

**MINUTES OF THE MEETING
OF THE SOUTH BEND EMPOWERMENT ZONE
BOARD OF DIRECTORS
SOUTH BEND, IN
COQUILLARD ELEMENTARY SCHOOL
October 22, 2019**

MINUTES

The South Bend Empowerment Zone met on Tuesday, October 22, 2019 at 5:30PM at Coquillard Elementary School located at 1245 N Sheridan St., South Bend, IN 46628. Board Chair Sam Centellas called the meeting to order at 5:36PM.

ESTABLISHMENT OF QUORUM

Present were board members Sam Centellas, Executive Director La Casa de Amistad (SBEZ Board Chair), Milt Lee, Executive Director, Downtown South Bend, Jeff Rea, President/Chief Executive Officer, South Bend Chamber of Commerce, John Anella, Board Chair, South Bend Community Schools Corporation, Lesley Wesley, Board Member, South Bend Community Schools Corporation, and Dr. Cheryl Camacho, Chief, South Bend Empowerment Zone.

Quorum was established.

CONSENT AGENDA ITEMS

Board Chair Sam Centellas moved to approve by consent the agenda and the September 2019 meeting minutes. Board Member Wesley moved to approve the consent agenda items, Board Member Anella seconded. Motion carried with a 5-0 vote.

ZONE UPDATES

BOARD UPDATES

Board Chair Sam Centellas shared that the South Bend Empowerment Zone (SBEZ) board is seeking members of the community to join the South Bend Empowerment Zone board.

- SBEZ is particularly interested in applications from parents of children in Zone schools, alumni of Zone schools, and those who work or live in the community served by Zone schools.
- They are looking to add 3 new members

Key dates to consider as the search unfolds are the following:

- October 28th: SBEZ will host public forum (location TBD) on the board expansion for interested community members to learn more
- November 1: Zone Board applications due
- Week of November 4: Committee meets to review applicants and decide who to move forward to an interview (closed session)
- Week of November 11: Committee interviews candidates and aligns on nominations (closed session)

- November Board Meeting: Committee nominates candidates to SBEZ board for approval (open session)

ZONE ADMINISTRATIVE COMMITTEES

Dr. Cheryl Camacho shared the development and implementation of two Zone Administrative Committees Those committees are Finance Committee and Student/Family-Center Decision-Making Committee. The purpose of the Finance Committee will be to analyze our Zone budget and to co-create a strategy for improved and sustained financial health and they will meet on the following dates and times:

- Monday, December 2 / 1-4pm
- Monday, January 13 / 1-4pm
- Monday, February 10 / 1-4pm
- Monday, May 11 / 1-4pm

The Student/Family-Center Decision-Making Committee will meet on the following dates and times:

- Tuesday, December 3 / 4-6pm
- Tuesday, January 14 / 4-6pm
- Tuesday, February 11 / 4-6pm
- Tuesday, March 17 / 4-6pm
- Tuesday, April 21 / 4-6pm
- Tuesday, May 12 / 4-6pm

INSTRUCTION PARTNERS SUMMARY AND UPDATE

Dr. Cheryl Camacho, Zone Chief, provided a general overview of the State of the Zone as it relates to academic outcomes. She shared that in the 2019 5th Grade iLearn all of the Zone schools – Coquillard, Harrison, Warren, Wilson, and Navarre – did not meet reading and math standards. She additionally shared that research shows that improving the core instruction is key to improving learning and that is done through three main areas: engaged students, effective teaching, and rigorous content.

The overarching Year One and Year Two strategy for the South Bend Empowerment Zone in collaboration with Instruction Partners is to strengthen the instructional core. During Year One, Coquillard will be the Model Math School with 15 days on-site support, Wilson will be the Model ELA/Literacy School with 15 days on-site support and Harrison, Warren, and Navarre will receive virtual support and strengthening the foundation.

Next steps for school leaders will revolve around monitoring and messaging, completing a second walk-through and debrief with Instructional Partners, and begin focusing on Phase II which includes equity and standards, standards and model lesson internalization, model lesson viewing, debrief, planning, and commitments, and leader facing observation and feedback.

DISCIPLINE UPDATE AND PLAN

In framing the discussion related to Dr. Cheryl Camacho provided attendees with the background that discipline issues at Zone schools have been going on for years and this is not something new, but that we will do better together. She furthered used the analogy that we must respect the mountain; the mountain signifying the challenges that lie ahead and that together we will overcome. As it relates to discipline, Dr. Camacho highlighted referral trends over time, Navarre

referral trends over time, best practices, discipline pilot launch at Navarre, and the support and long-term strategy that the Zone will receive from Harvard.

TEACHER LEADERSHIP TEAM UPDATES & STRATEGY

A key purpose of the South Bend Empowerment Zone is to transform the learning experience for students and their families through the provision of a customized, innovative, rigorous and responsive school experience. To maximize its likelihood of success, each school must be permitted to implement programs that meet the particular needs of its students and community.

Through Teacher Leadership Team (TLT), teachers and principals have both the autonomy and the responsibility to make many important decisions about the school through the creation of an annual School Plan. The School Plan is an essential driver of the school improvement process and plays a critical role in each school's efforts to improve outcomes for students.

Dr. Cheryl Camacho reviewed Teacher Leadership Teams guidance document. TLT members will be selected by their peers at elections that will be held annually at a full faculty meeting.

DISCUSS AND APPROVE

OPT-IN TO SBCSC POLICIES

Autonomy over local policy is critical to providing SBEZ and SBEZ schools with flexibility to shape strategy and programs to best meet student needs. Dr. Cheryl Camacho presented the Opting into SBCSC policies document that outlined which SBCSC policies SBEZ will choose to opt into, which policies SBEZ will opt into with slight modifications, and which policies SBEZ will continue to opt out of. SBEZ reserves the right to amend which policies SBEZ opts into. Additionally, should SBCSC add any new policies or amend existing policies, these policies will not apply to SBEZ unless SBEZ explicitly opts in.

Board Member Rea moved to approve the recommendations memorandum of Zone Chief Dr. Cheryl Camacho which outlines which policies SBEZ will opt into and which policies it will opt out of. Board Member Anella seconded. Motion carried with a 5-0 vote.

ZONE PRINCIPAL REPORTING STRUCTURE

The Transformation Zone Plan, as written, has principals reporting directly to the board with a dotted line to the Zone Chief. Dr. Cheryl Camacho proposed that an adjustment be made to this structure and have principals report directly to the Zone Chief. Under this modification, board members would still be involved in the ratification of any principal changes (hiring and firing).

Board member Lea moved to approve the recommendations memorandum of Zone Chief Dr. Cheryl Camacho which recommends an adjustment to the SBEZ structure to have principals report directly to the Zone Chief. Board Member Anella seconded. Motion carried with a 5-0 vote.

ZONE CHIEF PERFORMANCE GOALS

Dr. Cheryl Camacho presented a set of performance goals which included raising at least \$500,000 private/grant dollars to supplement the South Bend Empowerment Zone budget, engage the community in a robust process with a final deliverable of a performance management framework that will drive the work of Zone schools, engage in strategic partnerships and actions to strengthen the instructional core, and lead a family engagement process that enables us to build relationship, develop knowledge, and enact a plan to clarify the enrollment process and support parents in choosing to/continuing to enroll their students at a Zone school. The Zone Chief would receive \$15,000 performance bonus set on these factors.

Board member Lee moved that this agenda item be tabled until the November SBEZ Board Meeting to give Board Members ample time to understand how these performance measures align to SBEZ's structural reality and intended work.

PUBLIC COMMENT

Board Members were invited to join school leaders and staff at Harrison Elementary from 4pm – 6pm on October 23, 2019 to engage with students, parents, and other community members.

Board Members were asked how many of them have spent time touring the school buildings and interacting with staff and students. All responded in the affirmative and Dr. Cheryl Camacho also specified that she has personally invited and take Board Members on tours and classroom observations of Zone schools.

EXECUTIVE SESSION

The SBEZ Board entered Executive Session at 6:44PM and concluded Executive Session at 7:20PM.

NEXT MEETING

The next meeting of the SBEZ Board of Directors will take place November 19, 2019 at 6:00PM at a location to be yet determined.

ADJOURNMENT

Board Member Rea moved to adjourn the SBEZ Board of Directors meeting. Board Member Anella seconded. Motion carried with 5-0 vote. Meeting adjourned at 7:25PM.