a series of meetings to understand health insurance and an agreement to pursue interest based negotiations in the next contract period.</p> <p><a href="#">Information regarding Negotiations Process</a></p>
<p><b>B. Financial Management</b></p>	
<p>5. Oversee all financial operations of the District, prioritize the needs of the students, provide cost effective programs and services, and recommend budgets to the School Board. Ensure the proper management of all fiscal resources of the District within the approved budget</p>	<p>The FY 10 audit applauded the district for its effective financial operations. A link to the audit is provided: <a href="#">Audit Financial Report FY10</a></p> <p>District 287 continues to secure significant revenue via Medial Assistance (MA). This year we are on course to secure approximately 1.3 million dollars, which will provide revenue to assist in funding our strategic priorities for student instruction and soften tuition rates for member districts. We are in the top five school districts in the state in successfully capturing this revenue source.</p>
<p><b>C. Operational Management</b></p>	
<p>6. Oversee all support activities of the District including labor relations and human resources; student information systems; facility management, including buildings and grounds; emergency preparedness; risk management; health and safety; construction; food service programs; legal services; pupil transportation service; technology purchasing; tuition billing and payroll systems</p>	<p>The following board updates are provided as examples of their quality contributions:</p> <ol style="list-style-type: none"> <li>1) What the Board Needs to Know About Facilities</li> <li>2) What the Board Needs to Know About Technology</li> </ol> <p>In addition, we have undertaken a review of HR staff job duties to determine if we should change job functions and/or work flow processes to maximize efficiencies. Specifically, we want to examine the job roles and work flow of employee benefits and payroll and clarify &amp; improve these HR-Finance processes. Therefore, Endurant, an business consulting firm with extensive experience, was retained in April 2011. Endurant will assess the overall effectiveness of the HR functions in the District as well as those Finance processes, which, in coordination with HR, support the practice and delivery of</p>

	<p>benefit &amp; payroll services. After staff and employee surveys and a study of our current practices, we expect a set of recommendations from Endurant to streamline HR practices and the HR-Finance work flow related to employee benefits &amp; payroll. We will review these recommendations, set priorities for change and incorporate the recommendations into department goals for the coming year(s).</p> <p>Finally, we are forging a major challenge to the state's tuition billing system. Following our appeal, we will be establishing an effort to determine whether uniform tuition rules have been improperly promulgated resulting in inadequate revenue flowing to our Intermediate.</p>
7. Implement Board Policy and recommend the need for new or revised policies.	<p>There have been several policies moved forward by the school board this year. These include: 1) Health and Medical Goals; 2) Drug-Free Workplace/Drug-Free School; 3) Tobacco-Free Schools; 4) Policy Development, Adoption, Implementation and Review. In addition, the Superintendent Evaluation Procedure was developed and approved in February. We are slated to review additional policies this summer.</p>
<b>D. Board Relations</b>	
8. Inform and advise the Board about the educational needs of the students, instructional best practices, and important issues of the District	<p>District 287 has over 120 different programs and services for students. Board members regularly receive information about the scope of our efforts. Over the past year, several of these have been explained in What the Board Needs to Know documents. The following are offered as examples:</p> <ul style="list-style-type: none"> <li>➤ What the Board Needs to know about School Start Up</li> <li>➤ What the Board Needs to know about ALC's</li> <li>➤ What the Board Needs to know about Online Learning</li> <li>➤ What the Board Needs to know about Care and Treatment programs</li> <li>➤ What the Board Needs to know about Transition programs.</li> </ul> <p>In addition, three "Get on the Bus" events were provided to Board members as a vehicle for increased understanding of best practices and contemporary issues. Spotlight videos were provided as a way to communicate locally and featured various student programs and services.</p>
9. The superintendent works with the board in a climate of professionalism and mutual respect. He/she is accessible to and communicates effectively with all board members	<p>Our School Board has made significant decisions as a result of their informed study of major district issues. I have provided thorough answers and data as background prior to decision-making. The decisions leading up to final approval of the North Education Center were comprehensive in response to board member questions. Board Members feel comfortable calling with questions or input and all calls are returned within the same day. Board Briefs have proved to be an effective tool for Board members to communicate with their local district. Finally, Get on the Bus events are well received as a way for Board members to learn about our programs.</p>
<b>E. Employee Relations</b>	
10. Provide leadership in the recruitment, retention and recognition of high performing District employees. Negotiate and administrate labor agreements in a fair, professional and fiscally responsible manner	<p>Performance is one of the four major goals for my administration this year. As a result, recruitment of candidates has been accelerated with an emphasis on recruiting high quality administrative applicants. Additional scrutiny to the tenure process has assisted the district in retaining the highest performing licensed staff. In addition, a similar process has been initiated for decisions about educational assistants who are about to become permanent. This intentionality will result in increased quality of non-licensed employees. Several terminations this year are the result of improved legal scrutiny of</p>

	<p>staff performance. This summer our administrative team will be reviewing standards around the interview process for licensed and non-licensed staff. Finally, progress in the recruitment of a diverse staff was summarized in a May 12th report to the School Board.</p> <p>As mentioned in a previous goal, several meetings have occurred with Local 2209 to build relations and jointly study issues in preparation for the next round of contract negotiations. Relationships with 2209 and 284 have improved with the respectful and knowledgeable leadership by our Human Resource department.</p>
<b>F. Stakeholder Relations</b>	
11. Communicate effectively with member districts, parents, students and community members. Serve as chief spokesperson for the District	<p>The Superintendent Communications Award from MNSPA has challenged me to maintain and improve our use of communications as a strategic tool. It is an area I enjoy and have continued the use of the successful tools such as Board Briefs, Get on the Bus, and Spotlight videos. At my initiation and direction, two videos have been produced to advance the regional dropout initiative. The first video, a documentary about students at risk of dropping out of school will be featured at a MDE statewide summer conference on dropout prevention. The most recent video previewed by the school board and entitled "All our kids are all our kids," has been provided to superintendents as a tool for local information sharing. Our media strategy to engage businesses by featuring a "Open to Adoption" theme was successful and resulted in two businesses adopting 287 in a meaningful way. Finally, plans for 2011-12 are underway to use a "Superintendent Tweet" to employees as a method to stay in contact with staff on key happenings within the district.</p>
12. Responsive to member districts, parents, students and community members in a timely, respectful manner	<p>I would direct board members to the previous indicator of success in regard to communications (# 11). It is my belief that excellent professional communications is the foundation for a successful assessment of our responsiveness. However, in addition to those professional communication tools, I have proud of my ability to build personal relationships with member districts, parents, student and community members. The combination of these personal relationships and high quality communication tools has resulted in successful relationship with our wide community.</p>
<b>PART 2: ACHIEVEMENT of 2010 STRATEGIC PLAN "RESULTS"</b>	
<b>Overall Strategic Objectives - Strategy 1</b>	
<b>2010 RESULT 1.2</b> Optimal web based and/or other tools have been selected and launched that visually present real time customized data for each district in order for them to make decisions	<p>The strategic plan held a successful reunion with the Core Team in January of 2011. The event reviewed the progress to date and that progress is summarized in the Year 2 Strategic Plan Progress Report: <a href="#">Strategic Plan Year 2</a>. The strategic plan runs from January to January and the results are recorded for that time frame. I submit this progress report as a comprehensive indicator of success in the strategic plan goals</p>
<b>Overall Strategic Objectives - Strategy 2</b>	
<b>2010 RESULT 2.4</b> A clear, concise system of decision making is established, understood, and used to meet the unique needs of individual districts	<p>The strategic plan held a successful reunion with the Core Team in January of 2011. The event reviewed the progress to date and that progress is summarized in the Year 2 Strategic Plan Progress Report: <a href="#">Strategic Plan Year 2</a>. The strategic plan runs from January to January and the results are recorded for that time frame. I submit this progress report as a comprehensive indicator of success in your assessment of all of the strategic plan goals.</p>

<b>Overall Strategic Objectives - Strategy 3</b>	
<b>2010 RESULT 3.3</b> District 287 uses quality indicators to evaluate, modify, and continually improve a spectrum of cost-effective direct and indirect services	The strategic plan held a successful reunion with the Core Team in January of 2011. The event reviewed the progress to date and that progress is summarized in the Year 2 Strategic Plan Progress Report: <a href="#">Strategic Plan Year 2</a> . The strategic plan runs from January to January and the results are recorded for that time frame. I submit this progress report as a comprehensive indicator of success in your assessment of all of the strategic plan goals.
<b>Measurement of Strategic Objectives</b>	
<b>2010 RESULT 1</b> All District 287 and key member district staff understand the mission and process for assessing the strategic objectives.	The strategic plan held a successful reunion with the Core Team in January of 2011. The event reviewed the progress to date and that progress is summarized in the Year 2 Strategic Plan Progress Report: <a href="#">Strategic Plan Year 2</a> . The strategic plan runs from January to January and the results are recorded for that time frame. I submit this progress report as a comprehensive indicator of success in your assessment of all of the strategic plan goals.
<b>2010 RESULT 2</b> Dynamic and flexible measurement tools essential for assessing the strategic objectives are being used by District 287 and each member district.	The strategic plan held a successful reunion with the Core Team in January of 2011. The event reviewed the progress to date and that progress is summarized in the Year 2 Strategic Plan Progress Report: <a href="#">Strategic Plan Year 2</a> . The strategic plan runs from January to January and the results are recorded for that time frame. I submit this progress report as a comprehensive indicator of success in your assessment of all of the strategic plan goals.
<b>PART 3: ACHIEVEMENT of 2010 SUPERINTENDENT GOALS</b>	
1. Through discretionary revenue sources (MA Billing, Comp Ed, federal JOBS allocation or grants), operational budgets will maintain or increase resources to strategic priorities while minimizing the impact on tuition rates.	The 287 School Board approved the FY12 preliminary budget recommendation at the March 24 <sup>th</sup> meeting. I have attached the memo to codify the intent to use intentional efficiencies to reduce the cost of our services. In addition, this recommendation identifies the intent to use medical assistance revenue to realize tuition savings to our member districts. The combined effort of these two strategies allows for FY12 investments in the important strategic areas of instructional technology, mobile learning, teacher mentoring, and literacy as well as, a prototype ALC model in 287. * <a href="#">Strategic Realignment Proposal for 2011-2012 (March 24th Board Meeting)</a>
2. The School Board will be provided data 1) to demonstrate the value of major spending decisions; and, 2) to finalize the financing of the North Education Center (NEC) with confidence that lease levy amounts will be held within current levels (assuming a 5% inflation factor).	Increasingly school districts need to quantify the value of their decision-making in various cost centers. Evidence of this value has been generated most frequently in the administrative services division. I have attached links to two memos that quantify value in the facilities area. * <a href="#">Co-Sourcing</a> * <a href="#">287 Energy Costs for Leased Sites &amp; South Education Center</a>  The NEC financing has been closely monitored by the school board and is best documented with the final lease levy chart. I have linked that chart below: * <a href="#">Cost Projections Graph</a>
3. Using credible data and a collaborative/innovative process, member district Superintendents will be provided an opportunity to consider a regional initiative to increase school completion rates in Hennepin County.	Several months of building relationships and partnerships have resulted in an affirmation that all school districts in Hennepin County work together with County officials in improving the graduation rate of our region. The region is well positioned to approach advocacy and philanthropy groups to join with us in this critical work. A link to the work is <a href="#">Dropout Prevention</a> .

<p>4. Establish an integrated system whereby formative assessments facilitate instruction that results in improved student achievement.</p>	<p>Moving into our sixth year of implementing Professional Learning Communities (PLCs), we emphasized the role of formative assessments in student learning. In past years, we had progressed to using standardized summative assessments to report PLC goal progress but had done little to coordinate student assessment along the way to measure interim progress toward the collective goal. This year we implemented several enhancements to our PLC structure that placed in proper perspective the need for formative assessment while also offering support as PLCs began examining the data these assessments provide. The enhancements are further described in the following link:</p> <ul style="list-style-type: none"> <li>➤ <a href="#">Formative Assessment Integrated Systems</a></li> <li>➤ <a href="#">PLC Goal Assessment Relationship</a></li> <li>➤ <a href="#">Reading / Literacy Protocols.</a></li> </ul>
<p>5. Guide the withdrawal of the Bloomington School District from 287 to a fair and well-communicated conclusion for all member districts, and, provide a model for future withdrawals or additions to the Intermediate.</p>	<p>The withdrawal of a school district as a member of the Intermediate allows 17 months to attend to the many elements around that withdrawal. Bloomington’s withdrawal has required those many months to successfully design a process that our remaining member districts would assess as well-researched, fair and properly communicated. The process affirmed by the school board uses business directors to guide the journey. It has resulted in 1) consultation with several outside consultants knowledgeable about such withdrawals and 2) the development of parameters considered fair as a result of the research. The negotiations are ongoing between Bloomington and 287 and the results will assist in the development of future models for withdrawals and additions to our membership.</p>

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## AMSD Calendar

**June 17, 2011**

**Executive Committee Meeting**, 7:30 a.m., TIES Building, St. Paul

**July 15, 2011**

**Executive Committee Meeting**, 7:30 a.m., TIES Building, St. Paul

**August 12, 2011**

**Board of Directors Meeting**, 7:00 a.m., TIES Building, St. Paul

**August 26, 2011**

**Executive/Legislative Committee Meeting**, 7:30 a.m., TIES Building, St. Paul

## Northwest Suburban Integration District provides integration support and resources for eight member districts

**N**orthwest Suburban Integration School District (NWSISD) serves approximately 100,000 students in over 100 schools in eight districts in the northwest metro. In 2001, a seven-district collaborative of Anoka-Hennepin, Brooklyn Center, Buffalo-Hanover-Montrose, Elk River, Fridley, Osseo, and Rockford was formed when Brooklyn Center, and soon after, Osseo Area Schools, became racially isolated. Mounds View joined NWSISD at the beginning of the 2010-2011 school year. NWSISD functions under Minnesota’s Desegregation Rule, collaborating around integration activities that are approved by MDE.



NWSISD’s integration plan revolves around three primary goals: “NWSISD will work to create a culturally inclusive learning environment. NWSISD will work to create inter-district interactions among students, staff, and parents that improve intercultural competency and increase student achievement. NWSISD and member districts will actively recruit candidates from racially diverse backgrounds for member districts.”

NWSISD has designed and organized its programs, staff, and activities around the three plan goals. Its staff of eight (8) serves to assist its member districts and staff with vision around integration, along with coordination, facilitation, communication, and overall coordination around programming, as well as providing research and information, and new opportunities for partnerships and development.

*Continued on page 2*

## AMSD’s Mission

*To advocate for state education policy that enables metropolitan school districts to improve student learning.*



**Association of Metropolitan School Districts**

## From the Chair:

**A**s we gear up for a special session and hopefully, a resolution to the budget impasse, it is critical that AMSD board members stay in touch with their local legislators. I know it is a very busy time of year with graduations, weddings and many other summer activities, but we must continue to make sure the governor and legislators are aware of our [priorities](#) and the need to adequately fund our schools. Many legislators are holding town meetings or forums and I strongly encourage AMSD members to attend and make your voice heard. The decisions made during the special session will have a tremendous impact on the quality of education available to our students over the next two years and into the future. Thanks for your commitment and dedication to our schools and our students!

*Patsy Green, school board member from Robbinsdale Area Schools, is chair of AMSD.*

Continued from page 1

In recent years, NWSISD programs have functioned with the primary lens of student achievement in mind; essentially all programs currently in place focus on raising the academic bar and closing the achievement gap, with cultural competency as a context or framework. NWSISD's major programs include 15 magnets in three themes (Performing and Fine Arts, International Baccalaureate (IB), and Science, Technology, Engineering, and Math (STEM)); AVID, JMNG (Jobs for Minnesota Graduates); Future Educators Clubs; its Multicultural Resource Center, and Family and Community Empowerment (parent programs).



NWSISD has established 15 high rigor magnet programs in three K-12 strands, including International Baccalaureate, Performing and Fine Arts, and Science, Technology, Engineering, and Mathematics (STEM). These programs/schools are owned and operated by member districts (not NWSISD), and serve over 11,500 students. Over 3500 of these magnet students attend schools outside of their home attendance areas, and of the students who choose to move, there is a larger proportion of students of color doing so than white students. NWSISD magnet data shows three primary trends: a) the bar is raised through increased academic achievement; b) the academic gap is closed between students of color and white students; and c) in the vast majority of programs, the magnets are moving in the direction of de-segregating the schools. Of the fifteen magnets, 10 have received national awards, and all of the IB programs have been authorized by IB. NWSISD

currently has seven additional magnets under development all in the area of STEM, where there is the greatest student seat shortage currently. New magnets are placed strategically in both white and racially segregated schools, using a strategy to “pull” students towards high rigor options by student and family choice.

NWSISD also has highly effective, data-backed secondary programs which are designed to get struggling students on a good academic track and push them toward post-secondary training. Jobs for Minnesota Graduates (JMNG) has tracked data since 2001 and has annually met or exceeded national JAG standards for graduation, and job and post-secondary placements. Its record of taking the bottom 20<sup>th</sup> percentile of students and graduating, assisting them in employment, and in getting them to attend colleges is at a nearly 100% success level. In addition to JAG, the AVID program supported by NWSISD has a great track record. While only in existence the last three years, records indicate nearly identical results to that of JAG. This program targets the middle 50%, but gets great academic results by getting these students into the post-secondary education pipeline.

NWSISD assists districts in selected professional development programs and training, and also provides resources to teachers and classrooms through its Multicultural Resource Center and multicultural online calendar. NWSISD also coordinates Future Educator Clubs in most of the districts' high schools, specifically targeting and recruiting students of color to encourage them along a path of careers in education. Member districts are seeing a long term benefit of this program as some of their college graduates are returning to apply for jobs in their districts.

Finally, the NWSISD parent programs work intensely with underserved parents to help them improve their skills in assisting their own students academically. While data from this program is not directly tied to student achievement, NWSISD is seeing increased parent involvement and participation, as well as seeing parents support their students academically, in a significant and positive way.



*This month's member spotlight was submitted by Mark Robertson, Superintendent, Northwest Suburban Integration District.*

## A Blueprint For Education Funding in the 21st Century

The Education Finance Working Group appointed by Minnesota Department of Education Commissioner Brenda Cassellius recently released its report, *Funding Education for the Future*. The report provides a broad array of recommendations to improve the adequacy, equity and stability of Minnesota’s pre K-12 funding system to help close the achievement gap and raise achievement for all students.

The 23-member group was led by co-chairs, Tom Nelson, interim superintendent of Stillwater Area Schools, and Peggy Ingison, Chief Financial Officer of Minneapolis Public Schools. Other working group members included Edina Superintendent Ric Dressen, Bloomington Superintendent Les Fujitake, Rosemount-Apple Valley-Eagan School Board Member Art Coulson, St. Paul School Board Member Elona Street-Steward and East Metro Integration District Business Manager Shari Thompson.

The working group operated under a tight timeline with its initial meeting on March 30. Group members reviewed the work of several prominent education funding studies and legislative reform proposals from the past decade.<sup>1</sup> The charge of the working group included an expansive agenda: improving the adequacy, equity and stability of K-12 education funding; simplifying and streamlining education funding; preserving local control; closing achievement gaps; and promoting high achievement for all students. The group’s final report is outlined below and contains twelve recommendations addressing topics ranging from all-day kindergarten to recognizing and rewarding student academic growth.

Table 1: Funding Education for the Future Proposal

Issue	Working Group Proposal
Early Learning	Invest in early learning, with resources targeted first to all-day kindergarten for students living in poverty.
Referendum Levies	Roll a portion (\$400) of referendum levies into the general education formula to provide a more adequate, uniform and stable funding base for all districts and charter schools, and to lessen reliance on local referenda.
General Education Levy	Establish a uniform general education levy by consolidating and replacing existing school levies, including a portion of existing referendum levies rolled into the formula. There will be no increase in total school levies with a component of the levy spread on tax capacity and a component spread on referendum market value.
Formulas and Student Calculations	Simplify funding formulas and student accounting to make E-12 education funding more understandable and transparent.
Basic Skills Funding	Reform basic skills funding by rolling extended-time funding into compensatory education revenue targeted to concentrations of poverty and allowing districts flexibility in the use of an additional 10% of revenue.
Integration Funding	Refocus integration funding by including it in the basic skills portion of the general education revenue. Funding will be based on the number of students of color in each district with each district receiving \$600 times the number of students of color enrolled in the district. Funding would be all state aid and some transition funding is recommended.
Growth	Recognize and reward growth by creating a noncompetitive grant program to recognize schools with outstanding growth in student achievement and disseminate best practices.
Special Education Funding	Change special education tuition bill by sharing of excess special education costs between the resident school district and the serving school district or charter school for open-enrolled students.
Regional Costs	Recognize regional cost differences by rolling a portion of referendum revenue into a new location equity levy for the seven county metro area and for non-metro regional centers.
General Education Formula	Restore inflation-adjusted general education formula to FY 2003 levels by setting the formula allowance at \$6,290 for FY 2013.
Charter School Lease Aid	Reduce charter school lease aid as an offset to formula increases.
Revenue Increases	Phase in revenue increases and uniform general education levy to assure a smooth transition.

One of the key recommendations for AMSD members is the recognition of regional cost differences by rolling a portion of referendum revenue into a new location equity levy for the metro area and for the non-metro regional centers. This has been an issue long championed by AMSD. The Working Group reviewed a report by the Hamline University School of Business and data gathered by Minnesota Department of Education staff that clearly confirmed the geographic cost differences that exist in Minnesota. The charts on the following page show why the average operating referendum in the metropolitan area is \$683 per pupil higher than in non-metro school districts.

*Continued on page 4*

<sup>1</sup> Past studies and legislation regarding education funding reform in Minnesota include: *Investing in Our Future*, *PS Minnesota* and *New Minnesota Miracle*.

# Reforming Minnesota’s School Funding System

Continued from page 3

Table 2: Differences in Average Teacher Salaries by Strata, FY 2011

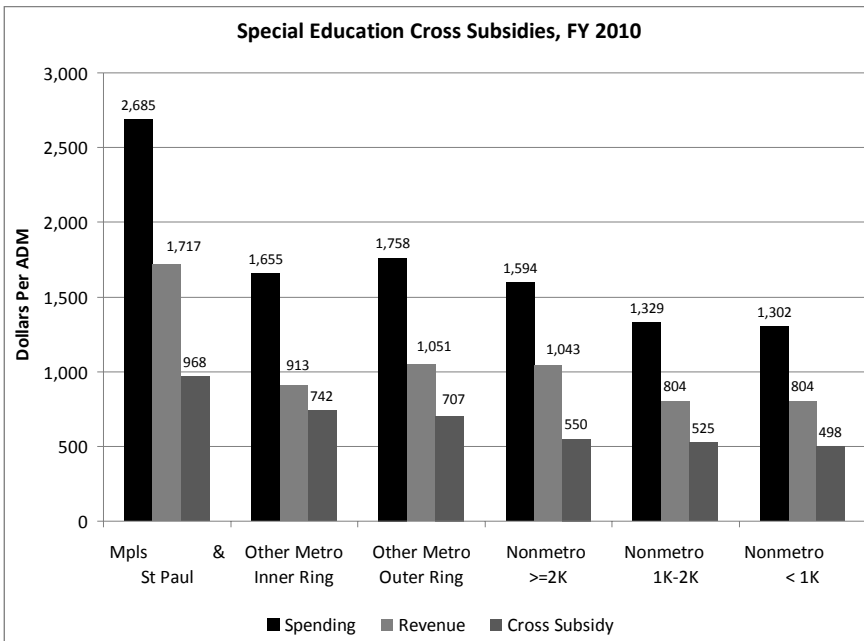
Table 2 shows that metropolitan area school districts and rural regional centers face significantly higher wage structures than their rural counterparts. Table 3 highlights the significant special education cross subsidies faced by metro school districts. The recommendation to establish a location equity levy will reduce the reliance on the operating referendum to fund these regional cost differences.

On May 25, 2011, at the final meeting of the Working Group, Governor Mark Dayton thanked the members for their participation and contributions. He told members that he looked forward to reading the report and said that they had “set a really high marker.” In response to a member’s question, on whether the report could be considered during the upcoming special session, the Governor responded by saying, “Anything is possible; anything is impossible.

	# Teachers	Average Salary
TOTAL	52,473	53,698
MPLS & ST PAUL	4,777	63,921
OTHER METRO, INNER	5,107	56,036
OTHER METRO, OUTER	15,231	58,932
NONMET >=2K	11,092	51,665
NONMET 1K-2K	6,023	48,947
NONMET < 1K	6,562	45,696
CHARTER	2,604	39,259
OTHER	1,076	54,407
Subtotal, Metro Districts	25,115	59,292
Subtotal, Non-Metro Districts	23,677	49,319

Source: May 11, 2011. Online PowerPoint. 26 May 2011.  
 <[http://education.state.mn.us/MDE/Accountability\\_Programs/Program\\_Finance/General\\_Information/Educ\\_Finance\\_Work\\_Group/index.html](http://education.state.mn.us/MDE/Accountability_Programs/Program_Finance/General_Information/Educ_Finance_Work_Group/index.html)>

Table 3: Special Education Cross Subsidies



Commissioner Cassellius believes the report offers, “...a blueprint for our future – a future in which we meet Minnesota’s constitutional obligation to provide a ‘uniform system of public schools’ with improved education funding that takes what’s good and makes it better.” The members of the working groups share the Commissioner’s enthusiasm as the report passed unanimously. The report and other supporting material is available on the MDE web sit:

[http://education.state.mn.us/MDE/Accountability\\_Programs/Program\\_Finance/General\\_Information/Educ\\_Finance\\_Work\\_Group/index.html](http://education.state.mn.us/MDE/Accountability_Programs/Program_Finance/General_Information/Educ_Finance_Work_Group/index.html)

Source: May 11, 2011. Online PowerPoint. 26 May 2011.  
 <[http://education.state.mn.us/MDE/Accountability\\_Programs/Program\\_Finance/General\\_Information/Educ\\_Finance\\_Work\\_Group/index.html](http://education.state.mn.us/MDE/Accountability_Programs/Program_Finance/General_Information/Educ_Finance_Work_Group/index.html)>

**AMSD Members:** Anoka-Hennepin, Bloomington, Brooklyn Center, Burnsville, Columbia Heights, East Metro Integration District 6067, Eden Prairie, Edina, Elk River, Fridley, Hopkins, Intermediate District 287, Intermediate District 917 (Associate Member), Inver Grove Heights, Mahtomedi, Minneapolis, MSU Mankato Center for Engaged Leadership (Associate Member), Minnetonka, Mounds View, Intermediate School North St. Paul/Maplewood/Oakdale, Northeast Metro District 916 (Associate Member), Northwest Suburban Integration District (Associate Member), Orono, Osseo Area Schools, Richfield, Robbinsdale, Roseville, Rosemount-Apple Valley-Eagan, Shakopee, South St. Paul, Spring Lake Park, St. Anthony/New Brighton, St. Cloud, St. Louis Park, St. Paul, Stillwater, TIES (Associate Member), Wayzata, West Metro Education Program, West St. Paul, and White Bear Lake.

# School Board Planning Calendar 2011

1 <sup>st</sup> Meeting of the Month		2 <sup>nd</sup> Meeting of the Month	
<p><del><b>JANUARY 13, 2011</b></del>  <b>Board meeting has been <u>CANCELED</u> due to MSBA Leadership Conference</b>  <b>JANUARY 27, 2011 (Start Time 6:30 PM)</b>  <i>Organizational Meeting</i></p>			
<p>Oath of Office                      Bloomington Withdrawal Update                      Financial Report December                      Legislative Initiatives</p>		<p>Election of Board Officers                      FY10 Audit                      NEC Facility Committee Report                      Strategic Plan Review &amp; Measurement Report - Steve will be here.</p>	
<p><b>FEBRUARY 10, 2011</b>                      Superintendent Mid-Year Evaluation Procedure                      NEC Vote                      Transportation Presentation</p>		<p><b>FEBRUARY 24, 2011</b>                      Financial Report February                      Staff Reduction ULA Resolution Changes for following Yr                      FY11 Budget Revision &amp; FY12 Budget Assumptions                      Program Withdrawal Report                      ALC Plus Update                      Diversity Report</p>	
<p><b>MARCH 10, 2011</b>                      Communication with Local Boards</p>		<p><b>MARCH 24, 2011</b>                      Financial Report February                      NEC Facility Committee Report                      Program Reduction Resolution                      Reduction ULA for tenured staff                      FY2012 Preliminary Budget Update                      Proposed District 287 School Calendar 2011-2012                      Spotlight DVD Presentation</p>	
<p><b>APRIL 28, 2011</b>  <i>(Only one Board meeting this month!)</i></p>			
<p>NEC Facility Committee Report                      Financial Report March</p>		<p>Superintendent &amp; Board Evaluation Update                      Long Range Facilities Planning Presentation</p>	
<p><b>MAY 12, 2011</b>                      Diversity &amp; Recruitment Report</p>		<p><b>MAY 26, 2011</b>                      Clerical Layoffs                      Financial Report April                      Non- Tenured Non-Renewals &amp; Probationary Non-Licensed                      North Education Center (NEC) Facility Community Report                      Restraint &amp; Seclusion Report                      Staff Reduction ULA Resolution</p>	
<p><b>JUNE 9, 2011</b>                      Superintendents Evaluation</p>	<p>Financial Report May                      PLC Data Report                      2010-2011 Budget                      NEC Facility Committee Report                      Attachment 10 Performance Criteria &amp; Health &amp; Safety</p>	<p><b>JUNE 23, 2011</b>                      Final ULA Resolution for Licensed Staff                      Board Evaluation                      Health &amp; Safety Assessment 99 Report                      Superintendent &amp; School Board Evaluation to plan for Board Retreat outcomes                      Literacy                      Professional Learning Community (PLC)                      Data Report Highlights</p>	

**INFORMATIONAL ITEMS TO REMEMBER:**

\*\* Pay Equity Report - (every three years - due in January 2012)  
 Board TLC

Board role in setting/supporting goals  
 Community use of Facilities Bucket

# School Board Planning Calendar 2011

1 <sup>st</sup> Meeting of the Month	2 <sup>nd</sup> Meeting of the Month
<b>JULY 28, 2011</b> <i>(Only one Board meeting this month!)</i>	
C-Train Update Health and Medical Bucket NEC Facility Committee Report	Financial Report June Legislative Session Review & Implications for District Operations
<b>AUGUST 25, 2011</b> <i>(Only one Board meeting this month!)</i>	
Administrative Services PLC Financial Report July Report on Crisis Planning (Michelle Axell – 10 minutes) Determine NEC Size & Cost Option	Approval of Cash Flow Borrowing Resolution NEC Facility Committee Report School Start Up Program Report “Top Things Board Members Should Know About Our 2010-2011 Start-Up” (Colleen, Laura, and Jane)
<b>SEPTEMBER 8, 2011</b> Superintendent Goals Bloomington – Closed Session	<b>SEPTEMBER 22, 2011</b> Financial Report August Resolution to Borrow PLC’s Results/Goals MDE Final Special Education Monitoring Report NEC Facility Committee Report Resolution to Authorize Financing for NEC Report on Crisis Planning
<b>OCTOBER 13, 2011</b> Prior Year Agenda Review Restraints and Seclusion – Instructional Report Resolution for Sale of Bonds for NEC Cash Flow Borrowing	<b>OCTOBER 27, 2011</b> Financial Report September Strategic Plan Update/Innovative Coach NEC Facility Committee Report
<b>NOVEMBER 10, 2011</b> <i>(Only one Board meeting this month!)</i>	
Financial Report October OPEB Reporting & Funding C-Train Report (Written Report) Food Service Resolution	Prior Year Unaudited Fund Balance Report NEC Facility Committee Report Resolution for Settlement of Bonds for NEC Facilities Management Update
<b>DECEMBER 8, 2011</b> <i>(Only one Board meeting this month!)</i>	
Financial Report November Facilities Management Update - Energy Audit Digital Copy Certificate (Written Report)	Prior Year Audit Review NEC Facility Committee Report Legislative Initiatives

**INFORMATIONAL ITEMS TO REMEMBER:**

\*\* Pay Equity Report - (every three years - due in January 2012)  
 Board TLC

Board role in setting/supporting goals  
 Community use of Facilities Bucket

**INTERMEDIATE DISTRICT 287  
June 9, 2011  
SCHOOL BOARD CALENDAR**

June 2011

02	Thursday	PHASE, Intersect & Sun Transition Graduation	12:00 PM	SEC Gym
03	Friday	FOCUS Graduation	9:30 AM	SEC Gym
03	Friday	Prairie Center Alternative Graduation	10:00 AM	EP Community Ctr
07	Tuesday	South Education Center Alternative Graduation	5:00 PM	SEC Gym
08	Wednesday	North Education Center Graduation	9:45 AM	Sandburg Cafeteria
08	Wednesday	City West Academy Graduation	10:00 AM	Shady Oak
08	Wednesday	VECTOR & InVEST Graduation	12:30 PM	Henn Tech College
08	Wednesday	Bren Road Graduation	4:00 PM	Bren Road
09	Thursday	Edgewood Graduation	9:00AM	Edgewood
09	Thursday	General Board Meeting	6:30 PM	Board Rm
10	Friday	Richfield Trans Plus Graduation	9:00 AM	SEC Gym
10	Friday	Epsilon Graduation	1:30 PM	Henn Cty Home Sch
14	Tuesday	Board Facilities Committee Meeting	8:30 AM	Board Rm
23	Thursday	General Board Meeting	6:30 PM	Board

Rm

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- ◆ Board Facilities Committee Meeting - Third Tuesday of the Month
  - ◆ Board Facilities Committee Meeting - Second Tuesday of the Month
  - ◆ General Board Meeting – Date Change
  - ◆ New Event

# Intermediate District 287

RESPONSIVE. INNOVATIVE. SOLUTIONS.

## Graduation & Special Events Schedule

<p style="text-align: center;"><b>SEC Alternative Graduation</b> Tuesday, June 7, 2011 5:00 PM @ South Education Center Gym 7450 Penn Avenue South, Richfield, 55423</p>	
<p><u>MICHÈLE KUNZ</u> <u>ANN BREMER</u> _____</p>	<p><u>NANCY ROWLEY</u> _____ _____</p>
<p style="text-align: center;"><b>Sandburg Education Center Graduation</b> Wednesday, June 8, 2011 9:45 AM @ Sandburg Cafeteria 2400 Sandburg Lane, Golden Valley, 55427</p>	
<p><u>MICHÈLE KUNZ</u> <u>ANN BREMER</u> _____</p>	<p><u>LINDA JOHNSON</u> _____ _____</p>
<p style="text-align: center;"><b>City West Academy Graduation</b> Wednesday, June 8, 2011 10:00 AM @ City West Academy – Shady Oak 6754 Shady Oak Road, Eden Prairie, 55344</p>	
<p><u>DON DRAAYER</u> <u>LAURA RONBECK</u> _____</p>	<p><u>CAROL BOMBEN</u> _____ _____</p>
<p style="text-align: center;"><b>Venture Secondary/InVEST High School Seniors Graduation</b> Wednesday, June 8, 2011 10:00 AM @ Northwest Technology Center 7008 Northland Drive Suite 100, Brooklyn Park, 55428</p>	
<p><u>CARTER PETERSON</u> _____ _____</p>	<p><u>PAM RYKKEN</u> _____ _____</p>
<p style="text-align: center;"><b>VECTOR &amp; InVEST Graduation</b> Wednesday, June 8, 2011 12:30 PM @ Hennepin Technical College Auditorium 9000 Brooklyn Boulevard, Brooklyn Park,</p>	
<p><u>ANN BREMER</u> <u>PAM RYKKEN</u> _____</p>	<p><u>CARTER PETERSON</u> _____ _____</p>
<p style="text-align: center;"><b>Bren Road Graduation</b> Wednesday, June 8, 2011 4:00 PM @ Bren Road 11140 Bren Road West, Minnetonka, 55343</p>	

<u>ANN BREMER</u> _____ _____	<u>CAROL BOMBEN</u> _____ _____
<b>Edgewood Graduation</b> <b>Thursday, June 9, 2011</b> 9:00 AM @ Edgewood Education Center 6601 Xylon Avenue North, Brooklyn Park, 55428	
<u>LINDA JOHNSON</u> _____ _____	_____ _____ _____
<b>Epsilon Graduation</b> <b>Friday, June 10, 2011</b> 1:30 PM @ Hennepin County Home School 14300 County Road 62, Minnetonka, 55345	
<u>DON DRAAYER</u> _____ _____	<u>LAURA RONBECK</u> _____ _____

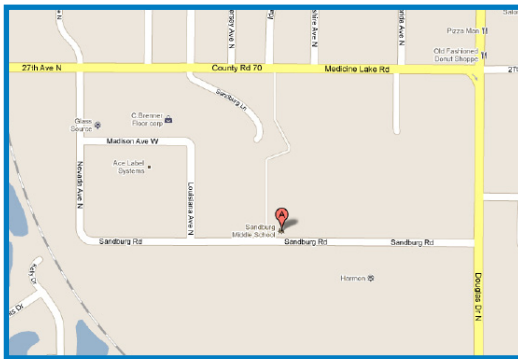
◆ New Event

# Please Join Us For

## *North Education Center Graduation*

When: **Wednesday, June 8, 2011,**  
9:45 a.m. - 11:45 a.m.

Where: **The Cafeteria in Sandburg**  
NEC at Sandburg  
2400 Sandburg Rd.  
Golden Valley MN, 55427



Please park on the West side of the building. Please check-in upon arrival.

## **Intermediate District 287**

RESPONSIVE. INNOVATIVE. SOLUTIONS.

Intermediate District 287 is a consortium of 13 west metro school districts offering more than 120 programs and services specially designed to help meet the unique learning needs of students. Programs include gifted education, special education, on-line learning and career and technical education.

Member Districts include: Bloomington, Brooklyn Center, Eden Prairie, Edina, Hopkins, Minnetonka, Orono, Osseo, Richfield, Robbinsdale, St. Louis Park, Wayzata and Westonka.