

## SCHOOL BOARD WORKSHOP

GADSDEN COUNTY SCHOOL BOARD  
MAX D. WALKER ADMINISTRATION BUILDING  
35 MARTIN LUTHER KING, JR. BLVD.  
QUINCY, FLORIDA

February 25, 2020

3:00 P.M.

This workshop was open to the public and electronically recorded.

The following Board members were present: Mrs. Audrey D. Lewis, Chairwoman; Mr. Leroy McMillan; Mr. Steve Scott; and Mr. Tyrone D. Smith. Also present were Mr. Roger P. Milton, Superintendent and Secretary to the Board; and others. Mr. Charlie D. Frost and Mrs. Deborah Minnis, Attorney for the Board; were absent.

1. Call To Order

The workshop was called to order by the Chairwoman, Mrs. Audrey D. Lewis, at 3:00 p.m.

2. Items for Discussion

a. Strategic Plan Evaluation

Dr. James Brown, PSTB Consulting, LLC, shared with the Board a power-point presentation outlining Gadsden County School District's strategic plan evaluation. He stated that the district completed its first full-year of implementation of its 2017 – 2022 strategic plan. He stated that the document presents the findings of an external evaluation of the plan and provides recommendations for further refinement and expansion of the plan for ensuing school years.

Following discussion of the district's 2017 – 2022 strategic plan, Dr. Brown recommended the following: 1) include the district's finance, transportation and food service departments in the strategic plan – the finance, transportation and food service departments are critical to the successful operation of the school district but were not included in the current strategic plan. In order for the plan to comprehensively reflect the direction of the district over the next five years it is necessary for all departments to be included in the plan with measureable goals, objectives, strategies and timelines. Implementation of this recommendation will better illustrate how resources of the district are all focused on the achievement of the district's vision and mission and are reflective of its beliefs and values; 2) revisit the findings and if needed, adjust the objectives, strategies and targets for the next five school/fiscal years – a strategic plan is a “living and breathing document” and as such should be revisited as often as possible. A review of the findings clearly revealed a need for the district to revisit the objectives and/or timeline targets for each objective, especially where the findings fell short of the targets. It might also be desirable to eliminate some objectives and create new ones to reflect the ever-changing needs of the district. Specifically, there is a need to create reasonable targets for objectives TL1 through TL7 so that evaluation findings will better reflect the overall achievement targets for students in reading and mathematics. One suggestion might be to conduct a longitudinal trend analysis of student's performance (using

metrics such as iReady, FSA, and other assessments) over the previous five years. Using the results might be a better predictor of annual student performance simply because the best predictor of future performance is a critical analysis of past performance over time. Implementation of this recommendation should provide a more realistic expectation of student achievement, i.e. yield a more accurate prediction of how well the district may perform in reading and mathematics; 3) consider the implementation of a system whereby each expenditure and activity of the district can be strategically aligned with at least one goal and/or objective in the strategic plan and devise some way for it to be documented for reporting purposes. Implementation of this recommendation will again better illustrate how resources are prioritized, used and aligned with goals, objective and strategies of the strategic plan; 4) expand the focus of the arts to include all students and not just those enrolled in high school. Staff response to TL14 (student access to quality visual and/or performing arts) focused on students at the high school level even though the objective did not focus solely on high school students. This led the evaluator to conclude that the emphasis/focus on quality visual and performing arts was not applied to elementary and middle school students. The district provides some elementary and middle school students with instruction in the arts and those students as well as others should benefit from and emphasis or focus on quality visual and performing arts experiences. Implementation of this recommendation will add credence to the district's belief that "Schools exist to foster the development of the whole child" and "every student has a right to a high-quality education" including the arts; 5) revisit the organization of Information Technology Services to increase the efficacy of data collection and reporting. The organizational chart provided did not reflect the intent of Objective SP5 in that no change was made to address a need for better accountability and accuracy of FTE data collection and reporting. A review of recent FTE audits from the Florida Department of Education revealed significant errors in FTE data reporting for the school district and in some instances, the district has been financially penalized for the inaccurate reporting of FTE data. The issue of data integrity is not new to the district and has been lacking for several years. There is a dire need for this situation to be addressed as provided for in the strategic plan. Implementation of this recommendation will allow for increased accountability and improved accuracy in FTE data collection and reporting and further maximize FTE funding for the district; 6) implement an effective strategy to ensure that teachers of mathematics, science, social studies and computer literacy are on track to complete 60 hours of ESOL training. During the 2018 – 2019 school year, six teachers completed the ESOL 18-hour overview and 20 teachers had completed the 60 hours required for endorsement. The majority of those teachers (11) were employed at George Munroe Elementary School. As the district increases its ELL endorsement it is essential that teachers pursue ELL endorsement to be better equipped to accommodate those students. The district receives additional FTE funding for students if teachers of those courses have EL students and the teachers have met the ESOL endorsement requirements. Implementation of this recommendation will expand the ability of the district to meet the unique learning needs of the ELL student population. Additionally, it will move the district forward in its efforts to maximize FTE earnings.

During the discussion of the 2017 – 2022 strategic plan, Board members asked questions, shared their concerns and made comments. The Board and Superintendent thanked Dr. Brown for an informative review of the district's strategic plan evaluation.

Mr. Milton stated that the strategic plan is a working progress and workshops will be scheduled to discuss and update as needed.

b. Federal Program Project Evaluations

Dr. Brown shared with the Board a power-point presentation outlining an overview of the federal programs project evaluations. Following discussion of the federal programs project evaluations, recommendations were shared to include 1) consideration of the development and implementation of a strategy that takes a laser-like focus on student achievement in English Language Arts and Mathematics at James A. Shanks Middle and West Gadsden Middle School; 2) reconsider the strategies and interventions implemented to decrease student absences. The data suggests that the strategies employed were not significant factors in reducing the number of students with 10+ absences during the second semester; 3) continue to fine-tune overall parent engagement and implement frequent monitoring procedures to ensure that the district achieves its goals and completes its planned activities as stated and required by the approved Title I project and Parent Engagement Plan; 4) provide additional specialized instructional services to teachers of science in fifth and eighth grades; and 5) detail and improve record-keeping for digital devices based on availability of those devices for exclusive student use versus those available exclusively for teachers and administration.

During the discussion of the federal program project evaluations, Board members asked questions, shared their concerns and made comments. The Board and Superintendent thanked Dr. Brown for an informative report of the federal program project evaluations.

3. The workshop adjourned at 4:30 p.m.