

V. Approval of July 17, 2018 Work Session Minutes

Motion by: M. Hoffmaster Seconded by: N. Santucci

Roll Call Vote:

Dr. John Richard	Yes	<u> x </u>	No	<u> </u>
Nicholas Santucci	Yes	<u> x </u>	No	<u> </u>
Vincent Shivers	Yes	<u> </u>	No	<u>Absent</u>
Dr. Maria Hoffmaster	Yes	<u> x </u>	No	<u> </u>

VI. Approval of August 3, 2018 Work Session Minutes

Motion by: M. Hoffmaster Seconded by: N. Santucci

Roll Call Vote:

Dr. John Richard	Yes	<u> x </u>	No	<u> </u>
Nicholas Santucci	Yes	<u> x </u>	No	<u> </u>
Vincent Shivers	Yes	<u> </u>	No	<u>Absent</u>
Dr. Maria Hoffmaster	Yes	<u> x </u>	No	<u> </u>

Dr. Richard opened the meeting and provided insight into the work sessions that were held over the summer. During the sessions no formal action took place. There were in depth discussion on district curriculum and instruction along with strategic plan updates and adjustments.

Dr. Richard then introduced Dr. Marva Kay Jones who now serves at the Senior Executive Director of the Center for Continuous Improvement. She oversees school improvement and will work with Academic Distress Commissions. Dr. Jones spoke and provided a brief summary of her career background and how she looks forward to working with the commission and district.

Dr. Richard then gave the floor to Krish Mohip, CEO who provided an overview of the possible revisions to the Youngstown School District Strategic Plan. The possible revisions were discussed during the summer work sessions. (Refer to the power point slide presentation).

Mr. Mohip explained that in July of 2016, district students and community members began the process of creating the strategic plan and another three additional months to refine and finalize the plan. The plan covers a three year span, of which the district is now entering its third year. No revisions have been made over the past 2 years and it was time to make updates. The proposed revisions were submitted for feedback to both district and building leadership teams, district parents, community leaders, teachers and the Youngstown City Council Education Committee.

Mr. Mohip presented the proposed revisions of the Youngstown City School District Strategic Plan (Refer to artifact).

Feedback from ADC members regarding the proposed strategic plan revisions were received accordingly:

Goal I, Objective A, Strategy 2

Monitor and *provide weekly feedback* on high-quality instruction through classroom observation tied to the Ohio Learning Standards and the Depths of Knowledge

Feedback: Dr. Richard asked if this is primarily for building administrators or some of the academic coaches.

Mohip responded that instructional framework specialists (IFS), give feedback as well as principals and assistant principals. Principals and Assistant Principals spent over seventy (70) hours in professional development last year to learn what instructional framework is and how to give feedback on it. The IFS received over one hundred (100) hours in professional development, so they could be strong in delivery of feedback. Staff is also being trained on the “depths of knowledge” with the goal that everyday classroom instruction matches the rigor called for in the Ohio Assessment blue print.

Goal II, Objective A; Strategy 1 & 2

Strategy 1 – Deliver high-quality instruction and support *aligned to the Ohio Learning and Extended Standards and Ohio’s Assessment Blue Prints* for students receiving Special Education Services.

Strategy 2 – Deliver high-quality instruction and support *aligned to the Ohio Learning and English learning Proficiency (ELP) Standards and Ohio’s Assessment Blue Prints* for students receiving English Learner services.

Feedback: Dr. Hoffmaster requested that for the extended standards and assessment; can there be a separate strategy that focuses on the deconstruction of standards and creating balanced assessments. She explained that this is a critical piece that we do not want to get lost.

Mr. Mohip mentioned to also separate and add an additional deconstruction strategy in reference to Goal, II, Objective A; Strategy 2 also.

Goal II, Objective B, Strategy 4

Create, implement and monitor student personalized learning plans focusing on growth in all subject areas.

Feedback: Dr. Richard asked what grade levels were being looked at? Mohip responded, all grade levels.

Richard asked if there was any type of trajectory for a student's path of what they desire to be career wise, etc.? Mohip responded that it is easier for grades 3-11 by using NWEA and also looking at the alignment with Lexile numbers. We want to build the relevance with learning for their goals in life. Grades K-2 is still being looked at.

Dr. Richard asked if there was a report geared for parents about their child's personalized learning plan. Mohip responded that it is in the works, currently the district issues to parents weekly BAG reports (Behavior, Attendance and Grades). Currently, there are weekly parent reports that are being utilized that come from the DEIBELS, NWEA and Istation systems.

Dr. Richard applauded Mohip for going with the personalized plans. The student, parent and teacher as a whole should understand the trajectory of what the Lexile scores provide from each academic year. Richard explained that this could be a powerful instrument. Mohip said this in the early stages and that we need to make it more relevant. Further discussion would take place.

Dr. Hoffmaster requested for an Early Literacy Strategy somewhere in the plan. She responded that we want to eliminate the achievement gap early. It is critical to identify the needs before a gap begins when a child is young. Mohip responded that this can be built into Goal 1 of the Strategic Plan.

Goal III, Objective B; Strategy 2

Develop a council of agencies to support the district mission.

Mohip commented that this strategy will be removed. Eastern Ohio Education Partnership, a non-profit agency provides this service and there was no need for the district to replicate this. Dr. Richard mentioned to note that information in the plan for revision.

Goal IV, Objective A; Strategy 2

Partner with the greater community to attract new teachers, including those that are reflective of the student population.

Dr. Richard commented that this is a statewide and nationwide issue, especially for minority recruitment. It is a struggle nationwide, it is not just Youngstown. There is a struggle to attract people into the profession that are a reflection of our communities.

In closing for the proposed revisions portion of the meeting, Dr. Richard mentioned the next steps in finalizing the revisions of the Strategic Plan. He said to finalize the minor changes and submit them back with final documentation to ADC members. Once finalized the revisions can have formal approval at the next regular ADC meeting.

VII. Review of standards-aligned curriculum and instruction

Mohip explained that the district is entering into its second year of standards based planning. Last year's goal was to introduce the standards to the teachers and unpacking the standards. The specific goal this year is daily instruction aligned to the scope and sequence that engages students and activities in critical thought at DOK (Depth of Knowledge) level 2 or higher. Mohip introduced Maria Pappas, who will serve as the Chief Core Curriculum.

Maria Pappas, Chief of Core Curriculum provided brochures about her department and explained the role of the core curriculum team in supporting key areas of the alignment of ELA, math and science scope and sequence to the Ohio blueprint, unpacking standards, implementation of depths of knowledge, creation of curriculum maps, weekly standards based lesson plans, and the alignment of district resources to the Ohio learning standards.

The mission of the department is to assist teachers and instructional leaders with standards based planning, the development of researched based strategies, and high quality alignment of content standards that are deconstructed and matched to resources and quarterly interim assessments that provide a laser focus to the instructional framework, professional development and the overall transformation of the Youngstown City School District. She mentioned that it has been enriching and positive to see teachers working on learning targets and curriculum maps. During a recent grade level release day, every teacher in grades K -12 reading, English language arts, and mathematics came together for a full day of professional development/teacher collaboration sessions for grades K-12.

Lauren Olson-Sadlak, Instructional Framework Specialist and Internal Facilitator of professional development provided an overview of what is actually been done through the process of unpacking the Ohio learning standards. She mentioned the web-based teacher professional development calendar on the district's website that Michele McCaughtry, Deputy Chief of Professional Development developed. The calendar allows the teachers to see what professional development is being offered in the district by month and also the teacher can see the revised scope and sequence, the agenda, curriculum map template and a copy of the presentation for that session. She provided specific details of a typical professional development session. She also mentioned that Dr. Hoffmaster attended one the sessions and was able to see how the teachers collaborated and the in depth conversations on unpacking the learning standards.

Dr. Richard mentioned that during the summer months this was a focus and that grades 3 – 8 ELA and math are critical tested areas and that in order for the district to exit from the academic distress commission. He wanted to know how comprehensive the district is in unpacking the standards and the curriculum maps in those areas grades 3-8? He explained that as a leader, you should be able to walk into any classroom and know what standard we are teaching to, where it is on the curriculum map, how it is aligned to state assessments, the blue print, etc. What is our comfort level right now today?

Sadlak responded that she believes the teachers are seeing it differently than they did last year, you can definitely see the movement and the "ah ha" moment in what actually the standard requires them to do for full mastery.

Mohip stated that it goes beyond just the “unpacking of the standards. We are looking at scope and sequence daily and at TBT meetings. All teachers have been asked to put their lesson plans on their doors. If anyone walks through and goes into the classroom you can actually see what the teacher is teaching. We are looking at in multiple ways, he stated that he knows and feels the sense of urgency to make sure we teach the standards to the correct level of rigor and mastery that the blue print calls for. Essentially the classroom instruction should match what the AIR assessment looks like. He said we are going to push for the department of core curriculum to do this and to get the teachers the interim assessments before they start teaching. He desires for the teachers to look at the assessments which are going to be aligned to the AIR assessments so they can see exactly see what their students need to master by the end of five weeks and what our definition of master looks like so they can teach towards that. The core curriculum team is doing one small part of the comprehensive approach to making sure what happens in the classroom is effective.

Jennifer Walker, Wilson Elementary Principal and 2009 Ohio Teacher of Year shared her perspective on the standards-aligned curriculum and instruction and how this translates for building principal. In regards to the grade level meetings, she said this has allowed her teachers to deconstruct the standards with their peers within their building and with other district building teachers. Some of the teachers do this on their own time, which this allows them to deepen their understanding of the standards. Teachers submit their weekly lesson plans using the gradual release and responsibility format. As an administrator we can provide feedback on lesson plans which makes it easier to see the alignment from the very beginning of focus instruction and the purpose statement all the way down to the exit slip or sometimes the lack thereof. This allows feedback so that we are truly assessing what we say we are assessing. She said most her teachers are year 1 – 4, which are resident educators. She said that by using backward design, her teachers took the state practice test through the lens of a student. They used a planning tool to think about the rigor of the assessment. As a teacher herself, she explained that it was a challenge to meet the needs of students where they were, which we know as for the most part is below grade level but also adding rigor and high expectations. Our teachers are kind, understanding and love their kids, but at times they don’t want to add another layer of frustration to our kids. She feels that the teachers don’t purposely lack rigor in their instruction, they are trying their best to meet kids where they are. We know that if we want to get our kids up to where they need to be, we have to add that rigor while providing the structure and scaffolds that they need. She further explained that as administrators we do have to be instructional leaders; learning tours are done every week for every teacher and the feedback from the observation is entered into Kick-up program. After submitting the feedback, the teacher instantly receives an email with feedback. That feedback is aligned with gradual release and responsibility. In each of the buildings there is an instructional framework coach, they specifically create a schedule for teachers according to their feedback to make sure teachers are understanding. Teachers seem to be excited about the process and they want to gain more understanding.

Dr. Richard thanked Mrs. Walker for coming back to the district to work directly with our students.

Cindy Johnson, 6th grade ELA/Social studies teacher provided reflections on what this has meant to her. She said that under the leadership of Mr. Mohip, she has seen a lot of positive changes for the district. She stated change is hard at first, messy in the middle and gorgeous at the end. She reflected her experience of learning to unpack the standards. She said after going to the professional development, her team better understands the standards more thoroughly and what our students need to be doing on a regular basis to master these standards. By unpacking the standards, this has helped teachers to find new ways as a team, to make our lessons come to life for our students so that everyone can understand. She explained the approach to curriculum planning has been very useful in helping the district develop a thoughtful, rigorous and well aligned curriculum that can be used to help students master the demands of the standards for years to come. She thanked Mr. Mohip for moving the district in the right direction.

Dr. Richard commented that during the summer work session, standards alignment curriculum was the common theme in “what” is being taught and he said he would like to be in the classroom to see how the connections are made with students. It sounds like there is good work going on.

VIII. Review of financial statements

A.J. Ginnetti, Deputy Chief of Finance spoke about the district finances. He said we are still running on the 90 day temporary appropriation. He and Mr. Mohip are finalizing the budget which is due to the Mahoning County Auditor the beginning of next week. The five year forecast is being worked on and due in October. He explained the beginning of the school year tends to be heavier on expenses, August was a three pay month (not a two pay month) as well as preparing for the new school year, school supplies, etc.

Dr. Richard asked that as the budget is finalized, please provide the budget to the ADC members ahead of time so they can review and the same manner for the Board of Education members. Mr. Ginnetti mentioned that he is scheduled to present the district financials at the 2nd board meeting scheduled in October. Dr. Richard requested the date of the meeting, so that he could attend.

Ginnetti reiterated that per Dr. Richard’s request, for communications purposes he sends the same information at the same time which includes the district budget and 5 year forecast. Dr. Richard mentioned that the commission would like to see the reports ahead of time for the reason, so that Mr. Ginnetti can be prepared for any questions the members may have.

IX. Public Comment Period: (Comments must pertain to the district strategic plan or meeting agenda; 5 minutes per person, 30 minutes maximum in total)

Basia Adamczak, 7th ward Youngstown City Councilwoman and Chair of education committee, city school graduate and parent of two children that attend YCSD explained personally how sending her daughters to Youngstown City Schools was the best choice she could have made for her children. She expressed her support of HB 70 and how the interventions set forth through Mr. Mohip's leadership has now allowed her daughter to achieve honor roll for the first time. This is the first time in a decade that the community has been engaged with the school buildings. She also expressed that this should not be political and that the students and our future.

Alys Scott, Rayen Early College student and daughter of Councilwoman Adamczak expressed her thoughts about all the positive things going on in Youngstown City School District and how Mr. Mohip has helped the entire district and kids. She said that he wants the best for the schools and that she is glad to be a part of YCSD.

Santucci took a moment to congratulate Ms. Adamczak's daughter on the achievement of her honor roll.

Julie Clark, Assistant Principal at Chaney spoke about her background in the district and the importance of ICLE in the high schools. She commented that the professional development through ICLE has been helpful in showing that relationship is important and that we have to keep the student first. She said the standards will remain consistent but the student relationship is a factor. She noted a positive highlight that last year 98.5% of Chaney students graduated. The tools and resources are here in the district, we just have to use them properly.

Angelo Perruzzi, Jr., community member presented documentation to the ADC members regarding the district's 5 year forecast in relation to previous years. He provided his reasons why the school improvement program is not fiscally sustainable. He based his documentation from the May 2018, 5 year forecast of the general fund, which resulted in a forecast reduction of approximately \$11 million, 50% of the general fund's unencumbered balance in one year. He stated that this practice results in violation of the amended substitute house bill 70, section 3302.10 E2 and the major assumptions for explanations were weak and they don't correspond. He asked if ODE reviewed the forecast.

Dr. Richard responded that yes they did review it, but could not comment on the fiscal consultant's behalf.

Kristen Italiano, Youngstown State University Project PASS Coordinator spoke about their current partnership with district for literacy tutoring program since 2014-2015. The program has grown to assist 2nd, 3rd, 4th and 5th graders within the district. Every semester approximately 300 YSU students work with district students during non-academic time. She commented that within her position, she and her team work with all facets of the district from senior leadership, principals, teachers, and elementary students. Her team are well received by the teachers. They have observed a positive difference in the district. In monitoring the program since it's beginning there is a positive calmness in the district and evidence of academic growth is taking place from her perspective as a stakeholder and community partner. She thanked the district for the partnership.

Reverend Lewis Macklin, local Pastor of Holy Trinity Baptist church and parent of two students that will be graduating this year. He commented about the YREC high school ribbon cutting of their beautiful newly renovated building. He mentioned that he believes the district is headed in the right direction and we need to stay the course being diligent, attentive and proactive. He said if there was an error or issue with House Bill 70 it would be to engage the school board members. If the goal is to turn the school back over to the citizens and community, we do need to involve them. Everyone is being

developed except the school board members. There should be mentorship, best practices, they should know what it looks like if the ultimate goal is to return the district back to the citizens. He said this part of the conversation is missing.

He said the climate and culture in the district is wonderful. He suggested that as we look forward, think forward now to the next 5 years with the strategic plan. He said to have a progressive and innovative mindset even when change can sometimes be difficult. He said for those that are against House Bill 70, the best way to fight it is with the students achieving. Ultimately when they soar, we all rise. He spoke about the importance of preparing for the future and preparing the school board of what needs to be done if the school returns back into their hands. He expressed for the district to please change with sound reasoning.

Dr. Richard extended an invitation for Rev. Macklin to engage in further conversation and Rev. Macklin accepted.

Madonna Barwick, biology teacher at Chaney High School and 1985 Chaney graduate commented how she is a part of the district leadership team. She explained what is working from the strategic plan. She shared the importance of the components and process of lesson plan development and also having the students' NWEA results and data. She shared her personal teaching reflection within her classroom and how she redesigned her lesson plans to teach her students in a more effective manner.

Julius Oliver, 1st ward Youngstown Councilmember and City Council Vice-Chair of the Education Committee. He spoke on the community engagement portion of the strategic plan. He reflected on how years ago before he became a council member he attended an event at one of the schools, the auditorium was full with students but there were basically no parents there to support. He stated that through the community engagement initiative of the strategic plan, local organizations have come into the district to not only engage the students but also the parents. After the renaming of the East High mascot back to the Golden Bears, organizations and parents are engaging themselves. At one East high school game there was approximately 400 parents in the stand, where at one time in the past for an East High championship game the home stand was empty with barely no supporters. He said citizens are now totally engaged, parents are coming out more because there have been new things implemented into the school district by the strategic plan that has everyone excited. Parents support more and students are supporting each other. The community engagement has brought back school spirit, school mascots, football teams, basketball teams, etc. He expounded that it is totally different when it comes to YCSD. The dark cloud is gone and kids want to go to school and parents want to support their kids. This is all being done through the strategic plan and community engagement strategy that Mr. Mohip has put into place. He emphasized that we cannot go back, our kids are improving under this strategic plan. The strategic plan is working, the school system and kids are improving, that is what is most important.

Rick Shepas – Chief Physical Development & Athletic Director shared his career background within various school districts. He believes in the restructuring of the school district, mainly because he grew up in a community based, grades K-8 school system. In relation to the strategic plan, he felt that athletics as a whole is meeting every goal of the strategic plan at all times to ensure that the goals are achieved. He said within his observations over the past 18 months within YCSD, the administrative teams and teachers are amazing and inspiring and the work that is being done could not be done under any other leadership.

- X. **Executive Session:** The Commission entered into executive session to consider the employment, promotion, demotion, compensation and/or discipline of public employees. The Commission may take action upon returning to open session. ADC members, Atty. Farris (legal counsel) and Krish Mohip exited to the session at approximately 6:40 p.m.

Motion by: M. Hoffmaster

Seconded by: N. Santucci

Roll Call Vote:

Dr. John Richard	Yes	<u> x </u>	No	<u> </u>
Nicholas Santucci	Yes	<u> x </u>	No	<u> </u>
Vincent Shivers	Yes	<u> </u>	No	<u> Absent </u>
Dr. Maria Hoffmaster	Yes	<u> x </u>	No	<u> </u>

- XI. **Return to open meeting 7:58 p.m.**

Motion by: M. Hoffmaster

Seconded by: N. Santucci

Roll Call:

Dr. John Richard	Yes	<u> x </u>	No	<u> </u>
Nicholas Santucci	Yes	<u> x </u>	No	<u> </u>
Vincent Shivers	Yes	<u> </u>	No	<u> Absent </u>
Dr. Maria Hoffmaster	Yes	<u> x </u>	No	<u> </u>

- XII. **Commission Action:** Formal action was taken by the ADC members for the Ohio Department of Education to release the performance bonus to Krish Mohip, CEO in the amount of \$6000.00 of the possible \$10,000 per his amended CEO contract.

Motion by: M. Hoffmaster

Seconded by: N. Santucci

Roll Call Vote:

Dr. John Richard	Yes	<u> x </u>	No	<u> </u>
Nicholas Santucci	Yes	<u> x </u>	No	<u> </u>
Vincent Shivers	Yes	<u> </u>	No	<u> Absent </u>
Dr. Maria Hoffmaster	Yes	<u> x </u>	No	<u> </u>

- XIII. **Return to Executive Session:** The Commission entered back into executive session at approximately 8:05 p.m. with ADC members and legal counsel to consider the employment, promotion, demotion, compensation and/or discipline of public employees. It was announced that the Commission will not take formal action.

Motion by: M. Hoffmaster

Seconded by: N. Santucci

Roll Call Vote:

Dr. John Richard	Yes	<u> x </u>	No	<u> </u>
Nicholas Santucci	Yes	<u> x </u>	No	<u> </u>
Vincent Shivers	Yes	<u> </u>	No	<u> Absent </u>
Dr. Maria Hoffmaster	Yes	<u> x </u>	No	<u> </u>

XIV. Returned to open meeting 9:20 p.m.

Motion by: M. Hoffmaster Seconded by: N. Santucci

Roll Call:

Dr. John Richard	Yes	<u> x </u>	No	<u> </u>
Nicholas Santucci	Yes	<u> x </u>	No	<u> </u>
Vincent Shivers	Yes	<u> </u>	No	<u> Absent </u>
Maria Hoffmaster	Yes	<u> x </u>	No	<u> </u>

XV. Adjournment: 9:21 p.m.

Motion by: M. Hoffmaster Seconded by: N. Santucci

Roll Call Vote:

Dr. John Richard	Yes	<u> x </u>	No	<u> </u>
Nicholas Santucci	Yes	<u> x </u>	No	<u> </u>
Vincent Shivers	Yes	<u> </u>	No	<u> Absent </u>
Maria Hoffmaster	Yes	<u> x </u>	No	<u> </u>