

BOARD OF EDUCATION  
(Official)

June 9, 2018  
Elizabeth, New Jersey

A special meeting of the Board of Education was called on June 9, 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 9:00 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 June 2, 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 June 9, 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, Mr. Jacobs, Mrs. Moreno-Ortega, Mr. Rodriguez,  
Mrs. Carvalho – 5

Absent: Ms. Bathelus, Miss Goncalves, Messrs. Neron, Nina – 4

Superintendent of Schools Olga Hugelmeyer and School Business Administrator/Board Secretary Harold E. Kennedy, Jr. were in attendance. No members of the public were present.

Pledge of Allegiance

Mrs. Carvalho 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.”

Since there were no citizens to address the board, Mrs. Carvalho declared this portion of the public meeting closed.

Mrs. Carvalho welcomed everyone and thanked the Board members who took time out of their busy lives for training to better the education of the children. Mrs. Carvalho welcomed the Panasonic Foundation Facilitation Team Members Senior Fellow Kaili Baucum and Senior Consultant Adrienne Bailey.

Senior Consultant Adrienne Bailey welcomed everyone and introduced Senior Fellow Kaili Baucum. Senior Consultant Adrienne Bailey reviewed the agenda including the retreat start-up with the President's Welcome, the purpose and introduction of the Panasonic Foundation Facilitation Team, retreat norms, rules of engagement, review of the agenda and retreat objectives, policy updates and recommendations from LAP including the data dashboard, student code of conduct, constituent services, and promotion/retention, superintendent's evaluation, complete progress monitoring of the 2017-2018 Board governance goals, sustainability plan including new member on-boarding, annual development of work plan, Board self-evaluation, annual establishment of Board governance goals, and increased community engagement. Dr. Bailey stated that the retreat closure includes the plus/delta assessment.

Dr. Bailey reviewed the general meeting norms and 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, fiscal oversight, communications agreements and evaluation of superintendent; to complete progress monitoring of Board goals for 2017-2018; and to secure commitment to sustainability and continuation of established governance practices.

Dr. Bailey stated that the area of policy is one of the Board's most important roles. Dr. Bailey stated that there are two types of policies, those that come from external sources such as federal and state government and those that are initiated here locally. Dr. Bailey stated that Board members take a stand on what things are important to you. Dr. Bailey stated that equally important to not only establishing the policies is monitoring the policies and there has to be a procedure for doing that. Dr. Bailey stated that the objective for this session is to agree on the metrics and timeline for monitoring four priority policies. Dr. Bailey reviewed with the Board members the high level steps for locally initiated board policy development. Dr. Bailey stated that the implementation and monitoring include that the superintendent and the Board determine the need for a policy or policy revisions to guide locally initiated goals and operations; the policy presentation shall include an implementation plan defined as a regulation and/or exhibit to ensure that the policy will be implemented in a manner that meets the intention of the policy; the superintendent shall propose a calendar and metrics for Board review of policy implementation, quarterly or semi-annually; and on an annual basis the Board and superintendent will determine which policies will be monitored and what quantitative and qualitative information will be included in the monitoring of each policy.

Dr. Bailey stated that the priority policies including data dashboard, student code of conduct, constituent services, and promotion/retention. Dr. Bailey stated that the probing questions include what clarifications are needed; are proposed metrics, timelines and recommendations acceptable; is there anything missing; how should the rest of the Board be informed; and what should be the next level of work.

Dr. Bailey stated that the work this morning includes examining policies that are scheduled for revision and asked what they want in terms of metrics and timeline. Dr. Bailey stated that the first priority policy is the data dashboard policy and asked Mr. Jacobs to share with the Board a summary of the work accomplished of the data dashboard policy at the Panasonic Leadership Associates Program (LAP) Conference.

Mr. Jacobs read the LAP discussion notes for review of the data dashboard policy including discussion about identifying the best structure for monitoring student performance and including data topics as part of the Board agenda meetings. Mr. Jacobs stated that the Board reviewed the Scorecard and prioritized the data that was most important for further review and requested that district personnel explore data systems to enhance central office and school capacity. Mr. Jacobs stated that the Board reviewed the mentoring and implementation plan and a Board calendar will be created that includes the timelines for when the data becomes available and a Board report will be generated with the graphical representation of the data.

Mr. Jacobs commented that the data dashboard timeline will help us keep on top. Mr. Jacobs stated that the highlighted items are the ones that the Board has identified as most important and will dive into and that the graphs make it easier to understand.

Mrs. Hugelmeyer stated that when the data is available it will be reported to the Board at the agenda meeting. Mrs. Hugelmeyer stated that the Date Available has been amended to provide the data quarterly as requested at the superintendent evaluation meeting.

Mr. Rodriguez requested that the Source4Teachers fill rate be broken down by school with a quarterly report. Mr. Rodriguez asked if the Scorecard Indicator No. 36 can be modified to take it beyond the first day of school.

Dr. Bailey stated that the request should be institutionalized.

Mrs. Hugelmeyer stated that Indicator No. 36 of the Scorecard will be revised.

Dr. Bailey stated that the role of the Board is to govern and spoke about the involvement of the Board in relation to the student code of conduct policy.

Mrs. Carvalho read the LAP discussion notes for review of the student code of conduct policy including that there are currently no policy revisions required. Mrs. Carvalho stated that the discussion focused specifically on the tiered interventions and support for students in kindergarten through grade 12. Mrs. Carvalho stated that the discussion included that all principals will be trained on the enhancements to the system that include improved reporting features. Mrs. Carvalho stated that communication strategies were discussed in an effort to better facilitate communication to our school community about how students will be properly supported. Mrs. Carvalho stated that the monitoring and implementation plan include that Board reports will be generated that provide the district and individual schools' performance data disaggregated by race and gender inclusive of a brief summary. Mrs. Carvalho stated that the data will consist of suspension and the type of intervention and supports provided and the reports will be provided to the Board in January and June.

Mrs. Moreno-Ortega spoke about the teamwork that took place to create the tiered interventions and how we are responding to our student's needs.

Mrs. Carvalho stated the importance of understanding what we are doing and how we roll things out. Mrs. Carvalho stated that we have an opportunity to engage the parents at the beginning of the school year and ensure that they are informed and we need to have accurate information.

Mr. Jacobs spoke about the online update of verification of addresses and databases of parental information.

Mr. Rodriguez spoke about the importance of culture and how important it is for parents to make education a priority. Mr. Rodriguez stated that parents need to know how involved they need to be in their children's education. Mr. Rodriguez stated that we must model this for our parents and we need to teach parents what we would like them to do.

Mrs. Hugelmeyer stated that consistency is the key in school presentations and messages at all schools and to have all PTO presidents meet and have consistent messages. Mrs. Hugelmeyer stated that there could be a re-registration process on PowerSchool to create a more accurate database.

Mrs. Barbosa discussed the welcome back packet and whether we are including information about PowerSchool. Mrs. Barbosa asked how we know if all parents are using

PowerSchool. Mrs. Barbosa stated that there needs to be a level of training for parents and it is important that all teachers train parents on how to access PowerSchool.

Mrs. Carvalho stated that there needs to be consistency of the back to school packets and the timing of packets. Mrs. Carvalho stated that the parents need to receive the packets at the same time. Mrs. Carvalho stated that PowerSchool usage reports are needed.

Mrs. Hugelmeyer stated that the elementary packets can be mailed in July and the high schools in August.

Mr. Jacobs stated that a letter be sent to all parents before school ends about updating their information online through PowerSchool and that consistent training for parents be provided over the summer.

Mrs. Moreno-Ortega requested that the Work Plan include all of the recommendations made.

Dr. Baucum stated that the next priority policy is constituent services and asked Mrs. Carvalho to share with the Board a summary of the work accomplished of the constituent services policy at the Panasonic LAP Conference.

Mrs. Carvalho read the LAP discussion notes for review of the constituent services policy including the current format of the reports provided to the Board, discussion of communication strategies in an effort to better facilitate communication to our school community. Mrs. Carvalho stated that the discussion included the Board recommendation to have the reporting procedures for constituents be provided on the website and also the student handbook. Mrs. Carvalho stated that the discussion included that no policy revision is required and a review of the current practices and procedures was discussed with the following recommendations: the parental concern process should be publicized and ensure it is reinforced on the EPS website and in the student handbook, reinforce parent training at back to school night, and additional PowerSchool training for parents. Mrs. Carvalho stated that the monitoring and implementation plan included the monthly cumulative report showing if an issue is ongoing, resolved, or not resolved. Mrs. Carvalho stated that the edits to the report should include percentages, the percent of reports referred back to the principals, and the timelines as outlined in the policy.

Mrs. Carvalho stated that she would like information with regard to how the matter was resolved. Mrs. Carvalho requested a monthly cumulative report that indicates whether the matter was resolved or is ongoing.

Dr. Baucum stated that the last priority policy is promotion/retention and asked Mrs. Moreno-Ortega to share with the Board a summary of the work accomplished of the promotion/retention policy at the Panasonic LAP Conference.

Mrs. Moreno-Ortega read the LAP discussion notes for review of the promotion/retention policy including that no immediate policy revisions are needed; however, pending review of the data, future conversations may include possible policy revisions. Mrs. Moreno-Ortega stated that the monitoring and implementation plan include that the Board reports will be provided by individual schools and disaggregated by race and gender, enrollment by total population, grade level, gender and race including percentages, and attendance and performance. Mrs. Moreno-Ortega stated that a status report will be provided to the Board with regard to the progress of the conversations with Union County Educational Services Commission and the development of a Sunset Program.

Dr. Baucum led Board member discussion that our district provides regular updates to our policies in accordance with NJ School Boards Association. Dr. Baucum led the Board

members in a discussion of how the rest of the Board should be informed. The Board members decided that the work will be memorialized through the retreat minutes and the Board Work Plan.

Senior Fellow Kaili Baucum stated that the next area of work is the superintendent's evaluation including reviewing the evaluation policy and tool, identifying questions and concerns, and report out of questions and concerns. Dr. Baucum reviewed an excerpt from the approved revised Board Self-Evaluation that the Board annually works with the superintendent to develop performance objectives for evaluation that are consistent with district goals and in compliance with district policy. Dr. Baucum led a group discussion reviewing the policy and proposed change to the data dashboard policy based on Board feedback to recent evaluation.

Mrs. Barbosa questioned whether there is an opportunity to align the evaluation timeline to that of the Superintendent evaluation.

Mrs. Moreno-Ortega stated that the New Jersey School Boards Association has a superintendent evaluation that includes new standards such as family engagement.

Mr. Jacobs stated his concern with conversation about sustainability in relation to completing the board goals and that the sustainability plan will be forwarded to all Board members.

Dr. Bailey stated that the last area today is the progress of the 2017-2018 Board goals. Dr. Bailey instructed one group of Board members for small group discussion of Goals 1-4 and another group of Board members for small group discussion of Goals 5-7. Dr. Bailey instructed each group member to read the assigned goals and make individual notations on the prior described accomplishments along with recent progress from April 2018 to present, evidence, and what is in need of attention and then share their notations. Dr. Bailey instructed each group to report to the full Board and then additional progress notations will be solicited from the alternate group members. Dr. Bailey stated that at the end of each goal statement, each Board member will assess each goal on their individual work sheets and then post their assessment on chart paper. Dr. Bailey stated that the goals include reaching consensus on a defined set of communications expectations; agree on annual Board governance goals and work plan; develop, update and monitor policies and procedures in the priority areas of data dashboard, constituent services, promotion and retention, and student code of conduct; learn and support the district's teaching and learning agenda; participate in professional development through retreats and workshops; set annual calendar, complete and analyze Board Self-Assessment with attention to priority areas of improvement including monitoring and fiscal responsibility; and provide increased opportunities for community engagement with the Board. Dr. Bailey stated that a final determination will be made as to whether the Board has accomplished its goals for 2017-2018. Dr. Bailey stated that areas of further attention should be related to incomplete goals.

Dr. Bailey stated that the next area of work is the sustainability plan and the probing questions including what should be added, what went well for you, what did you struggle with, and what improvements are needed. Dr. Bailey instructed the Board members to review the attachment on the New Member On-boarding including the required State of New Jersey mandated training for Board members provided by NJSBA. Dr. Bailey instructed the Board members to examine the probing questions and confirm responsible persons. Dr. Bailey instructed the Board members to review the attachments and timelines for the Work Plan, Self-Evaluation, Annual Goals, and Communications Agreement and examine the probing questions and Board action required. Dr. Bailey instructed the Board members to review Board Goal No. 7: Increased Community Engagement and establish an ad hoc committee to recommend plan of action by a certain date. Dr. Bailey led the Board members in a group discussion on increasing community engagement.

Dr. Bailey commended the board members and administrators on their work and led a brief discussion of the evaluation of the retreat and asked if the retreat objectives were met, overall did this retreat effectively serve your needs, and the retreat attributes including the usefulness of the material provided, usefulness of work products, protocols, and agreements, adequate length of topic sessions, and sufficient Board member participation, and the adequateness of the facility.

Dr. Bailey stated that they want the Board members to constantly remember the interests of all students' performance and remember their commitment to closing the achievement gap. Dr. Bailey stated that the fact that all students get better is okay but we still have a differential and disproportionality between some groups which are driven by race, ethnicity, poverty, and other things. Dr. Bailey stated that you want to look at your data and say what are we doing not only to move forward but what are we doing to close the achievement gap. Dr. Bailey stated that the goal aligns with our Panasonic Mission and we hope that you will hold yourself accountable to that.

Dr. Bailey stated that the favorite quote of Dr. Larry Leveritt, Dr. Baucum, and herself is by Ron Edmonds, "We can, whenever and wherever we choose, successfully teach all children whose schooling is of interest to us. We already know more than we need to do that. Whether or not we do it must finally depend on how we feel about the fact that we haven't so far."

Dr. Bailey thanked them for their time today and for the opportunity to serve you not only today but for the last ten years. Dr. Bailey stated that they have invited everyone to their farewell celebration on Monday with as many people as they can convene who have been involved in their relationship over the last ten years.

Mrs. Moreno-Ortega thanked them very much for their partnership.

Mrs. Carvalho thanked Dr. Adrienne Bailey, Dr. Kaili Baucum and all of the Panasonic Foundation partners we have had throughout the years. Mrs. Carvalho stated that they have kept us on task, kept us focused, and helped us become the district that we have today. Mrs. Carvalho stated that we, here in Elizabeth, truly thank them for helping us be who we are today. Mrs. Carvalho stated that hopefully we can figure out a way to continue working with them because we need people to keep us on task.

Dr. Baucum stated that it has been a joy working with everyone.

On a motion by Mr. Rodriguez, seconded by Mrs. Moreno-Ortega, the meeting was adjourned at 1:40 p.m.

The motion was carried by the following vote:

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

Negative: None

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