

MINUTES
CLARK COUNTY SCHOOL DISTRICT
REGULAR MEETING OF THE BOARD OF SCHOOL TRUSTEES
EDWARD A. GREER EDUCATION CENTER, BOARD ROOM
2832 E. FLAMINGO ROAD, LAS VEGAS, NV 89121

Thursday, July 18, 2013

4:00 p.m.

Roll Call:	<u>Members Present</u>	<u>Members Absent</u>
	Carolyn Edwards, President	Erin E. Cranor, Member
	Lorraine Alderman, Vice President	Linda E. Young, Member
	Deanna L. Wright, Clerk	
	Chris Garvey, Member	
	Patrice Tew, Member	

Pat Skorkowsky, Superintendent of Schools

FLAG SALUTE

Trustee Garvey led the Pledge of Allegiance.

INVOCATION

Lead Pastor Marty Williams, Community Church At Anthem, performed the invocation.

ADOPT AGENDA

Adopt agenda, except delete Item 5.23, and note revised reference material for Items 5.08, 5.18, 5.19, 5.20, 5.21, 5.22, and 5.24.

Motion: Wright Second: Garvey Vote: Unanimous

RECOGNITION OF BAMBOO BRIDGES

Recognition of Bamboo Bridges for their organization of the annual Asian Pacific American Youth Leadership Symposium. Cheryl Wagner, Coordinator, School-Community Partnership Program, Clark County School District.

PRESENTATION OF CLEVELAND CLINIC

Presentation of the partnership between the Cleveland Clinic and Variety School, which provides model classrooms for autism programs districtwide. Kristine Minnich, Executive Director, Support Services, Student Support Services Division, Clark County School District; Tyler Hall, Principal, Variety School, Clark County School; Travis Haycook, M.Ed., Assistant Director, Cleveland Clinic Autism Development Solutions.

RECESS: 4:25 p.m.

RECONVENE: 4:58 p.m.

PUBLIC COMMENT PERIOD

Elena Rodriguez asked that documents she submitted to the Board be included in the minutes of this meeting to show that there is bias in the District. She said minorities are treated more harshly than non-minorities, and non-administrators are treated more harshly than administrators in terms of discipline.

Stephen Augspurger said the Board should direct Ms. Rodriguez to speak with the appropriate person to address her concerns so she does not continue to cast aspersions on administrators as a whole in a public setting.

Brent Husson said leaders in the Black, Hispanic, Asian, and business communities are dedicated to ensuring that all students have access to the best education possible, and they look forward to working with the Superintendent and the Board moving forward.

Cameron Stuart said the Board's Vision should become the job description and the scope of CCSD and all of its constituencies, and the Vision should be budgeted in order to accomplish the Vision.

Eloisa V. Reyes-Carter said she has been a District employee for seven years, and she wanted an explanation of why her application for other positions continues to be denied.

Sylvia Lazos said she has been part of the group of community leaders mentioned by Mr. Husson. She said the group is encouraged by and in support of Superintendent Skorkowsky's developing vision for the District. She also spoke in support of the Zoom School plan.

Michael Hollis said Ms. Rodriguez has the right to speak in this public forum as many times as possible. He said most people that have been speaking to the Board about their concerns are minorities, and they should be supported.

ADOPT CONSENT AGENDA

Adoption of Consent Agenda.

Public Hearing

Cameron Stuart requested that the minutes from the immediate past regular Board meeting be made available for the public at the next scheduled regular Board meeting.

Stephen Augspurger said in consideration of the Board's recent discussions on increased fiscal management, to aid in simplifying the process of examining such a large budget, the filter should be whether what is being spent in one area more important than something that should be funded in a school. He referred to Reference 5.13 and gave specific examples.

Motion to approve the consent agenda.

Motion: Wright Second: Alderman

ADOPT CONSENT AGENDA (continued)

Trustee Edwards noted that Item 5.17 represents a reduction of a contract amount.

Vote on Trustee Wright's motion was unanimous.

- 5.01 APPROVAL OF THE MINUTES. Discussion and possible action on the approval of the minutes of the special meeting of May 1, 2013, and the regular meeting of May 9, 2013, is recommended. (*According to Governance Policies GP-8: Clerk's Role and GP-17: Cost of Governance*)
- 5.02 AGREEMENT BETWEEN THE CLARK COUNTY SCHOOL DISTRICT AND EMBRY-RIDDLE AERONAUTICAL UNIVERSITY. Discussion and possible action on approval for the Clark County School District to enter into an agreement with Embry-Riddle Aeronautical University to offer freshmen- and sophomore-level college classes at Rancho High School that may be counted toward credit both in the Clark County School District and at Embry-Riddle Aeronautical University, with no cost to the general fund, effective from the date of execution by the last signing party through June 30, 2014, with the option to amend the term of the service by mutual written agreement, and for the principal of Rancho High School to sign the agreement, is recommended. [Contact Person: Pat Skorkowsky] (Ref. 5.02)
- 5.03 STATE-FUNDED PRE-KINDERGARTEN GRANT – NEVADA DEPARTMENT OF EDUCATION. Discussion and possible action on authorization to submit and implement a state-funded pre-kindergarten program, in the approximate amount of \$1,463,432.00 per year, for a two-year total approximate amount of \$2,926,864.00, effective July 1, 2013, through June 30, 2015, to be paid from Fund 0279 and Internal Orders G4407000114 and G4407000115, with no impact to the general fund, is recommended. [Contact Person: Kimberly Wooden] (Ref. 5.03)
- 5.04 FULL-DAY KINDERGARTEN – NEVADA DEPARTMENT OF EDUCATION. Discussion and possible action on authorization to submit an application for and to continue to implement the state-funded full-day kindergarten program, effective July 1, 2013, through June 30, 2015, to be paid from Internal Orders G4495000014/G4495000015, Fund 0279, in the approximate amount of \$37,000,000.00 per year, for a total amount of approximately \$74,000,000.00, with no impact to the general fund, is recommended. [Contact Person: Pat Skorkowsky] (Ref. 5.04)
- 5.05 CONFUCIUS CLASSROOMS NETWORK – HANBAN-ASIA SOCIETY. Discussion and possible action on authorization to submit and implement Year 3 of the Confucius Classrooms Network program, through the Hanban-Asia Society, to expand or enhance existing Chinese language programs, in the amount of \$10,000.00, to be paid from Fund 0280, from August 1, 2013, through June 30, 2014, with no impact to the general fund, is recommended. [Contact Person: Pat Skorkowsky] (Ref. 5.05)

ADOPT CONSENT AGENDA (continued)

- 5.06 REFUGEE SCHOOL IMPACT PROGRAM. Discussion and possible action on authorization to submit and implement the federally funded Refugee School Impact Program through the Office of Refugee Resettlement to assist refugee students, in the approximate amount of \$145,800.00, to be paid from Fund 0280, from August 15, 2013, through August 14, 2014, with no impact to the general fund, is recommended. [Contact Person: Pat Skorkowsky] (Ref. 5.06)
- 5.07 YOUTHFUL OFFENDER PROGRAM –TITLE I, PART D, SUBPART I. Discussion and possible action on authorization to submit and implement the federally funded Youthful Offender Program at High Desert State Prison under the No Child Left Behind Act of 2001, Title 1, Part D, Subpart 1, from August 1, 2013, through June 30, 2014, in the approximate amount of \$200,000.00, to be paid from Fund 0280, Internal Order Number G6629000114, with no impact to the general fund, is recommended. [Contact Person: Pat Skorkowsky] (Ref. 5.07)
- 5.08 ZOOM SCHOOLS – NEVADA DEPARTMENT OF EDUCATION. Discussion and possible action on authorization to submit an application and implement the Zoom Schools grant program, from July 1, 2013, through June 30, 2015, in the approximate amount of \$19,710,500.00 per year for a total allocation of approximately \$39,421,000.00, to be paid from Fund 0279, with no impact to the general fund, is recommended. [Contact Person: Pat Skorkowsky] (Ref. 5.08)
- 5.09 LEARNING MANAGEMENT SYSTEM AND SUPPORT SERVICES – GENIUS SIS, INC. Discussion and possible action on the request to contract with Genius SIS, Inc., for licensing, training, and support for the Genius Registration and Student Portal software and its associated database, for an approximate cost of \$70,000.00 per year for two years, for a total amount not to exceed \$140,000.00, to be paid from Unit 603, FY 14, GL Account 5580000000, Fund 1000000000, Cost Center 1010001603, effective August 1, 2013, through July 31, 2015, is recommended. [Contact Person: Jhone Ebert] (Ref. 5.09)
- 5.10 NEVADA JOBS FOR AMERICA'S GRADUATES PROGRAM - STATE OF NEVADA AND DEPARTMENT OF EMPLOYMENT TRAINING AND REHABILITATION. Discussion and possible action on the authorization to accept funding to continue the implementation of the Nevada Jobs for America's Graduates (JAG) program with an anticipated program period of July 19, 2013, through September 30, 2016, to be paid from Fund 0279, with no impact to the general fund, in the approximate amount of \$1,850,000.00 is recommended. [Contact Person: Joyce Haldeman] (Ref. 5.10)
- 5.11 STUDENT EXPULSIONS. Discussion and possible action on approval of student expulsions according to NRS 392.467 (Board Policy 5114 and Regulations 5114 and 5141.1), as listed, is recommended. (CONFIDENTIAL) [Contact Person: Pat Skorkowsky] (Ref. 5.11)

ADOPT CONSENT AGENDA (continued)

- 5.12 NONRENEWAL OF PROBATIONARY LICENSED CONTRACTS. Discussion and possible action on approval to notify probationary licensed employees of nonrenewal of contracts is recommended. (CONFIDENTIAL) [Contact Person: Staci Vesneske] (Ref. 5.12)
- 5.13 PURCHASE ORDERS. Discussion and possible action on ratification of the purchase orders in the total amount of \$1,287,751.18, as listed, is recommended.
[Contact Person: Jeff Weiler] (Ref. 5.13)
- 5.14 PURCHASING AWARDS. Discussion and possible action on approval to purchase goods or services in the estimated total amount of \$4,453,630.00, in compliance with NRS 332, as listed, is recommended. [Contact Person: Jeff Weiler] (Ref. 5.14)
- 5.15 WARRANTS. Discussion and possible action on ratification of the warrants as listed in the Bills Payable Transmittal and the Board Memorandum to be presented at the Board meeting, is recommended. [Contact Person: Jeff Weiler] (Ref. 5.15)
- 5.16 DEBT MANAGEMENT POLICY STATEMENT. Discussion and possible action on approval of the Clark County School District's Debt Management Policy Statement and authorization for the Statement to be submitted to the Nevada Department of Taxation and the Clark County Debt Management Commission in accordance with NRS 350.013, is recommended.
[Contact Person: Jeff Weiler] (Ref. 5.16)
- 5.17 REDUCTION TO CONTRACT AMOUNT, ELECTRICAL AND LOW VOLTAGE SYSTEMS UPGRADE, J. M. ULLOM ELEMENTARY SCHOOL. Discussion and possible action on approval to reduce the contract amount and approve the revised proposal submitted by the architectural firm of Pugsley Simpson Coulter Architects to provide architectural design services to prepare plans, specifications, and other documents for a construction manager at-risk delivery method to upgrade the electrical and low voltage systems at J. M. Ullom Elementary School in the amount of \$199,988.75, to be paid from the 1998 Capital Improvement Program, Fund 3080000000, Project C0012721; and for J. P. Gerner, Facilities Division, to act as the Board of School Trustees' designee for all project documents, is recommended. [Contact Person: J. P. Gerner] (Ref. 5.17)
- 5.18 CONTRACT AWARD: ROOF REPLACEMENT, DESERT ROSE HIGH SCHOOL. Discussion and possible action on approval of an award of contract to the lowest responsive and responsible bidder for a roof replacement at Desert Rose High School, to be paid from the 1998 Capital Improvement Program, Fund 3080000000, Project C0012715; and for J. P. Gerner, Facilities Division, to act as the Board of School Trustees' designee for all project documents, may be recommended. [Contact Person: J. P. Gerner] (Ref. 5.18)

ADOPT CONSENT AGENDA (continued)

- 5.19 **CONTRACT AWARD: ROOF REPLACEMENT, DORIS HANCOCK ELEMENTARY SCHOOL.** Discussion and possible action on approval of an award of contract to the lowest responsive and responsible bidder for a roof replacement at Doris Hancock Elementary School, to be paid from the 1998 Capital Improvement Program, Fund 3080000000, Project C0012718; and for J. P. Gerner, Facilities Division, to act as the Board of School Trustees' designee for all project documents, may be recommended. [Contact Person: J. P. Gerner] (Ref. 5.19)
- 5.20 **CONTRACT AWARD: ROOF REPLACEMENT, TWIN LAKES ELEMENTARY SCHOOL.** Discussion and possible action on approval of an award of contract to the lowest responsive and responsible bidder for a roof replacement at Twin Lakes Elementary School, to be paid from the 1998 Capital Improvement Program, Fund 3080000000, Project C0012722; and for J. P. Gerner, Facilities Division, to act as the Board of School Trustees' designee for all project documents, may be recommended. [Contact Person: J. P. Gerner] (Ref. 5.20)
- 5.21 **CONTRACT AWARD: FIRE ALARM REPLACEMENT, THERON L. SWAINSTON MIDDLE SCHOOL.** Discussion and possible action on approval of an award of contract to the lowest responsive and responsible bidder to replace the fire alarm system at Theron L. Swainston Middle School, to be paid from the 1998 Capital Improvement Program, Fund 3080000000, Project C0012692; and for J. P. Gerner, Facilities Division, to act as the Board of School Trustees' designee for all project documents, may be recommended. [Contact Person: J. P. Gerner] (Ref. 5.21)
- 5.22 **CONTRACT AWARD: OFFICE DEMOLITION AND EXPANSION, AND RELOCATION OF PORTABLES, FOOD SERVICE COLD STORAGE WAREHOUSE.** Discussion and possible action on approval of an award of contract to the lowest responsive and responsible bidder to demolish and expand the office area and to relocate three portables at the Food Service Cold Storage Warehouse, to be paid from Fund 6000000000, Project C0012730; with no impact to the general fund; and for J. P. Gerner, Facilities Division, to act as the Board of School Trustees' designee for all project documents, may be recommended. [Contact Person: J. P. Gerner] (Ref. 5.22)
- 5.24 **CONTRACT AWARD: ASBESTOS ABATEMENT AND DEMOLITION, VARIETY SCHOOL, LOCATED AT 2601 SUNRISE AVENUE.** Discussion and possible action on approval of an award of contract to the lowest responsive and responsible bidder to perform asbestos abatement and demolition at the old Variety School located at 2601 Sunrise Avenue, to be paid from the 1998 Capital Improvement Program, Fund 3080000000, Project C0012522; and for J. P. Gerner, Facilities Division, to act as the Board of School Trustees' designee for all project documents, may be recommended. [Contact Person: J. P. Gerner] (Ref. 5.24)

ADOPT CONSENT AGENDA (continued)

5.25 CHANGE IN SERVICES, ARCHITECTURAL/ENGINEERING SERVICES AGREEMENT.

Discussion and possible action on ratification of total change in services to the architectural/engineering services agreement for a net increase of \$2,946.35 for Elaine Wynn Elementary School (NRC Engineers, Inc.), is recommended. [Contact Person: J. P. Gerner] (Ref. 5.25)

APPROVE ADOPTION OF THE CLARK COUNTY SCHOOL DISTRICT BOARD OF TRUSTEES' GOVERNANCE POLICY EL-2.1: COMMITMENT TO DIVERSITY

Approval of the adoption of the Clark County School District Board of Trustees' Governance Policy EL-2.1: Commitment to Diversity, as recommended in Reference 6.01.

Trustee Edwards said that immediate changes to the policy were made as requested, and the additional work on the policy will be brought forward as that work is completed.

Motion to adopt EL-2.1: Commitment to Diversity

Motion: Alderman Second: Garvey Vote: Unanimous

SEX EDUCATION ADVISORY COMMITTEE APPOINTMENTS

Discussion on the configuration of the Sex Education Advisory Committee and how appointments are made.

Trustee Tew explained that there are currently six appointments open on the Sex Education Advisory Committee, and that the discussion here would give input and direction on how those selections are made. She said the Board would like this committee to reflect the diversity of the District. She said the committee is made up of five parents and four community representatives that represent the medical/nursing community, teachers, counselors, the religious community, and pupils.

Trustee Tew noted that the members do not necessarily represent a Trustee district, and she suggested that perhaps of the four community representative appointments, those could also represent specific districts that are not already represented by the parents on the committee. She said with relation to the parent representatives, she would like to have different grade levels, different ethnicities, and both fathers and mothers represented. She explained that there is an expectation of attending three meetings per year with the knowledge that other meetings could be called as needed, and there would be an expectation of the willingness to do the work and to understand the guidelines of the CCSD Policy and Procedure document, the Open Meeting Law (OML) and Robert's Rules of Order under which the committee operates.

Trustee Edwards said that Trustee Young's concern was that parent representatives on this committee tended to come from certain Trustee districts, leaving some districts underrepresented and some districts overrepresented. She said the Board could make an effort to ensure that all districts are represented on this committee through all appointments, not just the parents. She said Trustees would need to encourage people in their districts to apply to be on the committee.

SEX EDUCATION ADVISORY COMMITTEE APPOINTMENTS (continued)

Trustee Edwards suggested that an application could be developed that asks those questions that would encourage representation of all groups, such as grade level of the child and Trustee districts.

Trustee Garvey asked which six appointments are currently open. She recommended reaching out to the Health District to fill the position of the medical/nursing appointment. She said this committee does not have adequate representation of minorities.

Trustee Tew said the available appointments are medical/nursing, religious, three parents, and a female student. She said there were five minorities on the committee, though she would like to encourage more Hispanic parents to come forward and ideally male Hispanics to welcome some fathers to the committee.

Trustee Garvey asked if any of the minorities live within the Latino core area and poverty stricken areas.

Trustee Tew said she would have to research that, but there is no requirement that the representatives live in those areas.

Trustee Wright spoke in support of the doctor that is currently on the committee. She agreed that every effort should be made to have every district represented but said it may not always be possible. She suggested that another viewpoint may come from having a single parent on the committee. She said she would like to see a small committee formed that would consist of the outgoing Trustee representative; the current Trustee representative; Mary Pike, Director of Science, Health, Physical Education, Foreign Language, and Driver Education, Curriculum and Professional Development Division; and the teacher representative or the chairperson of the committee to review the applications.

Trustee Alderman said having diversity on the committee is more important than having every district represented. She said the less prosperous communities need to be represented on this committee as well because they have significant issues. She said communication is also important in making a concerted effort to ensure all districts are represented as much as possible.

Trustee Garvey noted that two of the ethnic appointments are the non-voting student members. She suggested reaching out to those organizations that represent the gay, lesbian, and transgender groups and individuals.

Trustee Tew said of the 18 letters of interest that have been submitted, there are three from District A; one from District B; two from District C; none from District D; four from District E; two from District F; and one from District G.

Trustee Edwards asked why the term for members is four years if it is not in statute.

SEX EDUCATION ADVISORY COMMITTEE APPOINTMENTS (continued)

Ms. Pike said the term of office is set in the Sex Education Advisory Procedure Manual as approved by the Board in 2010.

Trustee Edwards recommended changing the term to two years as are most of the Board's appointments. She asked Trustee Tew to look at making that change and bring it back to the Board. She suggested that the Board Office track the appointments and calendar the appropriate dates so that the appointment procedure begins in March with an application deadline in mid-May and appointment by June 30.

Superintendent Skorkowsky said staff would keep the Board informed of when those positions are being posted, and staff's goal would be to have the appointments on the agenda of the last meeting in June. He asked that the Board use the word "diverse" as opposed to "ethnic" because diversity includes more than just race.

Trustee Alderman asked if a person from District D could still apply to be on the committee even though the deadline for submitting a letter of interest has passed.

Trustee Tew said the intent of the Board and the committee is to be inclusive, so she would be agreeable to having Trustee Alderman to reach out to that community.

Trustee Wright also agreed with allowing an individual from District D to submit a letter of interest.

Public Hearing

Seth Rau asked when the committee appointments would be made.

Trustee Edwards said it would likely be by the end of August.

ACCEPT SUPERINTENDENT EMPLOYMENT AGREEMENT

Accept changes in the employment agreement with Patrick Skorkowsky which was approved by the Clark County School District Board of Trustees on June 27, 2013.

Mary Ann Peterson, Board Counsel, District Attorney's Office, explained slight changes to the proposed superintendent employment agreement, one being the deletion of subparagraph 2 on page 3, under Benefits because that information is mentioned in the first paragraph; and the other change being that the first contract mentions a \$150,000 term life insurance policy, and there are actually two policies equaling \$150,000.

Public Hearing

Cameron Stuart said he is not clear on what it means to be the CEO to all of the District's constituencies. He said there should be focus on the students suffering as well as the successful students in the District.

ACCEPT SUPERINTENDENT EMPLOYMENT AGREEMENT (continued)

Motion to approve the superintendent employment agreement as submitted with revised reference material.

Motion: Wright Second: Garvey Vote: Unanimous

BOARD AND SUPERINTENDENT COMMUNICATION

Superintendent Skorkowsky informed the Board of staff's work to support the efforts of the firefighters battling the Carpenter 1 Fire.

Superintendent Skorkowsky offered the following statement:

"**Trustees** – Tonight, I want to depart from the typical remarks I offer and instead reflect on where we've been, where we are, and where we are going as a District.

First, I want to let you know that I was taking notes on the comments you made throughout the superintendent selection process.

You all said it loud and clear, many times, that you want to continue our reform efforts to increase academic rigor and provide individualized interventions for our struggling students. **EVERY** student matters.

As trustees, you set our District's strategic direction, and it is my job to translate that strategic direction into plans, take action, and demonstrate results.

Together, we will work to ensure **every student graduates college or career ready**.

We see some positive indicators of student success: graduation rates – while still much too low – have ticked up.

We have worked to raise the academic bar from pre-kindergarten through graduation.

But any major effort requires mid-course corrections. For example, the state will not release assessment results until mid-September, but the rough, preliminary data from the most recent year is sobering.

This time of transition is a great opportunity for us to evaluate – what is working for our students, and what isn't?

We're not going to hide behind difficult results. We're not going to make excuses. We're going to have honest conversations.

We are working to identify programs that aren't increasing student achievement, and we will stop funding them.

BOARD AND SUPERINTENDENT COMMUNICATION (continued)

"There are also many stunning success stories in our District. We are talking about how we expand our "Islands of Excellence".

We are making mid-course corrections. Our priority at all times must be the academic success of every student.

Working with the Executive Team, we have outlined four areas of focus. **This is how we will assign our priorities, structure our District's talent and align our resources.**

First, our priority is to focus on academic results:

Our "North Star" can no longer simply be to get students to the graduation stage. It must be to graduate them with the skills necessary to succeed in college or career.

Our focus on Academic Results will include:

- **Ensuring every student has an excellent teacher.** This includes employing a differentiated approach to instructional coaching, giving teachers high-quality instructional strategies and creating an evaluation system that provides useful, fair feedback.
- **Rigor.** We must focus on literacy, math, science, social studies and the high-level thinking demanded by the Common Core.
- **Here are some questions we are asking about Academic Results:** How do we set benchmarks for success? How do we partner with community organizations to ensure our students are prepared to handle academic rigor? How do we communicate our academic goals and needs to our parent, business leaders, community members, policy makers and associations? How do we focus resources where the money matters and ensure the funds are well spent?

We will also focus on Talent and Technology:

We must define adult success in terms of student success:

- State law requires us to change our **evaluation systems** for teachers and administrators. As I mentioned, we are in the midst of a plan to ensure those evaluations provide **fair, constructive feedback**. And I plan to institute new evaluations to hold **central office administrators accountable for results**, as well.

BOARD AND SUPERINTENDENT COMMUNICATION (continued)

- "Let's shift our focus to our **"talent."** We spend 90 percent of our budget on employees. Our people are our best resources. Let's better define the competencies we are looking for in the classroom and school leadership.
- We must ramp up our **data systems** so we can better determine what is working in the classroom and what isn't. How do we define an excellent teacher or administrator? Who is highly effective?
- Again, we have **islands of excellence** throughout our District – how do we reward and retain our best teachers and administrators? How do we extend the reach of quality teaching? How do we incentivize high-quality teaching and continuous improvement in the classroom? How do we encourage our best teachers and administrators to go to our low-performing schools? How do we develop and bring up our support staff employees?
- This focus is on people. **People matter.** As we work toward excellence in academics and operations, we must show a spirit of caring and "growing" our employees so they can build a successful and satisfying career in the District.

A focus on Equity and diversity:

We must create welcoming environments for students, staff and parents that supports learning, promotes mutual respect and ensures the safety and welfare for all.

- We will **define** what equity looks like and talk about how we can standardize it across the District in terms of:
 - **Hiring** – how do we better ensure that our teachers and administrators reflect the demographics of our District?
 - **Distribution of talent** – how do we encourage our best teachers and administrators to work in our low-achieving schools?
 - **Promoting talent** – how do we ensure that we have a qualified yet diverse pool of CCSD employees to choose from?

BOARD AND SUPERINTENDENT COMMUNICATION (continued)

- **“Student success** – how do we narrow achievement gaps and address the overrepresentation of minorities in our discipline system? How do we continue to ensure more minorities participate in our gifted and talented programs?
- **Culture** – how do we train in cultural competency so our staff is equipped to address hard and soft biases, as well as language and cultural barriers?

And, our final focus is on Return on Investment:

We are stewards of a \$2.1 billion taxpayer-funded budget. Our responsibility is great, especially in difficult economic times.

All District initiatives and programs will be monitored for effectiveness in relationship to associated cost.

- We must **empower** principals and school leaders while making them **accountable** for results.
- And we must **use technology** to better set benchmarks for success, gauge results and determine the return on investment in relationship to operational and academic excellence.
- We will improve **project management techniques** to better implement initiatives, communicate their value, and set benchmarks to monitor their progress.
- We must **allocate resources** to support those things that work, off-ramp what doesn't work and ensuring the resources are directed toward our shared priorities.
 - We have already cut programs that aren't showing results. On the flip side, we are instituting plans to expand programs that are showing results.

This is just a preview of what we are discussing so we can be open and transparent with you, our parents, our employees and the community at large.

This is an initial discussion on how to implement your vision.

I plan to have a deeper conversation about this with you at our August 9 retreat to see if you think I am on track in interpreting your vision.

BOARD AND SUPERINTENDENT COMMUNICATION (continued)

"In the meantime, I welcome your individual feedback, as my team and I are working to make some changes before the new school year.

Just as I expect results from my team members, I know you will hold me accountable for student results and operational excellence.

I believe that if we focus our resources on these key beliefs – academic results, talent and technology, return on investment, and equity and diversity – and if we are honest and make corrections when necessary, we can put the right emphasis on "every student in every classroom, without exceptions, without excuses."

I look forward to continuing this conversation with you and our community. Thank you, again, for giving me the opportunity to serve our students and our community."

AGENDA PLANNING: ITEMS FOR FUTURE AGENDAS

None.

BOARD REPORTS

Trustee Garvey reported that she, Trustee Edwards, and Trustee Cranor would be attending the Nevada Association of School Boards (NASB) meeting next weekend in Fallon, Nevada.

DISCUSSION AND REQUEST FOR SPECIAL MEETINGS

None.

PUBLIC COMMENT PERIOD

None.

ADJOURN: 6:33 p.m.

Motion: Wright Second: Tew Vote: Unanimous