

Brian Benyo, Chair
Dr. Barbara Brothers
Dr. John Richard
Jennifer Roller
Vincent Shivers

YOUNGSTOWN CITY SCHOOL DISTRICT
ACADEMIC DISTRESS COMMISSION

James Miller
Office of the Attorney General

Monday, December 5, 2016

Minutes

I. Call to Order: 1:00 PM

II. Roll Call	<i>Present</i>	<i>Absent</i>
Brian Benyo, Chair	<u> ✓ </u>	_____
Dr. Barbara Brothers	<u> ✓ </u>	_____
Dr. John Richard	<u> ✓ </u>	_____
Jennifer Roller	<u> ✓ </u>	_____
Vincent Shivers	<u> ✓ </u>	_____

III. Approval of December 5, 2016 Agenda

Motion by: Dr. Barbara Brothers Seconded by: Vincent Shivers

Roll Call Vote:

Brian Benyo, Chair	Yes <u> ✓ </u>	No _____
Dr. Barbara Brothers	Yes <u> ✓ </u>	No _____
Dr. John Richard	Yes <u> ✓ </u>	No _____
Jennifer Roller	Yes <u> ✓ </u>	No _____
Vincent Shivers	Yes <u> ✓ </u>	No _____

IV. Approval of November 3, 2016 Minutes

Motion by: Jennifer Roller Seconded by: Dr. Barbara Brothers

Roll Call Vote:

Brian Benyo, Chair	Yes <u> ✓ </u>	No _____
Dr. Barbara Brothers	Yes <u> ✓ </u>	No _____
Dr. John Richard	Yes <u> ✓ </u>	No _____
Jennifer Roller	Yes <u> ✓ </u>	No _____
Vincent Shivers	Yes <u> ✓ </u>	No _____

V. Overview presentation of the Revised Strategic Plan for the Youngstown City School District from CEO Krish Mohip.

Chairman Brian Benyo gave the floor to Mr. Mohip.

Mr. Mohip began by thanking the Academic Distress Commission for their help; stated that Mr. Benyo had been instrumental in helping to get the plan where it is. He emphasized that the plan is not just his plan, but is the Youngstown City School District Plan; not developed by "the CEO and the ADC in isolation." During the development of this plan, he spoke with the members of the school district, members of the community and parents.

Stated that even though he was hoping that this would be the final plan ;and that it would get approved at this time, that this is "a living and breathing document," and at times there may be "shifts." Mohip is meeting with the teacher's union on December 15, 2016, with an open mind to see what they have to say, wants to make sure everyone is on board.

He also stated that the plan articulates what the district wants to do and how they want to accomplish this. A power point presentation was used to talk about some of the changes made from the last meeting taking in consideration the feedback he was provided. He also provided hand-outs to the ADC highlighting updates to the plan.

The Strategic Plan consist of 5 goals: (1) Significantly increase academics for all students; (2)ensure every student benefits from the individualized instruction, supportive culture, and caring relationships they need to be successful throughout their educational journey; (3)engage parents, families, and the community in meaningful experiences that impact students; (4) create a world-class workforce focused on continuous improvement; and (5) operate an effective and fiscally responsible school system.

Mohip further emphasized that each goal has specific strategies that will be addressed over the next 3 years. Each strategy has Action Steps. The plan also has specific Metrics that align to the Goals and Strategies. The Strategic Plan will be progress monitored internally and reported out quarterly to the ADC. Plan will be embedded throughout the entire school district. There will be regular meetings with the ADC to update on progress.

The Metrics of the plan will be reported publicly. Mohip promised that once the plan was approved, it would be uploaded to the internet. Also, the data from the Metrics section will be available online with current data. He said it will show how we are embedding the Goals of the Strategies Plan into the life of our teachers and students.

Updates to the Plan: Added Creating a Culture of Respect. Update of draft on where we are with the Student Code of Conduct.

Additions to the plan includes: Goal 3, Objective D (1-5), - (1)Update the Student Code of Conduct to ensure appropriate behavior is clearly defined and consequences along with restorative practices are uniformly implemented in every classroom in every school; (2) educate students in appropriate school behavior and integrate character education and drug prevention into the curriculum at all grade levels; (3) Create incentives in each school to honor and celebrate students who are portraying the appropriate school going behaviors in the areas of attendance and behavior; (4) provide high quality Professional Development to all staff members in a culturally responsive teaching and equity traps; (5)provide character education teachings to all children, which includes curriculum on race, equity, inclusion, and drug prevention. Said that these are areas that the district was found to be lacking in and need specific training. Every single teacher will be trained in these areas. YCSD will partner with Theresa Dellick, Mahoning County High School and other agencies to help.

Also added: Goal 4, Objective B, Strategy 3, Action Step C : Provide teachers with avenues for additional compensation who demonstrate high quality teaching aligned with the goals of the strategic plan and that is evidenced through exceptional academic student growth. Looking for ways to be creative in this area

Action Step D – Reward high performing principals through additional compensation who demonstrate exceptional academic student growth and positive school culture.

.Change: Goal 3, Objective B, Strategy 4 – changed language to read "Provide multiple opportunities for the community leader and volunteer involvement."

Adding Goal 4, Objective C. Strategy 3, - Provide high quality professional development and supportive coaching to all teachers to ensure that educators are nurtured through their career and continually improve their skills. Will build our own teachers through PD

Removed from Metrics: Goal 3, Objective B, – Number of schools conducting monthly Community Walk-Throughs. Mohip, stated that the district was not going to hold itself accountable to a number but with what's needed in the district.

Goal 4, Objective C – The first three metrics (number of teachers in Leader, teachers in Aspiring principal, AP's in Aspiring Principals program).

Update to Metrics: The metrics related to students at grade level in Goal 2 have been updated to reflect a 10% regression of the achievement gap. Felt originally, he might have been too aggressive, now more realistic with the community.

Mr. Benyo, stated that if anyone on the ADC had questions for Mr. Mohip, they could interrupt and ask at any time.

Mohip went back to the Student Code of Conduct, passed out two versions - old code that he inherited and that's in use at this time and the updated one. Questioned the restorative practices in the old one. How we insure that students get to learn. Mohip stated: "When a child can't behave, the answer can't be to remove."

Regarding the new code of conduct, Mohip stated that he had significant help with the draft; shared with principals and will be getting feedback from every single school. This new code of conduct is 43 pages compared to old one the district was using that was only 3 pages. The code of conduct talks about the students being safe, respectful and responsible. It also gives ownership back to the school to make decisions in the areas of consequences. He wants to make sure the students get a chance to learn from their behavior and understand what they did wrong and how not to repeat it.

Mr. Mohip feels the new code of conduct provides a clear framework on how discipline will be administrated, while providing the education needed and making students aware of why what they did is wrong. Will be getting feedback from teachers moving forward

ADC member Jennifer Roller spoke up at this point; thanked Mr. Mohip for being responsive to the push back received about the principals' role in all this and going into the schools to get teacher feedback, but wanted to know if he would be involving the students and their parents?

Mohip answered yes, he will be talking to parents and students.

With this plan he wants to make sure the principals are comfortable with this new code of conduct because they are the ones that will introduce this to their teachers.

Ms. Roller stated that when it comes to peer mediation, she wants to make sure the students are engaged and have a voice.

Mohip agreed, and stated this is happening in some of the schools now, but stated that they need to find a way to standardize this throughout the district. They will use professional development to look at this. The new code of conduct becomes effective January 2, 2017.

Mohip next spoke about Purpose Statements: Stated that there were some questions about this and the reason behind them; there was some public comment about the need for them. He feels the need to use these because they are grounded in past practices. The school district surveyed the teachers to see how they felt about Purpose Statements. Had about 500 teachers and 45 percent participated, of that 45 percent, 76.9 percent thought they are helpful and out of that percentage, 14.7 thought they were extremely helpful. Only 24.1 percent didn't find them helpful. Stated that Purpose statements only involve a maximum of about 5 minutes of instructional time and according to research, students perform better when they know what they are going to learn, why, and how it is relevant to their lives. Mohip included in his packet for the commission members a quick tool that the district will

be using to help teachers understand how to create purpose statements. He also wants to make sure that what they are doing lines up in every building.

Others tools, Mohip spoke about includes: *Exit Slips* – these were rolled out the same time as purpose statements. These *Exit Slips* measure how well the teachers have taught the lessons. Help the teachers to be more reflective. Feels they are extremely useful, in helping to see how we are insuring that students are learning. *Exit Slip* provides a guidance tool to help teachers.

Cycles of Learning- that they can look at each week to see how well they are doing – BLT's creating the cycles of learning – analysis of each school to try and improve learning. He can look at this and use it to speak with principals.

Observation Tracker – measures how long it takes for a teacher to become skilled. Wants *Observation Tracker* to focus on the cycle of learning, the right thing and look at what feedback was provided and see what to work on. Expectation is that every teacher will receive feedback once a week from their principal.

5 Week Reviews- the district has done two 5 week reviews so far. Wants to see which students are coming to school, behaving in school and are getting the grades they need to be successful. Doesn't just want principals to look at percentages, but to know kids by name and get a better understanding of what is happening with the students; to put goals in place for them. The district is setting 5 week goal for attendance. Wants to see how effective the interventions that they have put in place are; if they are the right interventions; if not to go back and review them. The district has an attendance goal of 93.5 percent before the end of the school year and right now the attendance percentage is 91.7. The district needs a significant amount of improvement in attendance. Mr. Mohip is worried about the attendance with the weather getting worse and how the district is going to achieve its goal.

Mr. Benyo wanted to know what the district is doing with respect to outreach to parents.

Mr. Mohip said the district has the attendance secretaries making phone calls and Linda Hoey, Parent Liaison for the district, assisting. Also, the Security Officer Bill Morvay has Attendance Intervention Specialist that are going to the homes and speaking with the parents of students that are absent on a regular basis.

Mr. Benyo wanted to know if Mr. Mohip had any insight into where the district was a year ago with attendance to compare with where the district is now, as far as intervention with parents and his answer was no, but he will try and find a way to measure that data.

Mohip will be holding principals accountable for this observation tracker and about 25 things from the strategic plan. This will be a part of their evaluation system to insure that they are doing them.

He provided data from 5 week review school by school. Daily student attendance, number of students that are tardy, percentage of those receiving progress reports, etc. Said these were all things found in strategic plan. This was done to help schools see how well they were progressing. How many students knew what they were learning and why they were learning it, did they see exit slips? Classroom observations were done and data was provided from each school to see how well they were learning and progressing. Looked at were the students working collaboratively. Overall, wanted to know how would you rate their purpose statement?

Took groups of 3 or 4 principals and went to each other's school, and they gave feedback to each of their colleagues on how they were doing. They sat down with each principal and they had the opportunity to say what they liked about what they saw, with suggestions for improvements. Even took principals to schools that he transformed in Chicago for observation to see what is possible with low income students of color when you really focus on best practices and provide the support and training that he intends to provide here in Youngstown.

Mohip said that Tim Filipovich, along with a few others, are leading the charge on collection this data for him going forward. Stated that this data gives him a good idea of how we are progressing

*Next he spoke on other tools being used in the district: **Principals Report Cards**; that will help principals to stay focused and engaged on things that they need to be focused and engaged on. Looking at their learning cycle progress, student attendance rate, staff attendance rate, percentage of teachers receiving weekly feedback as evidenced by the observation tracker, the effectiveness of their BLT and TBT meetings and what they are doing with feedback from these meetings. Weekly progress reports being sent home and number of parent events held in the building. Stated that some of these things have not been implemented yet, but working toward that goal. Also, asking that principals send out a newsletter regularly, looking at what percentage of Off-Track students receiving intervention, percentage of students involved in school sponsored afterschool activities and weekly Bag reports created and reviewed by the school. Principals will get a score at the end of the month to show them how they performed for that month.*

***Capturing Kids Hearts** – using this organization out of Texas that was used in the district before he came with a little bit of controversy. Piloting program at East and Volney;. Focus of this program is on building relationships with students. This program helps to develop a culture of respect to and from. Have trained all the teachers at East and Volney and now have 16 teachers that will go and get further development on this and they will become the leaders of the program.*

A tool that he is bringing from the University of Chicago: 5 Essential Survey, he used this tool in Chicago and found it successful. This survey looks at five things: prospective leaders, collaborative teachers, involved families, supportive environment and ambitious instruction. Have surveyed majority of the teachers already, will be surveying parents and students in grades 4-12. Will take the results of this survey and began developing some action plans around it. He feels this survey will help with goal 3 of the Strategic Plan.

Commission member Dr. Richard asked what would be the anticipated timeline for the results from this survey?

Mr. Mohip said the window for the survey closes around December 13, 2016, and he anticipates having the results of the survey available around January 31, 2017. He will make them available publicly and have them posted on the district website.

*Mentioned two things that he is excited about in the district and one is the **Preschool expansion**. Have increased the number of kids enrolled, last year we had 350 kids enrolled in the program, now we have 450, went from 4 days a week - half days; to 5 full days, and decreased the pupil to adult ratio from 2 to 20 to 3 to 20. The district has also put more technology into the preschools. We now have 22 preschools across the district.*

*Stated that the other thing he was excited about is the **Afterschool programs**. In addition to the YEA (Youngstown Afterschool Alliance) which services about 3-4 hundred kids, Mohip decided to add the district's own afterschool program, which now serves about 900 hundred kids with a waiting list of over 200 students wanting to enroll in the program, but at this time the district cannot find enough teachers.*

Mr. Mohip concluded his comments with the following quote from Laurene Powell Jobs: "Regardless of Zip Code, talent and IQ are evenly distributed, so we need to make sure that opportunity is evenly distributed, too." Stated, that he is trying to level the playing field for all students. Regardless of their situation, wants to provide the highest level of education for each of our students. Feels the plan that he now has in place for the district provides this.

VI. Public Comments: 3 minutes maximum, not to exceed 30 minutes total

Chairman Benyo next opened the meeting for public comments:

Larry Ellis President of the Teacher's Union spoke first. He began by thanking CEO Mohip for making the Strategic Plan a living document and incorporating in the plan a meeting with the teacher's union.

Ellis questioned Goal 4 – Objective B of the Strategic Plan – wanted to know if the CEO intended to compensate the teachers through a system of merit pay.

Mr. Mohip responded that he was not gearing himself to that, but is open to looking at creative ways to compensate the teachers.

Next, Mr. Ellis wanted to know if the Observation Tracker was going to be a part of or an addition or a change to the current evaluation for teachers?

Mohip answered that it would be in addition to, but not a part of the teachers' evaluation, and that this is just an informal observation.

Mr. Ellis directed his last comments to the ADC – Stated that he was disappointed in the time that was scheduled for the meeting. Ellis stated that he had emailed commission members, regarding the time of the meetings, and sent a hard copy of his concerns. He mentioned that the last time the meeting was held, it was held at 3:00 pm, a time when 70 percent of the teachers were in class and this time the meeting was held when 100 percent of the teachers are in class. "So the people that are affected by this plan and that are going to be responsible for implementing have no opportunity to be here and voice their concerns." Said this was very disheartening especially when he had met with several of the commission members and related that this was one of the problems that they had with the previous commission was the time the meetings were scheduled.

Chairman Benyo stated that he did respond to Mr. Ellis' email and expressed that his first concern was to pick a time when all the commission members could be present. He stated that he respected Mr. Ellis' comments and concerns, but that he was not sure if the commission meetings are the appropriate venue for teachers to express their concerns. He would like to see the communication channels mature within the district to where the union steps forward in a more constructive way to channel some of those voices and that there is more dialogue between the union and the CEO. He feels this would be more constructive than coming to a public meeting to do this.

Next: Jackie Adair, school board member stated that she was disappointed that CEO Mohip did not include the board members in the either of the revisions or the original submission of the Strategic Plan. Had that happened, she feels they would have been able to share information with him from the previous year, for example, Mr. Mohip stated with regard to attendance that he did not have data from the previous year, but Adair stated that this information was available because the previous commission required that the superintendent report on that data at every monthly meeting and the board could have made that available for him.

Adair then raised a question regarding the "Truancy Coordinators" that the board hired before Mohip came that were supposed to have done the things that Mohip mentioned earlier regarding individuals contacting families, going into the homes, talking to the students regarding why they are not coming to school. She wanted to know what happened to this job assignment.

Felicia Murphy next stated that she had a point of clarity regarding Ms. Rollers' feedback regarding peer inclusion in the code of conduct – feels the language sounds exclusive of parent and student active involvement. Read the following statement made earlier by Ms. Roller: "successful models of restorative justice include all parties in the process of implementation." Wanted to know if she could clarify how this will successfully work without active parent and peer involvement in modifying behaviors?

Mohip answered – not going to be exclusive of parents and students in the process of restorative practices, have to ensure that the district does what needs to be done if they are unsuccessful with getting the parents involved because sometimes they try to get parents to the table and they don't show up, but the district still have to hold students accountable and provide students the opportunity to repair from assignments or what they have been accused of. Mohip then suggested that they talk later so that he could get a better understanding of her question and respond.

Jennifer Roller added that her feedback was based on while we are still in the process before it becomes final how parents and students are going to be brought in for basically buy in – to the code that they are going to be asked to be a part of, whether through peer mediation but also to uphold as citizens in the school.

Clarence Boles – Commented about the student code of conduct - feels parents of the YCSD will look at the code of conduct and want to know what the consequences of this progressive code of conduct are. Feels parents will want to know the violation and the consequences spelled out for each offense.

Mohip responded that the discipline is progressive and that he is giving principals opportunity to let kids work out of situations, respecting the principals' knowledge of that child, but stated that there will be consequences.

Boles then asked if Mr. Mohip intends to make sure that violations will be explained to the child in the presence of a representative for the child, what the violations are and what will be consequences as well as any further violations and consequences.

Mr. Mohip responded – yes.

Mr. Benyo stated that if there were no further comments from the public, if any of the ADC members had any additional comments?

Dr. Richard thanked Mr. Mohip for being responsive to the feedback that he received over the past few months. Dr. Richard also stated that he recognized that a lot of time and work went into the development of the plan. He thinks that if he was one of the teachers or principals in the district he would appreciate the plan being fluid in nature. Stated that he thinks it's time to move forward and approve the plan by vote.

Dr. Brothers, commission member, commented that she appreciates the fact that Mr. Mohip listened and that it is clear that he has very high aspirations for the district and that he also recognizes that it takes time. Feels ADC needs to work with Mohip on the basis that he wants what's best for the students of Youngstown.

VII. Brief Discussion and Motion for the ADC to approve or revise the strategic plan.

Motion by: Jennifer Roller

Seconded by: Dr. John Richard

Roll Call Vote:

Brian Benyo, Chair	Yes <u>✓</u>	No <u> </u>
Dr. Barbara Brothers	Yes <u>✓</u>	No <u> </u>
Dr. John Richard	Yes <u>✓</u>	No <u> </u>
Jennifer Roller	Yes <u>✓</u>	No <u> </u>
Vincent Shivers	Yes <u>✓</u>	No <u> </u>

Plan was approved.

VIII. Adjournment

Motion by: Dr. Barbara Brothers

Seconded by: Jennifer Roller

Voice Vote Yes 5 No 0