



## Board Special Meeting

**Executive Committee of the Whole; Executive Session: To receive and evaluate complaints or charges brought against a public employee and to review the performance of a public employee. RCW 42.30.110(1)(f), (g); To discuss with legal counsel representing the agency litigation and/or potential litigation.**

**RCW 28A. 42.30.110(1)(i).**

December 18, 2019 4:30 pm – 6:30 pm

Board Office Conference Room, John Stanford Center

2445 3<sup>rd</sup> Avenue South, Seattle, WA 98134

### Minutes

#### Call to Order

Director DeWolf called the meeting to order at 4:30 p.m. Directors Hampson, Hersey, Mack, Rankin, and Rivera-Smith were present. Director Harris participated via phone conference.

Staff present were Carri Campbell, Chief of Public Affairs; Dr. Clover Codd, Chief of Human Resources; JoLynn Berge, Chief Financial Officer; Wyeth Jessee, Chief of Schools and Continuous Improvement; Superintendent Denise Juneau; Dr. Diane DeBacker, Chief Academic Officer; Fred Podesta, Chief Operations Officer; Sherri Kokx, Senior Advisor to the Superintendent; Greg Narver, Chief Legal Counsel; Dr. Concie Pedroza, Chief of Student Supports, Dr. Keisha Scarlett, Chief of Equity, Partnerships & Engagement. Heather Lechner of the Technology Access Foundation was also in attendance.

#### Executive Committee of the Whole

- Board Action Item: Approval of a Joint Operating Agreement (JOA) between Seattle Public Schools (SPS) and Technology Access Foundation (TAF), Partial Waiver of Board Policy No. 2190 with respect to Washington Middle School, and Amendment to the Student Assignment Transition Plan for 2020-21.

Director DeWolf made opening comments about the importance of the meeting and outlined the plan for the meeting. Sherri Kokx noted staff would be asking the Executive Committee to vote at the end of the meeting on whether to move the item forward to the January 8<sup>th</sup> Board meeting.

Ms. Kokx underscored how every parent wants to make sure their child will be furthered in their school experience. She noted that she believed that the theory of action would support this goal. She reminded everyone of the four priorities in the Strategic Plan, why the first three initiatives were important, and why they were selected.

Ms. Kokx thanked the TAF staff. She said that this work is hard, and that undoing decades of bad practices was difficult. She noted that everyone around the table was tasked to support and love our students.

Ms. Lechner noted they had developed the TAF model over years to serve students. She mentioned STEM literacy and the stakeholders in the TAF organization. She said that TAF is not a curriculum model, not a Charter School, but a partner to school districts and a framework. She is looking forward to starting in 6<sup>th</sup> grade and moving on through the different grade levels.

She noted that when they merged from a TAF standalone school, it was a different environment which requires a different culture. She spoke to challenges of the communities coming together, and that she wouldn't minimize the challenges. She noted, however, that the outcomes with students were positive. She said that they were not just providing support to students, but also to staff, and that the data indicated positive outcomes.

Ms. Kokx spoke to the student climate of Washington Middle School (WMS), and how it compares to other schools. She compared survey data over different years.

Ms. Lechner noted graduation rates and college acceptance rates and reviewed additional TAF student data from the presentation.

Ms. Kokx spoke to WMS student data and comparisons to other middle school data. Ms. Kokx spoke to why WMS was selected for the proposal.

Director Mack asked for confirmation that students cannot be in multiple categories on Slide 15. Ms. Kokx confirmed that is correct.

Director Hampson mentioned the multiple leadership changes at WMS. Ms. Kokx agreed and mentioned different principals who had served at that school. Ms. Kokx noted school leadership matters and can contribute to outcomes. She noted TAF is committed to looking and building a positive climate so students and staff can be successful.

Director Hampson asked about attrition numbers for TAF. It was noted TAF is only in one 6-12 school, and mostly in elementary schools. TAF noted the academy retention rate was high. The High School is a choice school, and students have a choice where they want to go. Capacity is 75 students/grade at HS. The target was met, and the capacity was increased.

Director Harris asked for clarification on the Urban League partnership regarding the building across the street. It was noted the Urban League did buy the building. Supt. Juneau spoke to the potential of WMS partnership with entrepreneurial businesses in buildings close by. She mentioned that conversations can still happen about that, but for the purpose of this Board Action Report (BAR), the JOA is only with TAF. More partnerships could be developed in the Central District. Ms. Kokx noted that this question was answered in documents, and that there would be potential to further build out the relationship with funding.

Director Rankin spoke to being new and jumping into things in progress. She noted that the SBI building should be taken into consideration when the question is asked why WMS was selected. Ms. Kokx noted that decisions are purely driven by student outcomes, and the SBI building was not a deciding factor, just a bonus. WMS was selected because of attendance area as well, and TAF is committed even if the building were not there.

Director Rankin spoke to the awesome opportunity but bad confluence as to what's been happening in HCC. She noted that the community might be excited, but that it does not appreciate how it happened. She wondered whether lessons were learned around improving the process.

Director Hampson asked about enrollment. Ms. Kokx answered that a significant change was not expected in enrollment numbers at WMS. Director Mack asked whether an adequate number of students is sent to this school. Ms. Kokx noted that the school needed to be financially viable. She said that WMS would at least remain this size, and TAF may increase interest and enrollment. Director Mack asked about the specific plan around change in HCC. She wanted to know what the desired enrollment plan over time was to be, and how it played out with the master schedule with four different programs running at the same time. Director Mack

also asked how many students were expected to come into 6<sup>th</sup> grade. She noted that she would like to see more detail on rollout.

Ms. Kokx noted that elementary schools may be added to the feeder pattern and spoke to projections. Director Mack asked whether additional feeder schools could be added. Ms. Lechner said that TAF wants the school to grow and wants students to come back to WMS. Director Rivera-Smith spoke to the risk of losing time if there were problems with the roll out. She noted that teachers are concerned about how they fit in the mix. She said that a lot of teachers were feeling hurt about the process, and that there were lot of unknowns and questions. She stated that there should be a plan. Director Rivera-Smith asked about special education. She wondered how TAF is going to partner with the special education team and whether there was someone on staff knowledgeable about special education. Ms. Lechner is an expert and former special education teacher. Concie Pedroza answered that the district would meet the student's needs in the general education setting as much as possible, and there is no intention to change special education services currently offered at WMS. Ms. Kokx stated that special education services will be in partnership with TAF for students to get better services. Director Rivera-Smith asked about the plans for music and whether TAF would impact electives such as art and music. She noted there are a lot of unknowns. She stated that WMS should have a chance to create their own plan. Ms. Kokx noted she sent an example of a TAF master schedule and TAF planned to keep electives that interest students and had no intention of dismantling the band. It would be a principal decision of how many courses are needed at which levels. Director Rivera-Smith stressed that a lot of healing needed to happen. She noted that teachers want to know more about the approach/plan, and that this seemed rushed to them. She stated that TAF needed to work on buy-in. Director DeWolf stated that how to improve the process was one of the things that came out of yesterday's meeting.

Ms. Kokx acknowledged that families of color were the first to be invited to the table, and that this was done intentionally, followed by anyone at the feeder schools and WMS. She stated that no one at WMS would directly be impacted by TAF immediately. She spoke to the roll out – next year 6<sup>th</sup> grade, then 7<sup>th</sup> grade, then 8<sup>th</sup> grade. The reach out to Madrona and Gatzert Elementary schools was very intentional, knowing that stakeholder engagement with WMS was problematic. She said that this would be improved, and that healing needed to happen, and that support would be provided for teachers and staff.

Director Mack spoke to Creative Approach, and suggested it was maybe not the best way to interact with TAF. Ms. Kokx said that moving forward, she would be there in support of staff and teachers. She noted that if there are teachers who do not want to continue teaching at WMS, they would have the option of going somewhere else. She stressed that she wants this to be successful. She acknowledged that teachers were hurt about the process, but not upset about TAF. She added that we need to learn to support staff through this.

Ms. Kokx said that FAQs were provided, and that TAF offered multiple tours for staff and families. In addition, a website was launched. She noted that a lot of information was put out about the process, and that stakeholder engagement still needs improvement.

Ms. Kokx spoke to financial implications – the 3-year cost roll-out is \$1.1M in addition to WSS. She said this money is in support of the mission to reach students furthest from educational justice. She mentioned the possibility of adding teachers. She said the majority of cost was spent on teaching the teachers, and that there was a significant change in project-based teaching. Ms. Kokx note that the pedagogy must change, and that it was more important than reduction in class size.

Ms. Lechner stated that the Director will work with the school principal and district to consider the needs of the master schedule. Focus on college readiness would be supported in partnership with counselors at school. She noted that TAF adapts to the environment. She further stated that a STEMbyTAF coach works directly with the teaching staff to implement project-based learning. She said that an additional adult would be in the class to provide support.

Director Mack stated that she appreciated the information about the financial situation. She asked where we are in terms of designating WMS, if not under Creative Approach, and that it should be formally designated. Ms. Kokx answered that it would still be a comprehensive, attendance area middle school. Director Mack asked about the pedagogy. Ms. Kokx noted under Policy No. 2200, STEM falls into that like at Cleveland and Arbor Heights, which feature STEM model school/instructional approach. She noted that STEMbyTAF is a program, and that there would be a program change at WMS. Director Mack asked whether the JOA, Section 5, Page 10, needs to be updated.

Director Mack asked about whether the funding is through the district or a grant. She asked whether the acceptance of grant funds needs to be added to the BAR.

Director Hampson requested more than three years of financial impact on the district (e.g. how does it grow, long-term sustainability, side-by-side WMS before and after). JoLynn Berge noted the third-year cost represents every year thereafter for the 10 years. Director Hampson asked about training costs and whether they stay the same. She asked whether this item would qualify as a donation that the Board would have to approve annually despite the contract. Ms. Berge responded that, if clear in BAR and JOA, then no. She noted that when it is not monetary support, the district has not valued those services and brought before Board for action. The district does not have an approval process for in kind. Director Hampson asked how TAF is generating these funds and what percent increase is it for them organizationally. She is also interested in sustainability and fundraising targets.

Director Hersey asked about the relationship between the Director and Principal and TAF's relationship to staff at WMS. Ms. Kokx stated that TAF is a partner to administrators at the building. She noted that, ultimately, a recommendation is made to the BLT and they make the decision. The principal will have to sign off on everything. Ms. Kokx said that nothing changes in the role of principals, and that they just have great partners sitting with them and helping.

Director Hersey noted that principals are strapped, and that bringing in additional support will really help. He asked whether student support specialists were union represented, and whether they would be trained. Ms. Kokx replied that they are still in negotiations with SEA, but right now they would be TAF employees and would have to go through TAF training. Details are still to be worked out.

Director Rankin asked what we are calling this school. Director Rankin asked about how TAF was generating their funds, and whether they would be sustainable. She asked what mechanism the district is using to deploy additional funds for staffing. She asked whether we are setting a precedent for other schools to ask for more staffing. She asked how the district will maintain staffing ratios once TAF sunsets out. She asked who is being asked to solicit funds and do those individuals have the capacity to do so.

Director Harris asked about the roll-out of the program. Ms. Kokx noted that it would start with the 6-8 grade model, and that the 6-12 grade model will be part of a later conversation. She stated that more information will be provided on further roll-out between introduction and action.

Director Rankin asked about transportation and whether SPS would be paying for afterschool activities. Ms. Kokx noted the district is not providing that transportation. She stated that before/after school programming will be onsite.

Ms. Kokx spoke to HCC being provided in a blended model. She noted that the HC cohort model is not in the law, and that services will continue, IEPs will be followed, and 2E students supported. She stated students will receive these in a blended model. She noted educators have said they are ready to provide these services in the general education setting. Ms. Lechner spoke to project work being developed to be taught to students.

Ms. Kokx spoke about differentiated instruction, with teachers being able to add complexity, acceleration, depth, and novelty. Ms. Lechner noted that teachers will focus on students' needs and interests. Ms. Kokx added that national leaders will provide training in our schools. She said that enrichment would take place in class, after class, on weekends, etc. Ms. Kokx spoke to the three types of models – exploratory, training & activities, individual and small group investigations of real problems.

She added that there are two types of math needs in one classroom, Geometry and Algebra. Ms. Kokx stated that WMS staff would figure out what makes the most sense. Ms. Lechner spoke about learning enrichment and used the example of White Center as a project for students to investigate gentrification.

Director DeWolf described the “7<sup>th</sup> generation principle” on how the new model would impact the future. Director Mack noted that “2 grade levels ahead” was promised to incoming 6<sup>th</sup> graders, and that it would not be fair to any student to repeat content. Ms. Kokx stated that no student would repeat content.

Director Mack noted her concern about removing services before the new model is implemented. She said the community has concerns there will no longer be access to the cohort and asked whether we should add more cohort seats elsewhere. Ms. Kokx noted the lack of capacity. Director Mack asked for the data and the assumptions behind it because she believes Robert Eagle Staff will now have seats. She noted she would like to maintain a cohort and add TAF. Ms. Kokx stated that we won't take away the options for students.

Director DeWolf asked to see data. Director Rankin noted that a “2 years ahead” model is assumed. She stated that there is a 6-year plan to change services, but that one school gets it immediately. She voiced concern that HC students will benefit the most, rather than students furthest away from educational justice. She spoke to concerns regarding bias and equity and wondered about potential bullying issues. Director Rankin asked whether students would repeat content and noted the community wants to know that when students reach 9<sup>th</sup> grade, they will be prepared to reach advanced coursework. Ms. Kokx noted that students would not repeat. Ms. Kokx thanked the Board for raising these questions and stated they would be addressed.

Director Harris noted that she is a huge fan of TAF, but that she does not like that the southeast will not have a cohort model. She voiced concerns regarding data models and stated that a system was needed that moves everybody forward. She asked whether growth would be measured to determine if the pedagogy works. Ms. Kokx responded saying that TAF has an annual plan to measure growth to evaluate the effectiveness of TAF.

Director Hampson asked about the timeframe of 10 years. Ms. Lechner stated that transformation takes time, and that 10 years is a good frame to ascertain the outcome. Director Hampson noted that it might be too long of a timeframe for a commitment, with reviews being conducted only every 3-5 years. Director Hampson asked about whether stronger language was needed around what the reviews look like. Ms. Lechner stated that students are starting to feel success, and that TAF is in its 4<sup>th</sup> superintendent relationship now.

Director Hampson voiced concerns regarding equity and educational justice. Ms. Kokx spoke to the gentrification of this city, and it was a concern. She said that decisions made about changing the cohort model will have an impact, but that race was not used in decision-making.

Director Hersey asked about high school math teachers and delivery methods. He also spoke to the need to address equity issues. He asked about how the project-based learning model collides with meeting standards. TAF described the model as 90 minutes blocks, projects are all aligned to standards and based within the recommended curriculum, although sometimes TAF brings forth a proposal to get approval for changing a book, etc. Director Hersey also noted we need to acknowledge we are not meeting the southeast's needs, so the “removal conversation” does not ring true. Ms. Kokx noted the district would be removing the pathway, not the cohort.

Director Rivera-Smith noted concern about waiving policy when the work to amend that policy is underway. Ms. Kokx allowed that decisions may not be perfectly aligned with policy in all matters.

Director DeWolf spoke to trust, and about this being a frustrating process. He noted that teachers are intelligent people, and that they are owed respect and a place at the table. He asked that additional questions should be sent to Ms. Wilson-Jones and the stakeholders. Director DeWolf pointed out that this was a crucial time, and the need to go out and talk to constituents.

Director DeWolf asked for a motion to move this BAR forward. Director Hampson made the motion to move it forward for consideration. Director Harris seconded the motion. Director Mack noted she would be offering an amendment and asked for staff support on the analysis. Ms. Kokx noted that the item is not out of committee yet.

Ms. Bennett noted that, should the item move out of committee, Board Office staff is unavailable during the winter break to support the development of an amendment. Mr. Narver stated that a bilateral contract needs bilateral agreement on any amendment.

The motion passed unanimously (Directors DeWolf, Hampson and Harris).

### **Executive Session**

- Executive Session: To receive and evaluate complaints or charges brought against a public employee and to review the performance of a public employee. RCW 42.30.110(1)(f), (g); To discuss with legal counsel representing the agency litigation and/or potential litigation. RCW 28A. 42.30.110(1)(i).

Director DeWolf announced at 6:43 p.m. that the Board was recessing into Executive Session to receive and evaluate complaints or charges brought against a public employee and to review the performance of a public employee, RCW 42.30.110(1)(f), (g); and to discuss with legal counsel representing the agency litigation and/or potential litigation, RCW 28A. 42.30.110(1)(i); and the Executive Session was scheduled to for approximately 30 minutes with an anticipated end time of 7:15 p.m.

Director DeWolf called the executive session to order at 6:45 p.m.

Directors DeWolf, Mack, Rankin, Rivera-Smith, Hersey, and Hampson were present. Director Harris participated by phone. Staff present were Superintendent Denise Juneau; Dr. Clover Codd, Chief of Human Resources; Sherri Kokx, Senior Advisor to the Superintendent; Martina Loeffelmann, Board Office Administrator; Greg Narver, Chief Legal Counsel; and John Cerqui, Deputy General Counsel.

At 7:15 p.m., Director DeWolf announced that the executive session to receive and evaluate complaints or charges brought against a public employee and to review the performance of a public employee, RCW 42.30.110(1)(f), (g); and to discuss with legal counsel representing the agency litigation and/or potential litigation, RCW 28A. 42.30.110(1)(i); was now expected to go an additional 5 minutes, with an anticipated end time of 7:20 p.m.

At 7:20 p.m., Director DeWolf recessed out of the executive session.

The Special Meeting reconvened at 7:20 p.m. and there being no further business to come before the Board, Director DeWolf adjourned the special meeting at 7:20 p.m.