



**MINUTES OF THE MEETING
OF THE SOUTH BEND EMPOWERMENT ZONE
BOARD OF DIRECTORS
SOUTH BEND, IN
LATIN AMERICAN CHAMBER OF COMMERCE
December 10, 2019**

MINUTES

The South Bend Empowerment Zone met on Tuesday, December 10, 2019 at 5:30PM at the Latin American Chamber of Commerce located 418 W Jefferson Blvd, South Bend, IN 46601. Board Chair Sam Centellas called the meeting to order at 5:40PM.

ESTABLISHMENT OF QUORUM

Present were board members Sam Centellas, Executive Director La Casa de Amistad (SBEZ Board Chair), Milton Lee, Executive Director, Downtown South Bend, Jeff Rea, South Bend Chamber of Commerce, John Anella, Board Chair, South Bend Community Schools Corporation, Lesley Wesley, Board Member, South Bend Community Schools Corporation, Jasmine Bradley, Transformation Ministries, Ashley Northern, South Bend Heritage Foundation, Ryan Matthys, RSM US, LLP, Dr. Todd Cummings, Superintendent, South Bend Community School 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 November 2019 meeting minutes. Board Member Wesley moved to approve the consent agenda items, Board Member Anella seconded. Motion carried with a 9-0 vote.

EMPOWERMENT ZONE UPDATES

TRANSFORMATION STRATEGY 2020-2021 SCHOOL YEAR (YEAR 2)

As we look to the second year of the South Bend Empowerment Zone, it is critical that we ensure alignment between our Theory of Action (what we think it will take to move the needle towards transformation), and our cores strategic initiatives. The overview provided a necessary foundation as we being to make critical financial, staffing, political, and operational decisions for year 2.

The South Bend Empowerment Zone Theory of Action is the following:


Cultivate the **mind**. Inspire the **change**.

IF we...

- Shift prevailing deficit beliefs to acknowledge and honor student/family assets & strengths (BELIEFS);
- Develop & communicate the “vision of excellence” and design a staffing model that maximizes support for staff and students (SYSTEMS);
- Align school-level strategy to Zone overarching strategy and deliver strong execution of 1) strong instructional leadership, 2) developing trust while remaining student/family-centered, 3) modeling/living the “warm demander” approach for their staff (SCHOOL LEADERSHIP);
- Ensure that school physical environments communicate value and care, staff are living into the “warm demander” approach, de-privatize instructional practice and shift to a strong collective learning culture (INSTRUCTION);

THEN...

- Student learning (growth and achievement) will be maximized via regular progress-monitoring and intensive academic tutoring provided during the instructional day, and rigorous standards-aligned classroom Tier 1 instruction. Students will be enabled to meet the student Vision of Excellence. (LEARNING)

ZONE PERFORMANCE MANAGEMENT FRAMEWORK GOALS AND PROCESS

A school performance management framework (SPMF) is a tool used to assess the performance of schools across multiple, common measures. An SPMF tells Zone stakeholders how schools are doing and provides the critical data needed to take actions.

The School Performance Framework will be designed to:

- Define Success. A SPMF communicates expectations through a shared definition of success. The framework can help school-level teams and Zone leadership to identify and learn from areas of success and act on areas where improvement is needed.
- Drive Decision-Making. The SPMF informs decision-making in three key ways: first, it allows school teams to analyze data and adjust course quickly when necessary throughout the year, second, it helps recognize high-scoring schools and best practices that can be shared with other schools, and third, it helps the Zone identify schools for intensive support or reconfiguration.
- Communicate Progress. The SPMF can provide a common language for communicating about school quality to schools, parents, and community members when discussing performance of individual schools.

In order to accomplish these goals, an effective performance management framework must:

- Align with the state accountability system
- Paint a holistic picture of school performance that includes information other than the state’s end of the year assessments
- Provide more frequent formative data rather than once-a-year information
- Be accessible and easy to understand

The SPMF is not intended to measure every aspect of a school’s operation and will inevitably miss some important parts of a school’s identity. Schools are incredibly complex, serving many purposes within the community and constantly reacting to complicated circumstances. The School Performance Management Framework will attempt to evaluate a school’s success in achieving key outcomes that have broadly been agreed upon.

The following questions will guide the development of SBEZ’s School Performance Management Framework:

1. What measures of school quality are most important for the Zone schools and its community?
2. Are these metrics equitable and reliable?
3. Do these metrics create the right incentives?

The timeline will be the following:

December: Share purpose, goals, and engagement plan for developing the SPMF with Zone Board for feedback and input

January-February: Convene meetings with stakeholders.

Goals for these meetings are to align on goals of an accountability framework, to get feedback on measures stakeholders view as most important to include, and to share examples of other systems.

ZONE BUDGET UPDATE

Based on current enrollment, staffing, and expenditure data and assumptions about the remainder of the year, forecasted revenue is expected to exceed expenses by roughly \$300k. As described in more detail below, these figures are based on several factors that have changed and may change further over the course of the school year. The Zone will continuously monitor its finances, and consistent with the Zone’s fiscal policies, Zone leadership will provide updates to the Zone board on an ongoing basis.

Since September, estimated SY19-20 forecasted Zone revenue has increased by \$588k and expenditures by \$589k. Together, the changes in revenue and expenditures, combined with year to date spending lead to the revised projections. The drivers of the changes in both revenue and expenditures are described after the summary table below.

Since September, the overall estimate for revenue has increased by \$588k. These figures are based on several factors that may change over the course of the school year (e.g., the upcoming official enrollment count). Since September, systems and structures have been built to permit the regular monitoring of Zone finances, and the Zone is committed to providing ongoing updates to the Zone board.

BLOOM COLLECTIVE LEARNING SERIES

In February, the Empowerment Zone will be launching the “Bloom” collective learning series. This learning series will enable those who are interested (teachers/staff, parents, community members) to come together and learn with me to help answer the following core questions:

- a. “What approach to student discipline and undergirding philosophy do strong and healthy schools embrace?”
- b. “What school discipline policies, protocols, and practices support students of color and students living in poverty to thrive and excel socially, emotionally, and academically?”

The experiential learning series will be comprised of book study, site visits, expert panels, and action research opportunities. Those interested in being part of the book study, please contact the Empowerment Zone office at 574-393-6197.

DISCUSS AND APPROVE

COMMITTEE AND COMMITTEE CHAIR NOMINATIONS

Governance Committee

The Governance Committee is responsible for helping to ensure overall board effectiveness, participation, and performance. To that end, the committee is responsible for the ongoing board development, including board composition, and review and observance of organizational policies and bylaws.

Board Chair Centellas opened the agenda items for discussion. Board Member Lee moved to nominate Board Member Matthys to serve as chair of the Governance Committee. Board Member Anella seconded. Motion carried with 9-0 vote.

Evaluation Committee

The Evaluation Committee reviews the Zone Chief's evaluation process, gathers information to evaluate the executive director's performance, and makes recommendations to the full board.

Board Chair Centellas opened the agenda items for discussion. Board Member Cummings moved to nominate Board Member Lee to serve as chair of the Evaluation Committee. Board Member Anella seconded. Motion carried with 9-0 vote.

Board Chair Wesley moved to nominate Board Members Northern and Anella to serve on the Evaluation Committee. Board Member Cummings seconded. Motion carried with 9-0 vote.

Finance Committee

The purpose of the Finance Committee is to analyze our Zone budget and to co-create a strategy for improved and sustained financial health. Board Members Matthys and Rea are involved with community members in leading this committee and will ensure to bring updates back to the South Bend Empowerment Zone Board of Directors meetings.

Student and Family-Centered Decision-Making Committee

The purpose of the Student and Family-Centered Decision-Making Committee is to analyze Empowerment Zone practices and make key/critical strategy decisions through the lens of our student- and family-centered decision-making policy that was passed at our September 2019 Board meeting. Board Member Bradley will Co-Chair the Student and Family-Centered Decision-Making Committee along with Zone Chief Dr. Camacho.

PUBLIC COMMENT

Board Member Cummings encouraged anyone living within the South Bend Community School Corporation districted who is a registered voter to sign a petition to get the revenue measure on the ballot.

Dr. Camacho presented the unveiling of the new Empowerment Zone logo. Isa Solis spearheaded the creation and secured the graphic designer to develop the Empowerment Zone branding and is also working with the team to launch an Empowerment Zone website.

Board Chair Centellas shared that Santa is coming to the West Side on Thursday, December 19, 2019 at 5PM at Martin's Supermarket on Mayflower.

NEXT MEETING

The next meeting of the SBEZ Board of Directors will take place February 12, 2020 at 5:30PM at Navarre Middle School.

ADJOURNMENT

Board Member Cummings moved to adjourn the South Bend Empowerment Zone Board of Directors meeting. Board Member Wesley seconded. Motion carried with 9-0 vote. Meeting adjourned at 7:14PM.

Submitted by: Isaias Solis, Director of System and School Supports