

APPROVED
Bd. Mtg. 10-18-12

BOARD OF EDUCATION
(Official)

October 9, 2012
Elizabeth, New Jersey

A special meeting of the Board of Education was called on October 9, 2012 at 6:00 p.m., in the Multi Purpose Room, Donald Stewart Center for Early Childhood Education, 544 Pennsylvania Avenue, Elizabeth, New Jersey.

Board President Fernando Nazco presented the following statement at 6:35 p.m.

“Ladies and Gentlemen, good evening. This is a special meeting of the Board of Education. Pursuant to New Jersey Statutes and the rules adopted by the Board of Education, notice of this meeting was sent to Worrall Community Newspapers, The Star Ledger and Cablevision of Elizabeth on Thursday, October 4, 2012. In addition, this notice is posted on the Bulletin Board in the lobby of 500 North Broad Street, and pursuant to this act, a copy has been filed with the City Clerk of Elizabeth.”

“I wish to extend a warm welcome to everyone present to this October 9, 2012 meeting of the Board of Education. We are here to govern, provide management oversight, and make policy for the district. The Superintendent manages the district. This is a meeting of the Board in public, not a meeting of the public.”

“This meeting is being recorded and will become part of the Elizabeth Board of Education permanent record. In order that the recording will adequately reflect the proceedings, please refrain from talking while others are speaking. I also ask that you silence the sound on your electronic devices. Since it is legally mandated that these proceedings be accurately recorded, I may have to ask for order periodically should noise begin to interfere with our recording capabilities. I am pleased that you have taken time this evening to join us. Thank you for your interest in the Elizabeth Public Schools.”

“There will be a public portion for citizens to address the Board. Participants for the public portion must sign in one hour prior to the advertised start of the meeting so that they may have the opportunity to speak. The sign-in sheet states the name, address, telephone number and reason that the person wants to comment, whether it is an agenda item or a general education comment.”

Present: Mrs. Castillo-Ospina, Messrs. Donoso, González, Padlo, Perreira, Nazco – 6
Absent: Mr. Monteiro, Mrs. Munn, Mr. Trujillo – 3

Superintendent of Schools Pablo Muñoz, School Business Administrator/Board Secretary Harold E. Kennedy, Jr., Board Attorney Kirk Nelson, Assistant Superintendent for Schools Jennifer Barrett, Assistant Superintendent for Family and Community Outreach Jerome Dunn, Assistant Superintendent for Teaching and Learning Olga Hugelmeyer, Assistant Board Secretary Donald Gonçalves and Comptroller William Greene were in attendance. There were no members of the public in attendance.

Mr. González gave the invocation.

Pledge of Allegiance
Pledge of Ethics
Core Beliefs and Commitments

Mr. Nazco presented the following public participation statement.

“At this time, the microphones are open for public comment to those who have signed in prior to this session. I shall call individuals to the microphones based on the order of the sign-in. Each statement made by a participant shall be limited to three minutes in duration. The total time of public comment shall be limited to sixty minutes. No individual is able to yield their time to another individual. All statements shall be directed to the presiding officer; no participant may address or question Board members individually. The following rules for public participants shall apply: time limits will be strictly enforced, no personal attacks on individuals, no vulgar or indecent language, a person may address the Board no more than once during a single meeting, speakers should refrain from naming individuals, and comments or questions posed during public participation will not be debated. As a reminder, this is a meeting of the Board in public, not a meeting of the public.”

Since there were no citizens to address the Board, Mr. Nazco declared this portion of the public meeting closed.

Mr. Nazco introduced Julian Trevino, Senior Consultant, Center for Reform of School Systems, who facilitated a board training program to sustain the reform tools developed and established during the Reform Governance in Action[®] program.

Mr. Trevino welcomed everyone and commented that he has built a relationship with this Board that he does not have with other Boards. Mr. Trevino stated that this Board has had some difficult issues and they are not the only school board that has difficult issues. Mr. Trevino explained the difficult challenges that he went through during his six years as a Board member in Texas which eventually led to Board accomplishments including winning two national awards. Mr. Trevino stated that at this time the Board is transitional and only one Board member present went to the CRSS training session in Utah. Mr. Trevino commended this Board for persevering with their training and that they have to be goal oriented to develop board-approved goals to effectively drive student achievement, operational efficiency and the district’s strategic plan. Mr. Trevino stated that many boards are not goal oriented and it is very difficult to fix. Mr. Trevino stated that the discussion tonight is about the governance solutions to sustaining the reform momentum and the goals and plans. Mr. Trevino stated that many school districts adopt goals to drive improvements in student achievement and operational efficiency and how the goal-setting fits into Reform Governance[®] and how board-approved goals can effectively drive measurable improvements in the district’s performance.

Mr. Trevino stated that the goal is to develop or revisit the board’s goals and commitments, select annual project goals and performance metrics that measure academic and operational performance and customer satisfaction and set targets for completion or improvement. Mr. Trevino stated that the agenda for tonight includes goals and plans and how they can drive higher performance, performance metrics, brainstorming on Elizabeth Public School goals and metrics, and the next steps.

Mr. Trevino stated that goals should not be set without the Superintendent and staff input and that policies have implications of budget and personnel. Mr. Trevino stated that the definition of a goal is the end toward which effort is directed, the definition of an objective is something toward which effort is directed, an aim, or end of action and is usually more precise than a goal and the definition of a plan is the method for achieving an end. Mr. Trevino gave an example with the goal being 3rd grade students on level, the objective is that 95% of 3rd grade students will be on level and the plan is that the superintendent and staff develop a strategy to reach the objective.

Mr. Trevino stated that organizations have a mission, vision and core beliefs, goals and commitments, and a theory of action. Mr. Trevino explained that the vision and core beliefs drive the strategic plan and the goals and commitments drive the reform policies. Mr. Trevino stated that you already have developed a mission, vision, and core beliefs and commitments. Mr. Trevino led a discussion with the Board members of the annual goals and objectives including

opening two new schools, the Board signed the lease on one building which is scheduled to open in January or February and the other school is being built by the State of New Jersey. Mr. Trevino explained that the opening of the school under construction is the goal of the State and not the goal of the Board and that the goal of the Board is to have a new school. Mr. Trevino continued the discussion of the annual goals and objectives including converting libraries into iLeap Centers, athletic field upgrades, air conditioning in schools, and student uniforms for all schools. Mr. Trevino led a discussion on the project goals with completion dates or work in progress and the status of each.

Mr. Trevino stated that performance metrics are more difficult and need input from administrators. Mr. Trevino stated that they need to be realistic about the numbers and that the Board members and staff need to define the metrics including student achievement, operational excellence and customer satisfaction. Mr. Trevino stated that the targets for performance metrics should be based on multi-year trend data for the last 3-5 years and comparative data showing how the district compares with neighboring districts, districts with similar demographics, state and national averages.

Superintendent Pablo Muñoz stated that we have performance metrics included in the district's data dashboard.

Mr. Trevino led the Board members and administrators in a discussion of the performance metrics in the data dashboard.

Mr. Trevino stated that he has been following the national recognition of the Elizabeth Public Schools and read that two Elizabeth high schools are ranked among the best in the nation and an Elizabeth High School football player received national recognition.

Mr. Trevino stated that monitoring the results is the Board focusing on the outcomes, not on the process or intermediate indicators. Mr. Trevino stated that the constituents look at the outcomes or the bottom line and that the Superintendent and staff look at the process and the intermediate indicators. Mr. Trevino led the Board members and administrators in an exercise of analysis and discussion of the goals and objectives of three school districts, ACME Independent School District, Spring Branch Independent School District, and Bastrop Independent School District.

Mr. Trevino stated that a strong board self-evaluation instrument will ensure that the board remains focused on district priorities and continuous improvement. Mr. Trevino congratulated the Board members and staff for sustaining all their reform work.

Mr. Nazco thanked Mr. Trevino for the excellent training.

On a motion by Mr. Perreira, seconded by Mrs. Castillo-Ospina, the meeting was adjourned at 8:40 p.m.

The motion was carried by the following vote:

Affirmative: Mrs. Castillo-Ospina, Messrs. Donoso, González, Padlo, Perreira, Nazco – 6

Negative: None

Harold E. Kennedy, Jr.
School Business Administrator/Board Secretary