

BOARD OF EDUCATION
(Official)

December 15, 2018
Elizabeth, New Jersey

A special meeting of the Board of Education was called on December 15, 2018 at 8:00 a.m., in the iLeap Center at John E. Dwyer Technology Academy, 123 Pearl Street, Elizabeth, New Jersey.

Board President Maria Carvalho presented the following statement at 8:25 a.m.

“Ladies and Gentlemen, good morning. 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 The Star Ledger and Cablevision of Elizabeth on December 5, 2018. 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 December 15, 2018 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 morning 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 may sign in up to the 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. Barbosa, Ms. Bathelus (arr. 8:45 a.m.), Miss Goncalves, Mr. Jacobs, Mrs. Moreno-Ortega, Mr. Neron, Mrs. Carvalho – 7

Absent: Mr. Nina – 1

Superintendent of Schools Olga Hugelmeyer, School Business Administrator/Board Secretary Harold E. Kennedy, Jr., Co-General Counsel Jonathan Williams, Esq. of DeCotiis, Fitzpatrick & Cole, LLP, and members of the public were in attendance.

Pledge of Allegiance

Board President Maria Carvalho presented the following public participation statement.

“At this time, the microphones are open for public comment to those who have signed in. 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.”

Mrs. Carvalho called upon the first public participant, Kason Little, to address the Board.

Kason Little, student, spoke about the applicant process for the Board vacancy.

Mrs. Carvalho thanked him for his comments. Mrs. Carvalho called upon the next public participant, Maria Lorenz, to address the Board.

Maria Lorenz, 103 Murray Street, stated that she was an applicant but was not contacted either way and spoke about the importance of professionalism and accountability.

Mrs. Carvalho thanked her for her comments. Mrs. Carvalho called upon the next public participant, Maria Echavarria, to address the Board.

Maria Echavarria, 321 Westfield Avenue, spoke about the interview process, SEPAC, the restraint techniques for special education, and the need for a life skills room for more than six students.

Mrs. Carvalho thanked her for her comments. Mrs. Carvalho called upon the next public participant, Iris Medina, to address the Board.

Iris Medina, 1129 Cross Avenue, spoke about special education, IEP meetings, and holding individuals accountable.

Mrs. Carvalho thanked her for her comments and stated that the Superintendent would like to speak with her. Since there were no other citizens to address the board, Mrs. Carvalho declared this portion of the public meeting closed.

Mrs. Carvalho stated that today, as we go through our governance packet, we remember that we lost a child this week and to keep Madelynn Rizzo and her family in our thoughts and prayers. Mrs. Carvalho stated that as we work today think about Madelynn and make sure that we are continuing to do the good work that we do and that it is for our children.

Mrs. Moreno-Ortega stated that we also lost a security guard at School No. 14. Mrs. Moreno-Ortega stated that she was there two weeks ago when we lost someone. Mrs. Moreno-Ortega stated that she was there to help and talked with the students and we have psychologists in the school. Mrs. Moreno-Ortega stated that we will remember him and he was in our neighborhood community for seven years. Mrs. Moreno-Ortega asked for prayers for his family.

Mr. Jacobs recognized Lorenzo Richardson, Vice President of Jersey City Board of Education who was in attendance.

Mrs. Carvalho welcomed Dr. Adrienne Bailey and Gail Davis who will be facilitating our governance retreat.

Dr. Adrienne Bailey welcomed everyone and acknowledged the availability of the Board members today for another Board retreat. Dr. Bailey stated that they have had several Board retreats and congratulated them on the amazing progress they have made. Dr. Bailey introduced her colleague, Gail Davis who is joining her in the facilitation process this year. Dr. Bailey stated that Gail is not new to Elizabeth because, as some of you may remember, ten years ago or before when the Panasonic Foundation conducted the first assessment on Elizabeth’s participation as one of our partners, Gail was in that assessment process. Dr. Bailey stated that Gail was one of the three people when we first started in Elizabeth and she was here for at least a year. Dr. Bailey

stated that Gail was at the Panasonic LAP retreats and she has worked professionally in New York City as a teacher, principal, and district superintendent. Dr. Bailey stated that Gail has worked as a consultant in Hempstead, Miami, and Louisiana. Dr. Bailey stated that we have worked in different districts but we bring a sense of experience and understanding of the work you do on both the operational level and the board level.

Dr. Bailey reviewed the general meeting norms and stated that the most important one is to reach some closure on the agenda topic, follow-up, and the next steps. Dr. Bailey stated that not everything will have finality today and asked if we don't finish it today, then where is it going to land, either on a parking lot for follow-up or get a smaller group to discuss it through and take it to a proposal. Dr. Bailey reviewed the background resources including the 2015-2020 EPS Strategy Map, EPS Steps to Success, Three High Leverage Strategies, Promise Goals, and Achievable Results (AR) Strategies.

Dr. Bailey stated that the overall goal is to further the board's effectiveness in essential areas of governance. Dr. Bailey stated that the three objectives are to continue to work toward creating a more effective and efficient Board including clarity of roles and responsibilities of Board members in the areas of policy monitoring, review and use of data, communication agreements and evaluation of the superintendent; to review results of 2017-2018 board self-assessment and develop 2018-2019 board goal; and to maintain commitment to sustainability and continuation of good governance practices.

Dr. Adrienne Bailey reviewed the agenda including the retreat start-up with the President's Welcome, the purpose and introduction of the facilitation team, retreat norms, rules of engagement, review of the retreat objectives, and agenda, review of sustainability plan including policy monitoring procedures, priorities, and updates, new member on-boarding, review and approve communications working agreements, board self-assessment analysis and results, 2018-2019 revised calendar, development of 2018-2019 customized questions, board goals, aligning with superintendent's goals and performance objectives, establishing the 2018-2019 board governance goals, and the data dashboard including the schedule, board engagement, and dissemination. Dr. Bailey stated that the retreat closure includes future topics, retreat dates, and the plus/delta assessment.

Dr. Bailey stated that the first area of work is a review of the sustainability plan including the policy monitoring procedures and new member on-boarding. Dr. Bailey stated that the sustainability plan that was created details the topics and tasks, probing questions, and board action required for each topic/task. Dr. Bailey stated that the Board did an excellent job with the on-boarding process with a plan and a schedule. Dr. Bailey stated that policy monitoring is one of the most important areas and that the role of the Board is to establish policy. Dr. Bailey stated that there are some required policies that come from the federal and state level that you have to adhere to and those typically are modified or revised every year procedurally. Dr. Bailey stated that there are policies that you feel as a Board are important. Dr. Bailey stated that it is equally important for you to monitor your policies as well as to establish them.

Dr. Bailey stated that last year the Board identified four priority policies including the data dashboard, constituent services, promotion and retention, and student code of conduct. Dr. Bailey stated that the Board did not see any need for current language change in the policies. Dr. Bailey stated the Board wanted to see specific data for these areas, to see how the policy practices were being implemented, and the different proportionate impact on certain students. Dr. Bailey stated that a review of the data will determine if there is a need for a change in the policy language. Dr. Bailey stated that when a policy is adopted, then it is the superintendent's responsibility to implement the policy. Dr. Bailey reviewed the high level steps for locally initiated board policy development, implementation, and monitoring including an implementation plan and a timeline. Dr. Bailey spoke about policy monitoring and the Board has to decide if they want to continue monitoring these policies or another policy to watch over time. Dr. Bailey stated that there is also a place where the Board can establish a new goal of establishing a new policy. Dr. Bailey stated that goal setting needs to be realistic about what can be accomplished in a certain amount of time. Dr. Bailey stated that a lot of the goals the Board had this year got done including revising the Board self-evaluation and developing a working agreement.

Dr. Bailey stated that the next item on the agenda is a review by the Superintendent of the areas that the Board identified as priorities.

Superintendent of Schools Olga Hugelmeyer stated that at the June Board retreat they agreed that what would be helpful was to have a calendar that would clearly monitor the areas that the Board prioritized specifically with regard to the data dashboard policy. Mrs. Hugelmeyer reviewed the notes from the last Panasonic LAP conference held in May 2018. Mrs. Hugelmeyer stated that the calendar includes the highlighted indicators prioritized by the Board and when the data would be available. Mrs. Hugelmeyer stated that reports in November 2018 included data on the high school graduation rate and the cohorts and the closing of the achievement gaps. Mrs. Hugelmeyer reviewed detailed data by demographics for 2011-2018 for high school graduation rate, high school dropout rate, and 9th grade retention rate; 2015-2016 through 2017-2018 staff retention rate; advanced placement enrollment percentages by demographics; and first marking period through November 14, 2018 attendance and suspension rates. Mrs. Hugelmeyer stated that the Board prioritized the implementation of the Code of Student Conduct Policy and that they paid close attention to providing the appropriate interventions.

Mrs. Moreno-Ortega stated that we have appropriate interventions and asked why the suspension rate for the Spanish population is higher than other groups.

Mrs. Hugelmeyer explained that the Hispanic enrollment for the district is 72.4% and comparatively, there will be a higher percentage of suspensions.

Mrs. Moreno-Ortega asked what will be the appropriate intervention based on the Spanish community. Mrs. Moreno-Ortega stated that in the Spanish population the parents have a lack of communication sometimes and don't speak English very well. Mrs. Moreno-Ortega stated that some of the parents say it would be great to attend some of the workshops to see how they can address a specific issue at home and asked how we can support them.

Mrs. Hugelmeyer stated that is one of the areas the Board asked for us to focus on. Mrs. Hugelmeyer stated that one of her goals for this year is for parent academies and ensuring that our principals are proactive with regard to reviewing policies with our parents, reviewing procedures, and meeting with parents on an individual basis. A discussion with the Board members and Mrs. Hugelmeyer included the concerns for parent meetings in the evenings, parent conferences, an additional back-to-school night, and the obligations of the union contract regarding evening meetings. The Board members discussed with the Superintendent the percentage of suspensions and the unfair reflection of the sub-groups, students suspended once compared to students suspended multiple times, students at out-of-district schools, and how it is being addressed. Mrs. Hugelmeyer stated that the additional information requested will be provided in an updated report. A discussion with the Board members and Superintendent included the attendance rates at the schools, the higher attendance rate for the academies, the attendance for the out-of-district students, attendance for medically excused, the comparison to the prior year for trend analysis, and staff attendance. Mrs. Hugelmeyer stated that the additional information will be provided.

Mrs. Hugelmeyer stated that one of the policies the Board decided to prioritize is the constituent service policy. Mrs. Hugelmeyer presented the data with a breakdown by categories from September through November, the trends, conclusion, and recommendations. Mrs. Hugelmeyer stated that the emphasis of the constituent service policy is that we respond to parents in a timely manner. Mrs. Hugelmeyer stated that parents are directed to speak with building principals. A discussion with the Board members and Superintendent included the way the data is collected for the report, the parent portal, and the need for phone calls with parents for conversation.

Mrs. Hugelmeyer stated that another policy that the Board decided to prioritize is the promotion/retention policy. Mrs. Hugelmeyer presented the data for summer school students from 2015 through 2018 including the percentages of those who did not attend and were retained, those who did not attend and were promoted, those who attended and were retained, and those

who attended and were promoted. Mrs. Hugelmeyer presented the data by demographics for summer school students who attended and were promoted and those who attended and were retained. Mrs. Hugelmeyer presented the data for students who attended summer school by gender and whether they were promoted or retained for 2015 through 2018. Mrs. Hugelmeyer presented data for students who attended summer school by ethnicity and were promoted for 2015 through 2018, and also by ethnicity for those who attended and were retained. Mrs. Hugelmeyer presented data by ethnicity for students who did not attend summer school and were retained for 2015 through 2018. Mrs. Hugelmeyer presented data for students who attended summer school by grade and were promoted for 2015 through 2018, and also those who were retained. Mrs. Hugelmeyer presented data for students by grade who did not attend summer school and were retained for 2015 through 2018.

Dr. Bailey thanked the superintendent for the detailed information. Dr. Bailey stated that the next area of discussion is trying to define priorities in terms of the role of policy monitoring. Dr. Bailey reviewed the policy monitoring procedures, priorities, updates, and the clarifying and probing questions including are the policy monitoring procedures clear, understanding how the four priority areas were identified for policy monitoring by the Board for 2018-2019, if there are any clarifying questions in response to the updates provided by the Superintendent, are there any probing questions related to the policy implementation updates, what additional information would you like to have, are you satisfied that based on the updates provided that you are effectively fulfilling your role/responsibility for policy monitoring and using this information for decision making. Dr. Bailey led the Board members in a discussion of the Board members feeling more engaged with the updates presented.

Gail Davis stated that the next area is the communications working agreements. Ms. Davis stated that there is a lot of conversation today that is aligned and the Board members are coming into alignment with data that affects students. Ms. Davis stated that the working agreements and protocols were drafted by an ad hoc committee of Charlene Bathelus, Jose Rodriguez, and Jerry Jacobs. Ms. Davis led a discussion with the Board members on the draft communication agreement and the areas that need additional discussion for Board to Board Communication, Board Communication to Superintendent, Board Communication to Staff, Board Communication to Community, and Board Protocol for Visiting Schools. Ms. Davis led a discussion with the Board members on the need for more conversation on the communications agreement including president's responsibilities, communications timelines, instituting town hall meetings, PTA round-tables, special needs meetings, and committee reports. Ms. Davis stated that more conversation is needed on what this is going to look like and how are you going to act on it.

Miss Goncalves excused herself from the meeting at 10:20 a.m.

Ms. Davis led a discussion with the Board members on three areas that need consensus including town hall meetings, reporting of the committee meetings at the Board meetings, and reporting the special meetings attended by Board members.

Dr. Bailey stated that the probing questions include is the language clear in describing the board members' roles and behavior expectations, are there sections that you disagree with or perceive as a challenge for you personally, are there any additions or clarifications needed, and how will the board hold itself accountable for these agreements. Dr. Bailey led the Board members in a discussion of the probing questions for the communications agreement. Dr. Bailey stated that the working agreements and protocols can be accepted if there is a consensus.

Mr. Williams stated that the consensus to adopt the working agreements and protocols can be at a formal meeting or it can be accepted at this meeting.

A motion was made by Ms. Bathelus, seconded by Mr. Neron, to accept the Working Communication Agreements and Protocols.

The motion was carried by the following vote:

Affirmative: Mrs. Barbosa, Ms. Bathelus, Mr. Jacobs, Mrs. Moreno-Ortega, Mr. Neron, Mrs. Carvalho – 6

Negative: None

Dr. Bailey congratulated the Board members and stated that one year from now this should be put back on the table and ask if we are accountable. Dr. Bailey stated that the leftover items include the committee reports and the special meetings reported at the Board Meetings in Tab 8 – Communications.

Mr. Williams stated that it can be written to adopt at the January meeting.

The Board went into recess at 10:45 a.m.

The Board returned to public session at 10:55 a.m.

Mr. Williams stated that the Board has a vacancy and according to state law, the Board has 65 days to fill the vacancy. Mr. Williams stated that the state statute states that vacancies filled by the Board shall be by a majority vote of the members of the Board. Mr. Williams stated that the NJ School Boards policy states that interviews be conducted in public by the Board. Mr. Williams stated that the notice was published on the website for applicants to submit a resume and the process was followed. Mr. Williams stated that an ad hoc committee was appointed to review and three applicants were selected to present to the Board. Mr. Williams stated that action would be taken by Monday and that is not law but that is the current schedule.

Mrs. Carvalho asked if any Board members had any comments or questions.

Mr. Neron welcomed all the candidates and commended all who applied giving their time. Mr. Neron stated that they are here to work together and look forward to a brighter future. Mr. Neron stated that this is an early Saturday morning meeting and we are here working together.

Mrs. Barbosa stated that it is important for all that submitted that you would want to work because this is important work. Mrs. Barbosa wished good luck to the top three finalists.

Mrs. Moreno-Ortega wished them good luck and thanked them for putting their name in to be a Board member.

Mrs. Carvalho welcomed former Board President Carlos Trujillo who was in attendance. Mrs. Carvalho thanked the ad hoc committee for their work. Mrs. Carvalho stated that the three applicants selected are Bryant Cordova, Nathalie Hernandez, and Christina Moreira.

Mrs. Carvalho called first upon Bryant Cordova to speak.

Bryant Cordova made a presentation to the Board.

Mrs. Carvalho thanked him and called upon the next applicant, Nathalie Hernandez, to speak.

Nathalie Hernandez made a presentation to the Board.

Mrs. Carvalho thanked her and called upon the next applicant, Christina Moreira, to speak.

Christina Moreira made a presentation to the Board.

Mrs. Carvalho thanked the candidates and stated that the Board would render a decision on Monday during the Board meeting.

The Board went into recess at 11:32 a.m.

Mr. Neron excused himself from the meeting at 11:35 a.m.

The Board returned to public session at 11:40 a.m.

Dr. Bailey stated that the next area is the Board Self-Evaluation and stated that all nine Board members participated. Dr. Bailey stated that there were general questions and customized questions. Dr. Bailey stated that the positive points of agreement include that the Board views all children achieving at high levels as their primary objective; has approved core beliefs and commitments to high achievement for all students and efficient and effective operations; members respect others, annually adopts a fiscally responsible budget and regularly monitors the district's fiscal health, works with the superintendent to develop performance objectives for evaluation that are consistent with district goals and in compliance with district policy, annually evaluates its effectiveness, maintains a close relationship of trust with superintendent and strives to facilitate her success, is fairly cohesive, not all votes are unanimous but there are not fixed factions, achieved board goals, individual member issues and concerns are perceived to be addressed by the full board, and the board employs successful strategies to deal with conflicts. Dr. Bailey reviewed the summary of fully, partially, or not present and stated that the responses are anonymous. Dr. Bailey stated that the questions and answers for all are provided. Dr. Bailey stated that discussion should elicit diverse viewpoints regarding the Board's satisfactory governance practices and improvement recommendations for both the Board and staff. Dr. Bailey asked what actions can be taken based on the results.

Ms. Bathelus excused herself from the meeting at 11:50 a.m.

Dr. Bailey led the Board members in a discussion of the priority areas for attention and areas of additional concern for the customized questions and general questions including evaluation of counsel, effective communications, governance and management, collective direction, and management and oversight. Dr. Bailey led the Board members in a discussion of the priority issues for attention and areas of additional concern including efficient and effective Board meetings, policy development, district alignment with state standards, monitoring district and school performance using disaggregated data, district's philosophy for teaching and learning, monitoring the strategy map, decision making, and expectations on the evaluation of the instructional program. Dr. Bailey asked the probing questions including do they concur with the analysis identification of the disagreements and concerns based on the results reported, and what can be done to improve the Board's effectiveness in the areas where there are identified disagreement or concerns. Dr. Bailey led a discussion with the Board members on the areas identified as concerns and the thoughts from the Board members are to park it until next year to see the trends or have conversations with everyone present. Dr. Bailey stated that the working agreement is very clear and asked how you hold yourself accountable.

Ms. Davis stated that now they have a working agreement document that will address the areas that were cloudy.

Dr. Bailey stated that one of the areas of concern is conducting more and efficient Board meetings and led the Board members in a discussion including what is the purpose of the meetings, how are the meetings procedurally, are they doing policy or operational work, and updating the Board calendar dates for meetings, public hearings, and retreats. Dr. Bailey stated that there is one question about the philosophy of teaching and learning that the Board members

answered partially present. Dr. Bailey led the Board members in a discussion including what more should the superintendent be doing about this to create a vehicle for the Board members to be able to answer fully present to this question.

Mr. Neron returned to the meeting at 12:35 p.m.

Dr. Bailey led the Board members in a discussion of the implementation plans and strategies for the Strategy Map that are not clear for some Board members.

Mrs. Hugelmeyer stated that the philosophy for teaching and learning provides a strategy for achieving goals. Mrs. Hugelmeyer stated that at the next retreat she will present the philosophy for teaching and learning for the Board members to understand.

Mr. Neron stated that the Board adopts resolutions each meeting and asked how are we going to execute and who is going to implement the resolutions that we pass into strategy and carve out.

Dr. Bailey led a discussion with the Board members and Superintendent on the resolutions, policy reform, the Strategy Map, the tremendous demand from the Department on the role of the principals and the need for advocacy work for that on the State level. Dr. Bailey stated that the Strategy Map can be discussed at the next retreat for further unpacking and discussion.

Dr. Bailey reviewed the calendar for the 2018-2019 Board Self-Evaluation with the revised customized questions being solicited in December, develop and update the customized questions in January/February, by May 1 have the electronic self-evaluation form distributed to Board members, and by September be able to possibly revise the Board goals. Dr. Bailey stated that the probing questions for the Board Self-Evaluation include do they concur with the analysis identification of disagreements and concerns based on the results reported, and how can the Board improve its effectiveness in the targeted areas.

Dr. Bailey stated that the next area is the 2018-2019 Board Goals. Dr. Bailey reviewed the 2017-2018 Board Goal statement and the Superintendent's Goals. Dr. Bailey led the Board members in a discussion of the qualitative and quantitative goals and the status of whether they were completed, making progress and reaffirm continued work. Dr. Bailey reviewed the 2017-2018 Board Goals and stated that the Board completed the first goal from last year to reach a consensus on a defined set of communications expectations. Dr. Bailey stated that the Board has made good progress on agreeing on annual Board governance goals along with a structure and work plan schedule. Dr. Bailey led the Board members in a discussion of the establishment of the 2018-2019 Board goals including that the Board is reaffirming and continuing with the four priority policies, supporting the teaching and learning agenda, participating in professional development retreats and workshops, setting an annual calendar and completing and analyzing the Board self-assessment, and providing increased opportunities for student, staff, and community engagement with the Board school community. Dr. Bailey stated that in January the Board should form a resolution to adopt the Board goals. Dr. Bailey asked if there were any new goals.

Mr. Jacobs stated that he has been working on an equity policy. Mr. Jacobs read the draft policy and presented a PowerPoint of the draft equity policy.

Dr. Bailey led the Board members in a discussion of policy development, policy reform, and a policy committee. Dr. Bailey stated that the Board should focus on creating policies rather than an operational focus and create a policy on equity. Dr. Bailey led a discussion with the Board members on what equity means, unpacking the philosophical and budget implications, and the need for a possible phase-in period.

Dr. Bailey stated that the last area is the data dashboard schedule, board engagement and dissemination. Dr. Bailey led a discussion with the Board members on what should be the

schedule for the Board to receive and review required and prioritized data reports included in the data dashboard, how will the Board be involved in the review, understanding and use of data for decision-making to improve student achievement and close achievement gaps, and how should the data be disseminated.

Mrs. Hugelmeyer stated that she will continue to provide reports with the actual discussion of data at the next retreat.

Dr. Bailey stated that the next retreat could be scheduled for February or March. Dr. Bailey stated that they could have fewer topics with more in-depth discussions. Dr. Bailey stated that our best practices are being implemented in other districts. Dr. Bailey presented a communication, *Dig for Data, Celebrate Progress* from the Highline Public Schools showing how the data is disseminated including an interactive annual report to dig deep into the data and review their progress in their online report using visualization software.

Dr. Bailey commended the board members and administrators on their work and led a discussion of the evaluation of the retreat and asked if the retreat objectives were met, overall did this retreat effectively serve your needs, how satisfied were they with the facilitation of the retreat, sufficient Board member participation, content of the material provided, were the binder resource materials useful in supporting the agenda topics and helping the board think about the retreat issues, usefulness of work products, protocols, and agreements, adequate length of the topic sessions, and the adequateness of the facility.

Dr. Bailey and Ms. Davis thanked the Board for allowing them to serve the Board today.

Mrs. Carvalho thanked Dr. Bailey and Ms. Davis for facilitating this retreat. Mrs. Carvalho stated that this work builds a bond together with the Board members and with the Superintendent and staff.

Mrs. Moreno-Ortega thanked them for their work today.

On a motion by Mrs. Moreno-Ortega, seconded by Mrs. Barbosa, the meeting was adjourned at 2:46 p.m.

The motion was carried by the following vote:

Affirmative: Mrs. Barbosa, Mr. Jacobs, Mrs. Moreno-Ortega, Mr. Neron,
Mrs. Carvalho – 5

Negative: None

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