

## Public Meeting Notice

In accordance with A.B. 361 which amends Government Code section 54953(b)(3)) and creates alternate measures to protect the statutory and constitutional rights of the public to appear before local legislative bodies, notice is hereby given that the WestEd, FWL, and SWRL Boards of Directors joint meetings of October 21–22, 2021 will be conducted by teleconference and at the following location:

Helios Education Foundation  
4747 N. 32nd Street Phoenix, Arizona 85018

Members of the public shall have the right to observe and offer public comment during the meeting(s) and by teleconference using the links provided in the attached meeting list.

In compliance with the Bagley-Keene Act and WestEd Governance Policies, the agenda for this meeting will be posted on or before October 8, 2021, on the internet at

<http://www.wested.org/about-us/board-of-directors/>

In compliance with the Americans with Disabilities Act, any person needing special assistance to participate in this meeting should contact Shaun Flinn, 415.215.9203, at least 48 hours in advance of the meeting.

For additional information about this meeting, please contact  
Shaun Flinn  
415.215.9203  
sflinn@wested.org

**WestEd Board of Directors October 21-22, 2021 Hybrid Meeting  
Conference Room Assignments and Zoom Meeting Links**

**Thursday, October 21 Meeting Start Times (All Times Pacific)**

**8:20 a.m. – 12:30 p.m.**

**WestEd Board Meeting**

Vince Roig Conference Center North

<https://wested.zoom.us/j/95919170573?pwd=Ri8xMlhzeG1lYnNrWkdvWVRES3BRQT09>

**1:15 p.m. – 3:15 p.m.**

**Standing Committee Meetings**

**1:15 p.m. – 1:45 p.m.**

**JOINT MEETING:**

Human Resources and Institutional Development Committee

Management and Audit Committee

Esplanade Boardroom

<https://wested.zoom.us/j/96607535892?pwd=eXVpR3lMSTFqdXRKTUdHQWQ2QTJ3Zz09>

**1:15 p.m. – 3:15 p.m.**

**External Relations Committee**

Copper Corridor

<https://wested.zoom.us/j/93579256732?pwd=KzhTS1VLM3Izb2hxL05DWmtscXpEdz09>

**1:15 p.m. – 3:15 p.m.**

**Program Committee**

Seminole Nation

<https://wested.zoom.us/j/99483552882?pwd=R3dJcTlkU0NOK1hrT24rOUdMYTNjdz09>

**1:45 p.m. – 3:15 p.m.**

**Human Resources and Institutional  
Development Committee**

Hialeah Conference Room

<https://wested.zoom.us/j/97676853508?pwd=c2dtcUlwc3FPQXZRVzhUbmhzYW93UT09>

**1:45 p.m. – 3:15 p.m.**

**Management and Audit Committee**

Esplanade Boardroom

<https://wested.zoom.us/j/96607535892?pwd=eXVpR3lMSTFqdXRKTUdHQWQ2QTJ3Zz09>

**3:15 p.m. – 5:00 p.m.**

**Executive Committee Meeting**

Esplanade Boardroom

<https://wested.zoom.us/j/97531537357?pwd=VTJvMnJDdkhWWnVkr093Tis3dVJWdz09>

**WestEd Board of Directors October 21-22, 2021 Hybrid Meeting  
Conference Room Assignments and Zoom Meeting Links**

**Friday, October 22 Meeting Start Time (All Times Pacific)**

**8:30 a.m. – 11:45 a.m.**

WestEd Board Meeting

**Vince Roig Conference Center North**

<https://wested.zoom.us/j/94749505562?pwd=WFRMdVFvTWptQmRkeVpsWW41WTNTZz09>

## **MISSION**

*WestEd, a nonpartisan research, development, and service agency, works with education and other communities to promote excellence, achieve equity, and improve learning for children, youth, and adults.*

## **AGENDA**

### **WestEd Board of Directors Meeting**

October 21-22, 2021

Helios Education Foundation (Meeting)

Arizona Biltmore (Lodging)

Phoenix, Arizona

#### **Monday, October 18 (Virtual)**

9:00 a.m. CEO Performance and Compensation Committee

#### **Wednesday, October 20 (Optional)**

6:00 p.m. Welcome Reception and Light Buffet Dinner (*Outside*) Biltmore, Cottage Court A

#### **Thursday, October 21**

6:00 a.m. Breakfast (*Outside*) Biltmore, Paradise Garden

7:45 a.m. Board Buses to Helios Education Foundation Biltmore Entrance

8:20 a.m. Welcome and Call to Order Board Chair, Jacob Moore  
Vince Roig Convening Center North

Introductions

Ratify Meeting Agenda

8:25 a.m. Public Comment  
*[This agenda item will be limited to ten (10) minutes total with a two-minute limit per speaker, which may be adjusted at the discretion of the Chair to accommodate a greater number of speakers.]*

8:35 a.m. Approve July 2021 Minutes

8:40 a.m. Introduction to Program Session Program Session Moderator, Jacob Moore

Focus on Education in Arizona: Overview

# WestEd Board of Directors Meeting

October 21–22, 2021

Helios Education Foundation

Phoenix, Arizona

8:45 a.m.	Helios Education Foundation: Welcome	
9:00 a.m.	Panel Presentation on Partnership	
9:30 a.m.	Decision Theater Group 1 Education Campus Tour Group 2	
10:30 a.m.	Break	
10:45 a.m.	Decision Theater Group 2 Education Campus Tour Group 1	
11:45 a.m.	Return to Full Group and Reflections from Board Members and Implications for WestEd	
12:30 p.m.	Recess Board Meeting to Friday, October 22, 2021	Board Chair, Jacob Moore
12:30 p.m.	Lunch ( <i>Open Terrace Seating</i> )	Vince Roig Convening Center Foyer
1:15 p.m.	Standing Committee Meetings:	
	JOINT MEETING: Human Resources and Institutional Development Committee Management and Audit Committee	Esplanade Boardroom
	External Relations Committee	Copper Corridor
	Program Committee	Seminole Nation
1:45 p.m.	Human Resources and Institutional Development Committee	Hialeah
	Management and Audit Committee	Esplanade Boardroom
3:30 p.m.	Board Bus to Arizona Biltmore	Helios Entrance
3:15 p.m.	Executive Committee ( <i>Board Bus to Arizona Biltmore following committee meeting</i> )	Esplanade Boardroom
6:00 p.m.	Reception ( <i>Outside</i> )	Biltmore, Cottage Court B
6:45 p.m.	Dinner ( <i>Outside</i> )	Biltmore, Cottage Court B

# WestEd Board of Directors Meeting

October 21–22, 2021

Helios Education Foundation

Phoenix, Arizona

## Friday, October 22

7:00 a.m. Breakfast (*Outside*) Biltmore, Paradise Garden

7:45 a.m. Board Buses to Helios Education Foundation Biltmore Entrance

8:30 a.m. Reconvene Board of Directors Meeting Board Chair, Jacob Moore  
Vince Roig Convening Center North

8:45 a.m. Presentation on the State of Education in Arizona  
Superintendent of Public Instruction, Kathy Hoffman

9:45 a.m. Standing Committee Reports  
(*A break will be included as appropriate.*)

Executive Committee Report Board Chair, Jacob Moore

### EXEC Action Items

1. WestEd Agency Priorities for 2022
2. Review and Recommend the Process for Collecting Input for CEO Performance Review

### EXEC Information Items

3. CEO's Annual Report to the Board
4. Discussion of Holding Future Monthly Update Meetings
5. New Business

CEO Performance and Compensation Committee Report Committee Chair, Ann O'Brien

### PCC Action Items

1. Review and Formalize Survey Instrument for Collecting Input for CEO Performance Review
2. Review and Recommend to the Executive Committee the Process for Collecting Input for CEO Performance Review
3. Approval of the Peer Group for Salary Setting

### PCC Information Items

4. Receive Report from Compensation Consultant on Emerging Market Trends, Metrics, and Process for the January Meeting
5. Committee Overview, Committee Charge and Performance and Compensation Flowchart and Priorities, and Committee Membership Chart for Committee Information

# WestEd Board of Directors Meeting

October 21–22, 2021

Helios Education Foundation

Phoenix, Arizona

## 6. New Business

### Management and Audit Committee Report

Committee Chair, Jonathan Moore

#### MGT Action Items

1. Fiscal Year 2022 WestEd Salary Adjustment Recommendations (Joint MGT/HRID Item)
2. Proposed Fiscal Year 2022 WestEd Budget
3. Investment Management Report for Fiscal Year 2021, as of August 31, 2021
4. Unaudited Financial Statements for Fiscal Year 2021, as of August 31, 2021

#### MGT Information Items

5. Management Discussion and Analysis for Fiscal Year 2021, as of August 31, 2021
6. Indirect Budget and Actual Expenses for Fiscal Year 2021, as of August 31, 2021
7. Discussion of Holding Future Monthly Update Meetings
8. Update on Possible Real Estate Transaction
9. Report from the Committee's Liaison to the CEO Performance and Compensation Committee
10. New Business

### Program Committee Report

Committee Chair, Kate Wright

#### PRG Action Items

1. Regional Educational Laboratory (REL) West

#### PRG Information Items

2. Expanding WestEd's Impact: Strategic Partnerships and Other New Growth Initiatives
3. Discussion of Ideas Generated from Morning Sessions
4. Accessing the WestEd Project Inventory
5. Report from the Committee's Liaison to the CEO Performance and Compensation Committee
6. New Business

### Human Resources and Institutional Development Committee Report

Committee Vice Chair, Annette Reichman

#### HRID Action Items

1. Fiscal Year 2022 WestEd Salary Adjustment Recommendations (Joint HRID/MGT Item)

# WestEd Board of Directors Meeting

October 21–22, 2021

Helios Education Foundation

Phoenix, Arizona

## HRID Information Items

2. Trends in Funding for WestEd Work
3. Expanding WestEd's Impact: Strategic Partnerships and Other New Growth Initiatives
4. Report from the Committee's Liaison to the CEO Performance and Compensation Committee
5. New Business

## External Relations Committee Report

Committee Chair, Andrea Rorrer

## EXT Information Items

1. Update on Board Orientation
2. Update on Board Composition Survey
3. Update on Board Commitments Form
4. Board Membership Progress Report
5. Report from the Committee's Liaison to the CEO Performance and Compensation Committee
6. New Business

## Board Chair Report

Board Chair, Jacob Moore

## CHAIR Action Items

1. Ratification of WestEd Board Actions on FWL Items
2. Ratification of WestEd Board Actions on SWRL Items

11:00 a.m. Chief Executive Officer's Report CEO, Glen Harvey

11:20 a.m. Review of Federal Education Legislation Director of Government Relations,  
Augustus Mays

11:40 a.m. Adjournment and Box Lunch Vince Roig Convening Center Foyer

Sky Harbor International Airport Shuttle Schedule  
(*Airport shuttle will board at the Helios entrance*)

12:00 p.m. Airport Shuttle

# CEO Performance and Compensation Committee Meeting

Monday, October 18, 2021

9:00 a.m. PDT

(Virtual)

## AGENDA

### Public Comment

[This agenda item will be limited to ten minutes total with a two-minute limit per speaker, which may be adjusted at the discretion of the Chair to accommodate a greater number of speakers.]

- I. Review reports and recommend action to the Executive Committee:
  - PCC-1 Review and Formalize Survey Instrument for Collecting Input for CEO Performance Review
  - PCC-2 Review and Recommend to the Executive Committee the Process for Collecting Input for CEO Performance Review
  - PCC-3 Approval of the Peer Group for Salary Setting
  
- II. Review and discuss the following updates. No formal action is necessary at this time.
  - PCC-4 Receive Report from Compensation Consultant on Emerging Market Trends, Metrics, and Process for the January Meeting
  - PCC-5 Committee Overview, Committee Charge and Performance and Compensation Flowchart and Priorities and Committee Membership Chart for Committee Information
  - PCC-6 New Business

# Executive Committee Meeting

Thursday, October 21, 2021  
3:15 p.m. PDT

## AGENDA

### Public Comment

[This agenda item will be limited to ten minutes total with a two-minute limit per speaker, which may be adjusted at the discretion of the Chair to accommodate a greater number of speakers.]

- I. Review the following and recommend action to the full Board:
  - EXEC-1 WestEd Agency Priorities for 2022
  - EXEC-2 Review and Recommend the Process for Collecting Input for CEO Performance Review
  
- II. Review and discuss the following updates. No formal action is necessary at this time.
  - EXEC-3 CEO's Annual Report to the Board
  - EXEC-4 Discussion of Holding Future Monthly Update Meetings
  - EXEC-5 CEO Updates
  - EXEC-6 New Business

# Management and Audit Committee Meeting

Thursday, October 21, 2021

1:15 p.m. PDT

## AGENDA

### Public Comment

[This agenda item will be limited to ten minutes total with a two-minute limit per speaker, which may be adjusted at the discretion of the Chair to accommodate a greater number of speakers.]

I. Review the following documents and prepare recommendations for action by the full Board:

- MGT-1 Fiscal Year 2022 WestEd Salary Adjustment Recommendations (Joint MGT/HRID Item)
- MGT-2 Proposed Fiscal Year 2022 WestEd Budget
- MGT-3 Investment Management Report for Fiscal Year 2021, as of August 31, 2021
- MGT-4 Unaudited Financial Statements for Fiscal Year 2021, as of August 31, 2021

II. Review the following documents for information. No formal action is necessary at this time.

- MGT-5 Management Discussion and Analysis for Fiscal Year 2021, as of August 31, 2021
- MGT-6 Indirect Budget and Actual Expenses for Fiscal Year 2021, as of August 31, 2021
- MGT-7 Discussion of Holding Future Monthly Update Meetings
- MGT-8 Update on Possible Real Estate Transaction
- MGT-9 Report from the Committee's Liaison to the CEO Performance and Compensation Committee
- MGT-10 New Business

# **Program Committee Meeting**

Thursday, October 21, 2021  
1:15 p.m. PDT

## **AGENDA**

### Public Comment

[This agenda item will be limited to ten minutes total with a two-minute limit per speaker, which may be adjusted at the discretion of the Chair to accommodate a greater number of speakers.]

- I. Review the following documents and prepare recommendations for action by the full Board:

PRG-1          Regional Educational Laboratory (REL) West

- II. Review and discuss the following updates. No formal action is necessary at this time.

PRG-2          Expanding WestEd's Impact: Strategic Partnerships and Other New Growth Initiatives

PRG-3          Discussion of Ideas Generated from Morning Sessions

PRG-4          Accessing the WestEd Project Inventory

PRG-5          Report from the Committee's Liaison to the CEO Performance and Compensation Committee

PRG-6          New Business

# Human Resources and Institutional Development Committee Meeting

Thursday, October 21, 2021  
1:15 p.m. PDT

## AGENDA

### Public Comment

[This agenda item will be limited to ten minutes total with a two-minute limit per speaker, which may be adjusted at the discretion of the Chair to accommodate a greater number of speakers.]

I. Review the following and recommend action to the full Board:

HRID-1      Fiscal Year 2022 WestEd Salary Adjustment Recommendations  
(Joint HRID/MGT Item)

II. Review and discuss the following information documents. No formal Board action is required at this time.

HRID-2      Trends in Funding for WestEd Work

HRID-3      Expanding WestEd's Impact: Strategic Partnerships and Other New  
Growth Initiatives

HRID-4      Report from the Committee's Liaison to the CEO Performance and  
Compensation Committee

HRID-5      New Business

## **External Relations Committee Meeting**

Thursday, October 21, 2021  
1:15 p.m. PDT

### **AGENDA**

#### Public Comment

[This agenda item will be limited to ten minutes total with a two-minute limit per speaker, which may be adjusted at the discretion of the Chair to accommodate a greater number of speakers.]

- I. Review and discuss the following information documents. No formal Board action is required at this time.

EXT-1	Update on Board Orientation
EXT-2	Update on Board Composition Survey
EXT-3	Update on Board Commitments Form
EXT-4	Board Membership Progress Report
EXT-5	Report from the Committee's Liaison to the CEO Performance and Compensation Committee
EXT-6	New Business