



Dr. Johnson said he dealt with these students on a daily basis, and he felt the increases in requirements will make them better prepared for the real world and to be able to compete in the job market. We will have to do strategies and interventions early and be sensitive to their needs. He really didn't want to graduate students who can't do the work and be successful in the job market. Director Tupper said his concern was that the students won't believe they can get all the work done and they will stop trying. Director Roberson supported the changes and believed companies want us to raise the level because we are competing in a global society now. We have to do some things differently and we have to have people educated in math and science in this type of society.

Director Clewell hoped the student board members might have some input into this topic at a later time and he hoped the LSIAC might have some opportunity to review this and have input. He felt we were increasing the ability of our students to become better citizens in our community. He thought in our global society that we might want to have even more emphasis on social studies. It is important for our students to be competitive in our society and to be good citizens. Director Guard wondered if any of the other UEN districts had made these changes and if we could talk with them, it would benefit us to know what they learned about making changes in the requirements. He suggested we find out if any UEN schools have done this and what they learned. The LSIAC would be talking about the recommendations on September 16 and our student board members will have time to address this topic soon. (A draft of the recommended changes will be included in the minutes of record.)

## FACILITIES

Bill Good gave an overview of several construction projects and showed slides of the site improvements.

**Jefferson:** This building was ahead of the construction schedule and by October there will be follow-up cleaning. There were pictures of the media center, new main corridors, flooring, and multi-purpose spaces.

**J. B. Young:** There were pictures of the new front entrance on Main Street and views of construction being done on this side of the building. This phase was focused on the 1963 addition, gym and office renovations. There will be work on the third floor science lab, the elevator, computer room, and multipurpose spaces. We saw the existing gym and work happening in this area of the building. By the end of December they will be moving to do work in the original building in the second phase.

**Harrison:** There were photos of the additional spaces and classrooms, media center, office area, and new main entrance. Bill talked about the bus lane, three classes have been moved into and the teachers are excited. On the north side work was being done on the multipurpose room and classrooms, with temporary classrooms being used. There were several views of the entrance area, computer rooms, multipurpose room, and stage addition. Mr. Good mentioned the teachers were using infrared microphones to help all students hear better throughout the rooms.

**Children's Village West:** The office and check-in area were shown along with shots of the corridors designed for the young children who will use this facility. The rooms have special names done by the teachers that are fun areas, and it is a village concept. They incorporated different styles of windows that are kid oriented and placement was lowered for the kids. The multipurpose room was viewed and there are 19 classrooms at the center. There are lofts, student equipment, soft seats, and all the furniture was ordered to accommodate the needs of the little children. There is also an infant classroom that was furnished to meet their needs.

**Spread Sheet on Projects:** In response to a request from Director Tupper, the Board received a spread sheet of the past projects, project costs, projects for the final years of LOSST, estimated costs, and additional comments on the major expenditures by buildings. The outline started with the elementary buildings, then intermediate, high schools, and other buildings. Several of the projects were completed with money from PPEL funding as well as through LOSST funding. Director Guard reminded people this was the sixth year of the ten-year PPEL, and it was important they saw how much was accomplished through PPEL funding so when it comes up for renewal, people will see the impact.

**Next Round of Proposals:** Mr. Good said there will be proposals for the next round of construction projects so they can start with planning. The three schools that would be considering major projects now will be Washington Elementary media center and office; McKinley Elementary media center and office; and the media center and climate control at Blue Grass Elementary. They will come back with additional projects and would like to go ahead with the planning phase at this time for these buildings.

### BOUNDARIES

Prior to the start of the discussion on boundaries, Vice President Guard informed people attending the meeting the Board was in the review process of boundaries. The scenarios were on the web site for people to view and a survey was on the site where people could comment. There was no proposal the Board was considering but all these ideas were conceptual. The scenarios show if we were to look at establishing boundaries with feeder schools, or balanced enrollment, or with other plans, this was what the boundaries would look like. This has been an on-going discussion with the 95 people who are on the LSIAC with representatives from each building on the committee. We had 20+ criteria items to use and the LSIAC prioritized what they felt was important such as safety issues, neighborhood schools, travel time, and other things. Before any changes are made, we will have one or two public hearings and people can speak at our regular board meetings during open forum. We have had input from building representatives and they can bring back more information to us from the community. There was a lot of data to consider and hopefully more information will be given to the buildings to share with those who want to hear more about these issues. This has been an open process and we want buy-in by members of our community. You can check our web site for more information and talk with people about your ideas. We want your involvement and we ask for your patience tonight as the Board has an opportunity for questions and to review the data. It is a work in progress and we are not voting on anything tonight.

Mr. Good said there were a number of scenarios on the web and they did receive calls from people who had trouble accessing the maps. We will be happy to walk through the information with people if they just contact us. The Board spent the next part of the meeting learning about each of the scenarios and what responses we received on each plan. Ethel Reynolds talked about Scenario A where we would keep current boundaries, make some changes to Lincoln, and move all students back to their home schools. Responses she heard felt this plan eliminated options but guaranteed students would go to certain schools. Juli Staszewski talked about Scenarios B, the True Feeder School Concept. She said people were intrigued with this but felt J. B. Young was not fully utilized. Scenario C was addressed by Jim Andrews and dealt with balancing schools to optimize space. In all the scenarios, someone would be affected by the changes. Mr. Good added that 24% of our students presently attend schools outside their home attendance area.

Director Zamora was concerned about the families affected by the closing of Johnson and Grant. She felt they should not be moved again. Director Guard said the Board can have any type of transition they want but we need to look at using our space efficiently and creatively. All our schools are good and there are no bad buildings. He had visited 20 of the buildings to see what goes on and he was impressed. He hoped people would give the Board their input which would help in making the right decision. Director Guard said with the transition plan, we can be open minded and he hoped people would visit the new school before just saying no to making a change. He hoped people would also be open- minded. Director DeFauw said we have an option to state with boundary changes, if students have attended for three or more years, then they can stay in the school.

Dr. Schuerman said the implementation details could be considered later and the staff will look at the details so the Board doesn't need to work on those issues. We can grandfather in and make exceptions, but that shouldn't be a part of the concept. Director Roberson expressed a concern about splitting up children in a family when there were multiple children attending a school and the balanced enrollment plan won't allow someone to attend the same school as a sibling. Dr. Schuerman said boundary changes are tough and we can work with staff on the implementation, grandfather clauses, and exceptions on a later phase of the plan. Director Roberson felt the Board needed to be concerned about the affect of the changes on families and we need to make this easy for them. Director Guard thought the changes should be user friendly.

Marsha Tangen talked about scenario D which was a K-8 facility in northeast Davenport, and scenario E which was a PreK-5 school. These were considered based on the demography study and projections of growth in our community. Comments she heard were that we don't need a new building and a number of people were in favor of an early childhood building. Mr. Good said currently we don't have any building with 700 at the elementary level, but a new school in the northeast area could certainly ease the numbers at Harrison and Adams. Director Guard talked about the wealth of information available in the demography study and it shows there is growth in the northeast as well as in the west part of Davenport. We have capacity at Blue Grass and Buffalo but that would mean a long bus ride for elementary students if they were going to attend these schools. We need to continue to look at this study in the future as more development happens. Director Roberson noted there was a lot of development north of 53<sup>rd</sup> and people were moving from one area to another; but there were also new people coming to our community. Mr. Good said this new building scenario was driven by the demography study and it could benefit Harrison, Adams, and Fillmore.

Rachael Mullins explained parts of the F & G scenarios which addressed choice areas and the Sudlow boundary. There are 151 students who attend Central High that are actually in the North boundary area. We could enforce the boundaries or we could adjust the boundaries for these students. When we shift one boundary then we end up shifting another boundary affecting West High. The West High boundary then is shifted to move some students to Central. Ms. Mullins also talked about shifting the Sudlow boundary which has affects on West and North. Director DeFauw said those changes then created the same challenges at Adams and Williams, so we would just be moving the problem from one area to another.

There were additional handouts with information about the boundary scenarios that were on the web and the opinion poll survey. Dr. Schuerman commented if there would be a different grade configuration, it should be done before any change in boundaries. Director DeFauw said there was some confusion caused by the September 12 deadline for input on the web site because people felt they were under the gun to respond and some didn't have an opportunity. She would like the deadline removed. Mr. Good said the deadline was set so the administration could get some feedback for tonight's meeting. The administration was still talking with people and taking down comments. There isn't a problem if people want to respond, but it was up to the Board as to how long we keep getting input before taking any action.

Mr. Good said we recorded 280 responses to the survey. There were 400 submittals with the same response from one e-mail address which all came in at one time also. Director Guard thought this survey should be available at the buildings and someone at the building should be able to talk people through the use of the computer and be able to have a dialog with individuals who have questions. Tonight's meeting was a work session for the Board and there will be other opportunities for people in the community to express their ideas. There were comment sheets available for people to write out their questions tonight and these should be turned into the Board Secretary. Director Tupper encouraged people to attend the Regular Meeting and talk at Open Forum so they could be on TV.

Director DeFauw suggested something go home to parents explaining the process and letting them know we will conduct public hearings before making changes. Bill Good said information can be given out at Open Houses and he passed out a schedule. He agreed the Board needs to have public input and they are prepared to do this for the Board. Director Guard thought the information on the web wasn't clear and we should establish a thorough procedure for accessing data. Director Roberson said he believed people thought there was good information and opportunities for input. He was concerned that people were saying they didn't know about this and wondered how they did find out now. There was additional discussion about the data gathered for tonight's meeting and the community input. Director Zamora said that while the Board listens to input, in the end the Board has to make a choice.

Director Tupper said there is also an option for the Board to leave the boundaries alone and he didn't think that was reflected in the scenarios. Director Guard said that option was on the blue survey. Ethel Reynolds asked to share some of the administrative team's ideas also. She talked about capping class size sooner as other districts do; looking at special programs and moving them to other buildings; looking at magnet schools to attract people to certain buildings; creating incentives such as busing, or lab schools, or different calendars. There are also capacity issues and looking at Lincoln School with an alternative.

Director Guard said all these ideas could have an impact on boundaries, especially if we cap size at the elementary buildings. He liked the creative ideas to attract people to less full buildings. Director Roberson asked if the administration had asked parents what they think about any of these ideas. If you want buy-in, the community has to be involved in the planning. He always has concerns when the elementary students can't walk to their neighborhood school. He didn't like the scenarios where West High had so many students and North had less and felt that we should be asking parents how they feel. Mrs. Reynolds said these ideas just came from a brainstorming session and possible ways to help with enrollment issues.

Director Guard brought up charter schools in Iowa and these have to be public schools in order to get money. There is a lot of parent control with this type of school also and it should be explored. Director Tupper talked about three or four buildings being at capacity soon. He would like a variety of options for additional classrooms, magnet schools, and what will we do with growth areas to address class sizes. This could be addressed with a new building or additional classrooms, but he wanted to know how the administration would be addressing higher numbers in some buildings. Dr. Schuerman said there has to be a dialogue with the staff on these issues. If the Board says not to change boundaries, then we need to discuss these other options. We will need to talk about balanced enrollment and the optimal use of the buildings. We can't ignore the emotional side of these discussions because it impacts parents and children in our community. Mr. Good brought up the matter of the time schedule the Board had requested of making a decision by October 25. He talked about a review of the boundaries was a part of board policy. The administration needed to know where they go from here or what are the next steps you want us to take? Director Zamora felt she needed to digest this information more.

Dr. Schuerman talked about looking at the present scenarios or having the administration identify more scenarios. We can study this more but he recommended that the Board put off making a decision by October 25 unless there was a reason we had to do something by then. Board members talked about the boundary policy and Director DeFauw thought the administration regulation 501.12A had been rescinded during the time when the Board was dealing with closing schools. The Board Secretary was asked to research this and provide information to the Board on this procedure. (Follow Up Note: The regulation was rescinded in March 2002.)

Director Clewell felt he would like to have some structure to this matter. Should the administration make a specific recommendation or should we look at other alternatives? Dr. Schuerman said if the Board was asking the staff to bring additional options to be considered as an alternative to boundary changes, two weeks is not enough time to do this. We don't want to hurry and make a rushed decision to meet the October 25 timeframe. Director Clewell felt the timeline should be pushed back to allow the superintendent and staff an opportunity to come up with alternatives. Mrs. Reynolds said it would be dangerous to offer options without going to the staff and public first and this could create major problems.

Director Zamora had to leave the meeting at 7:20 PM. The discussion continued with the remaining board members and administration. Director Guard didn't think the Board had to pick a specific date at this time and they should allow the administration time to come up with alternatives. Director Guard said there could be options such as leaving the boundaries the same, positive incentives to balance enrollment, charter schools, and other things. Dr. Schuerman clarified the Board didn't want to do away with boundary changes, but wanted the administration to present other ways to balance enrollment by the Committee of the Whole. Dr. Schuerman thought the time-lines needed to be erased and not to have the Board pressured into a specific date. Director Tupper said it looked to him as though there were only three or four buildings that had a serious capacity concern. He felt we needed to address these areas and not change boundaries where particular problems didn't exist. He had concerns in numbers because of the demographic study. Mr. Good reminded the Board the information in the study was from last year and there will be numbers after our count on September 17 that might change the dots on the maps. He wanted to be clear on the wishes of the Board on how to proceed with the web site and with other meetings.

Director Guard wanted more information at buildings and people to explain to parents. He was not comfortable with people filling out the survey on the web when they didn't understand the scenarios. Open house would be a good time to have information available. We could have town hall type meetings and have people who were concerned have an opportunity to offer their suggestions. Director Roberson wanted the web site to be user friendly and have better directions on what we wanted to know. Dr. Schuerman summarized (1) Board got five scenarios developed after many meetings and study. (2) The Board was not pleased with the community input on this so they want to have more feedback from the public. (3) If the Board wants more scenarios we can do this but it will have additional staff time. (4) The staff should take a look at what could be done if we don't change boundary lines. (5) As we continue with the study, the numbers will change for enrollment. (6) The community is interested because their feelings, emotions, and beliefs or where their children will attend school are involved. (7) We shouldn't be pressured into making a decision because of a timeline. (8) We should get more information out to the public at the level they need.

Director Tupper said the community has been involved through the LSIAC but the Board feels there should be better communication with others. They should be informed about the process we have been using to come up with the scenarios and other ideas. Director Guard said he wasn't displeased with the input but he wanted more comments on the scenarios. Director Clewell said we also want to look at not making any changes and bring this out to the public. Director Guard said the reason we were looking at this was because the board policy talked about a review every five years and that is what we are doing. We do have the option of doing nothing but can say we did review the boundaries now. Mrs. Reynolds

explained that the option of having a magnet school would take at least one year to do correctly. Director Guard said he thought it could take two years and we would have to say a building name in order to get feedback from the parents involved. We also have to eliminate the time line at this point. Director Tupper had concerns that we can't run buildings at 110% capacity and the time line would be driven by capacity and the demographic study. The administration has to tell the Board how urgent this is or if we can put this off for three years. Director Roberson felt we had issues with capacity at Harrison that will need to be dealt with in the near future.

Dr. Schuerman recapped again: (1) The Board has sufficient concepts to discuss. (2) In the conceptual presentations, there wasn't a plan dealing with "no change in boundaries" and the staff should look at this. (3) If there are no changes, what should occur and what should we present that would have a positive effect on balancing enrollment? (4) We don't need this done in two weeks, but begin the work. (5) The staff takes time to get information on the conceptual plans out to the public so they can react and the Board will have a better feeling without having a timeline. (6) Find out about the removal of Adm. Reg. 501.12A to see if there is a timeline to follow. (Note: The regulation was rescinded.) Mrs. Reynolds said the administration will work through this as long as they know what the Board wants. Dr. Schuerman said they would be open to ideas and will discuss this more to see what the best procedure to follow will be.

#### RECESS/BREAK

The Board took a 10 minute recess until 8:05 PM when they returned to the table for additional discussion of the superintendent's organizational plans and announcements.

#### INFORMATION/ANNOUNCEMENTS

- A. Vice President Guard explained the AEA Director District Elections are now conducted by mail-in ballot. The director is elected by a vote of the board members of local school districts located within the director district area. Our District will cast one vote for the AEA Director District #3. Scott Saveraid filed an official ballot for the director's seat. The Board will need to take action on this matter at the next meeting.
- B. Vice President Guard announced at the Committee of the Whole October 4 the Board will work with McPherson & Jacobson on developing a timeline for the Superintendent Search.
- C. Vice President Guard noted the District plans to hire a person to assist the Truancy Officer. For the record, this position will be paid out of Allowable Growth funding.

#### SUPERINTENDENT'S ORGANIZATIONAL PLANS

Dr. Schuerman talked about his role as the interim superintendent. He has had numerous meetings with individual board members, Ralph Johanson, the Executive Council, coordinators, the DEA, Union, YMCA, and St. Ambrose leaders. He has been talking about staffing and he realizes there is a lot more work to do. There were issues with the SIS program at registration, but problems were worked out. He attended presentations with guest teachers, new teachers, support staff, the Davenport Foundation, and other groups. In the community he met with the Intergovernmental Committee, PTA, YMCA Steering Committee, United Neighbors, African American pastors, Bishop Horton, AEA liaisons, and other superintendent groups. He is in the process of visiting buildings each week and has been at Central, West, Young, Madison, and Wilson. Dr. Schuerman said in talking with staff and the Board, he heard about "hot buttons" and he has some interpretations. 1) Budget preparation and the time line concerns: How do we involve the Board in the discussions so we have an improved feeling about our funding? 2) The negotiation progress: He proposes the agenda committee schedule an Exempt Session to discuss negotiations, review how we do this, and ask where the Board wants to go. 3) District image in the community: We will work with Karen Farley and Rachael Mullins in this area to improve perceptions.

Dr. Schuerman asked the Board to look at materials he included on job descriptions that included general responsibilities and specific responsibilities of the administration. All of these people understand their role as a team in improving student achievement. We need to address staff and board relationships carefully and make sure we are in line on the right issues for the right reasons. As far as administrative costs, we have made numerous cuts in the administrative staff and we have fewer administrators than other districts. We need to establish a relationship with the union leaders and he has met with the DEA leadership. They talked about a rap session and he will be meeting with Ty Cutcomb to talk about other employee groups.

Dr. Schuerman's personal observations from watching and listening were that the Davenport School District is good and has the kind of staff that can move it forward. However, we could be even better and top of the line. The work ethic of the employees is no problem and they are competent and hard working. There is reasonably good staff morale but there are some issues. He wanted to compliment the Board on initiating the early childhood thrust and encouraged them to not let up on this area. He has been very impressed with the commitment of the district to maintain their facilities and update buildings. Despite cut backs in custodial staff, the buildings are remarkably clean which creates a positive image. The Board of Directors is a well-meaning group of people and they are truly interested in doing what is best for children. He felt it was important the Board spends as much time as they can on policy making and trying hard to permit the staff to run the day-to-day operation. If the staff doesn't do this, then the Board can take action, but until that time, the Board must trust the administration and let them do their work. When board members get calls from people who complain to them, they need to get that information to the superintendent so we are permitted to resolve the problems. This will improve the trust level between the Board and the staff members.

The vision of the District must focus on teaching and learning. Instructional improvement needs to be the basis for all decisions we make. The climate and culture developed must be honest, upfront, and respected at all levels. This means information flows from central office to the Board and from the Board back to central office. The central office will work on information going to the buildings and then will have feedback from the buildings back to the central office. Working with this pattern will minimize problems and provide truthful communication. Dr. Schuerman said there are issues dealing with trust in the central office and it is hard to work together. We have to learn to accept other's strengths and weaknesses so we can trust and share honestly. There are turf and territorial issues with the staff and we need to work on this. Dr. Schuerman felt we can minimize this and move closer to being a top line school district.

With the state standards, parent expectations, NCLB and Board expectations, everyone is pointing to raising the bar for our students. We need to have in place a system-wide alignment system. We need to provide teachers with clear expectations on what they need to teach in the classrooms. The staff needs to analyze the curriculum delivery system, staff assignments and leaders, effectiveness of monitoring, and be sure we use data to improve achievement. Dr. Schuerman believed these types of conversations will need to be done with an all-day retreat for his staff in the near future.

Vice President Guard said with the recommendations for graduation requirements, the staff should also look at what is taught in K-12 and what is included in the system in order to reach a high school diploma. Dr. Schuerman said this will need time during a retreat to get to this type of discussion and it is a huge undertaking. Trust between levels is huge when you make a recommendation that will make a difference for our students. The extent to which buildings are involved or not involved, your expectations, the leadership, staff assignments that are made, all have to be reviewed. There are people now who are incorrectly assigned to tasks and we need to look at this and re-evaluate work being done.

Dr. Schuerman talked about the folders with job descriptions included. Considerable thought was spent by the leadership on this and to move us forward. We have eliminated the superintendent's cabinet; we have edited job descriptions and people know for what they are accountable; and we have changed the overall

thrust with specific missions. You will see the job descriptions have seven or eight same responsibilities and the rest are specific duties for each job. People know these are the things they have to account for in their work. It gives us an idea of what the Executive Council does and who is accountable for what area. We are changing the thrust of the central office with this type of compliance. Time is a problem if you expect these individuals to do all these things and if we want them to do additional work, we have to take something away. Dr. Schuerman said he wants to help develop the climate of respect for everyone so we can all work on improving achievement of our students. In conclusion, Dr. Schuerman wanted to remind the Board that "The new broom doesn't sweep clean, nor does the whistle blow the train."

Director Tupper commented at the forum for candidates last week, someone brought up the issue of curriculum directors and how we don't have these people anymore. The person brought up concerns with efficiency and consistency in teaching subjects where everyone does their own thing. He has heard this before. Director Clewell said we should have a good roadmap that will help our faculty and there are people who report to the executive directors for certain administrative services. Dr. Schuerman said there was a flow chart and Mrs. Reynolds talked about who reports to her and Jim Andrews. Director Tupper agreed with the emphasis on student achievement and asked how the Board can become more involved in this and play a key role.

Dr. Schuerman said with the way our curriculum and staff development office is set up, it is very difficult to monitor what is being taught. It has nothing to do with the staff's ability, but it is difficult to get everything done and we need to look at this curriculum area carefully. Director Tupper said he felt the Board had an intense desire to do good things, and he hoped the staff doesn't see this as a personal attack on them but rather as a passion for what happens in the District. Dr. Schuerman said the staff appreciates the passion of the Board, but it is some times what is done with the passion that can get touchy. Director DeFauw appreciated the efforts being made and for helping people to focus forward. It will serve all of us well to look forward instead of at the past. Director Roberson appreciated the efforts for student achievement and alignment of responsibilities, but he will be critical if the achievement doesn't happen and we don't raise the bar. He wants to see our students capable of taking care of themselves and being productive citizens. Dr. Schuerman said if we want that done, we have to work together and share. We have to be sure we all understand the principal is the leader of instruction, brings the staff together, talks to them on what is in line, visits the classrooms, and looks to others for help as needed. We have to stop competing with each other because we will have pockets of greatness and some areas that need work.

Vice President brought up the board goals and how an agenda item should be considered to address this. We should take advantage of our interim superintendent to facilitate a workshop on goal setting. We need to ask what we can do to help him and the staff do their jobs. The superintendent can work with the Board to establish our goals and with having a new board member this will be a good time to address this topic. We need to make sure we also monitor our policies and realign as needed. Dr. Schuerman said the Board will get the information they need and if it is not what they want, people should get back to him. Director Clewell also talked about board goals and felt we can't dismiss the past but we can learn from what we have done to improve what we do in the future.

#### ADJOURNMENT

Vice President Guard adjourned the meeting at 8:55 PM.

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Linda Smith Kortemeyer, Board Secretary