



VISION  
To be a world-class school system.

**THE SCHOOL BOARD OF LEE COUNTY**  
**School Board Briefing Meeting – M I N U T E S** (Approval 8/14/07)  
**Tuesday – July 31, 2007 / 2:30 p.m.**

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**Attendees:** Mrs. Jeanne S. Dozier, Board Chairman  
Mr. Robert D. Chilmonik, Board Member  
Dr. James W. Browder, Secretary & District Superintendent  
Mrs. Julie Nieminski, Board Auditor  
Dr. Jane E. Kuckel, Board Vice Chair  
Mr. Steven K. Teuber, Board Member  
Mr. Keith Martin, Board Attorney  
Mrs. Denise Mangus, Recording Secretary

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**A. BOARD MEMBERS** (*Dr. Kuckel called the meeting to order at 2:39 p.m.*)

**1. Special Areas of Board Involvement/Reports** – Mr. Chilmonik noted attending a Family Care Counsel of SWFL meeting. The group works together to improve conditions for those with disabilities; they had a solid presentation letting parents and individuals know of available programs, and discussed new state rules on care/medical reimbursements. He will attend future meetings and bring back reports; there are funding issues at the state level. He's asked from the agency director specific information on what schools and the state provide. Mrs. Dozier noted attending the past month's activities of: North Ft. Myers Chamber Celebrity Waiters/Waitresses fundraiser lunch (she served); Sam Sirianni Memorial groundbreaking (community raised money for a dearly loved, respected man); United Way (who lifts up community) event where District awarded plaque for generous contributions; regional Edison annual meeting; Ruth Moon's retirement dinner/going away; and Tampa conference (day drive-in for planning annual FSBA and Superintendents' conference, which will be excellent). Mrs. Dozier expressed thanks for the commitment of the third-floor move's collaborative/helpful spirit and appreciation for Dr. Kuckel presiding over 7/5 Special Meeting (Dr. Scicca and Mr. Chilmonik were out of state) for matters to open schools smoothly. Mrs. Dozier attended NSBA's Southern Region conference in Texas and was a presenter, thanking Messrs. Donzelli and Rosencrans for their help; employees will be assisted re retention and recruiting. She noted attending a press conference on a campaign against misuse of prescriptions; all need to address within schools/curriculum. Dr. Kuckel attended Estero Chamber's annual event where District acknowledged for helping Post Office re a location on our Three Oaks property; she apologized to Mrs. Nieminski but asked for consensus to have the latter as the staff liaison to the Compliance Advisory Committee. Dr. Kuckel noted, in working with the committee chair's (Dick Young) and the committee, many process questions arise re gathering info and how. She feels Mrs. Nieminski would benefit the committee as well as possibly someone from Internal Auditing; Mrs. Dozier feels the Board Auditor suggestion would seem to fall in line. She noted Thursday's audit plan Board workshop. Dr. Kuckel won't be there (on 8/2) but will inform the committee of what's happening to help with direction. Mr. Chilmonik was okay with this also.

**B. ACADEMIC SERVICES**

**1. ~~Student Progression Plan 2007/08 (8/14)~~** – Student Progression Plan will be brought back in August.

**2. Middle School Program of Studies 2007/08 (8/14)** – Dr. Browder noted a change is zero promotion (Board's aware due to classroom involvement); this has been back and forth. There are so many credits for sophomores, juniors, and seniors; years ago they didn't count 9<sup>th</sup> grade in Florida Athletics Association. If one didn't have enough credits, they tested down. Re zero promotion and Student Progression Plan, one is 4 years into career (no matter credits in); with 3 years, prom allowed (matching practice with reality). It's not productive for student image if telling them they're still 9<sup>th</sup> grader (would've been 11<sup>th</sup>); if it takes 5 years to complete high school, the student's basically a senior. There aren't grade-level homerooms (only alpha once/twice a year). Dr. Browder feels it's a winner for students' psyche. Mrs. Dozier commented it almost parallels real life experience in that college has a lot of 5-year seniors; if it's a benefit in the long run, she supports it. Dr. Browder, responding to Dr. Kuckel's inquiry, noted it was gotten away from re Florida's classification of athletes (9<sup>th</sup> graders weren't tested in those days). It's about sequence; students may miss school when grade levels pointed out in events, and this helps take down barriers. Dr. Jones noted 10<sup>th</sup> grade re-testing sooner in a high school career gives opportunity for re-takes. Dr. Jones noted middle school Assistant Principals' work, going through the complete document and making sure course codes align with state systems, sequence courses, and consistency in middle (then SILK scheduling system gone through). Approval of inactive course list is still wanted (could be exploratory courses which may be on hold; waiting to see courses which may have to be taken at middle school); waivers go through Curriculum (to ensure courses make sense) and course can be activated within SILK. It was added on what it takes to pass (per state); definition of 7<sup>th</sup> and 8<sup>th</sup> graders also done. Technical education courses identified; cadre of teachers worked this summer on lesson plans. Re credit retrieval, middle school opportunities are increasing (before- and after-school programs; students have an opportunity to take academic courses

to stay on track. Dr. Browder responded to Dr. Kuckel that students would provide their own transportation for the before school (after school has some busing); he also noted, per her additional inquiry, that equity could be an issue but participation is voluntary and we would find a way to help a family (e.g., drop off at a neighboring school). It depends on the school what may be offered in the morning; it could be language arts if needed. We're finding opportunities (e.g., summer) for students who can't move from middle to high.

Mrs. Dozier asked about computer courses students take; some districts have computers in public education buildings and businesses; she could see us doing such in areas where students could go without transportation. Dr. Browder noted they're working on a couple of options; we bought site licenses for NovaNet (this will assist); he commented it would be helpful to bring back thinking to the Board on this. We've several adult ed computer rooms for families/students to come to; reaching out is important. Mrs. Dozier noted Mr. Chilmonik's past comments on computers for student needs; Dr. Browder replied there's a plan coming. Per Mrs. Dozier's question, it was reconfirmed we're complying with the middle school act; one thing making her a little uneasy is some exploratories put on hold. Dr. Jones explained it's the variety that may or may not be offered in middle; we'll study/look at classes which may fill students' schedules (requirements). Level 1 readers have to take 2 reading classes; Dr. Browder noted requirements still of English, math, science, social studies, and double block of reading—leaving only 1 period. An example is Mr. Chilmonik's 9-week computer program would go to 6. Dr. Browder's concerned about arts, PE, etc. re academic requirements (leaving programs in program of studies critical). We're 1 of a few districts having 7 periods daily. (Mr. Teuber arrived now at 3:11 p.m.) Mrs. Dozier asked about 6-week blocks vs. 9 and additional grading periods, possibly changing the latter; Dr. Browder noted this is being looked at. Some districts send home 6-week grades on these types. Dr. Jones explained it isn't a requirement for promotion to be 9 weeks but 12 courses and semester-long career technical course. There may be some flexibility but scheduling has to be worked on. There's nothing in statute for so many hours in middle school. Dr. Browder noted we have to be real thoughtful; portion of day could be regular, and enhancements/enrichments could be 6 weeks. Mrs. Dozier noted opportunity for enhancements in completing a course. Dr. Browder explained students could get courses part live and the other in extended day or summer. Middle school people are looking at every avenue. Dr. Jones confirmed to Dr. Kuckel middle school courses with Florida virtual school; Dr. Browder noted k-12 virtual but part of the problem with the master schedule is the District not earning FTE if taken on-line (virtual gets it). He explained there was a grant years ago (we earned FTE) if schools took a course but it went away; Mrs. Dozier noted legislation needs to be written as our facility and computers being used. It was noted we don't provide supervision within the school day to virtual courses.

3. **High School Program of Studies 2007/08 (8/14)** – Similar to middle; principals worked hard to make sure courses align with state, half or full credit, more user-friendly re majors (has academy info), etc. Sections are different yearly because of additional majors or changing (can add/delete some depending on student participation). It will be posted on the web site. Dr. Kuckel expressed thanks for the hard work; being creative with student needs is liked.
4. **Policy 3.07, PreK-12 Physical Education (8/14) [PE Recommendations K-5]** – Dr. Jones worked hard to get ready re new legislation and 150 minutes requirement for elementary (and fitness testing of 4, 7, and 9 students). Old language deleted and reference made of 225 recommended middle school minutes. Three new courses for high PE requirement; options 1 and 2 this year; some start 3<sup>rd</sup> this year of Hope course (new/available from state).
5. **ESE Positive Behavior Support** – Dr. Browder's sharing today the draft document finalized this summer with ESE staff and principals (for 8/14 Briefing). There's a difference between and trying to get understanding of suspension and timeout. Reward room and timeout can't be same place; managing with a school noted as well as restraint system and training of our people. Dr. Browder's pleased with the draft (relating to behavior); it's been a struggle to get in place (moving target) but with Dr. Brunick looking at it, we're progressing. Dr. Kuckel asked as to agenda having ESE students but title includes all. Dr. Browder noted original ESE discussion design but in 4-month planning drive, all students put on for a specific reason—include every student re positive behavior, in how we approach should be with all 82,000 (positive approach to encompass all). Though Positive Behavior is a copyright program, we don't want it tied; we've a lot of people trained and using. Re Dr. Kuckel's question on document modifications, Dr. Browder said it talks about positive support and it's not the only program out there (we're using nationally certified); the state's looking to us for this document. Dr. Kuckel has a preference title re the first page (not positive behavior approach); Dr. Browder noted bringing forward, at discussion, proprietary concerns but that this is a procedures manual.
6. **High School Graduations / 2008** – Dr. Browder noted the Saturday and Sunday schedule after Memorial Day; it'd be the same every year (so to plan). Proposal includes a future Monday evening (there'll be East, Island Coast, and the next high in East or Cape; we'll have more schools than venues). In putting Monday in mind, we can manage the next

6+ years). It helps re IB schools and AP tests (they'd be over); we don't have students going to graduations and taking tests. It's felt parents will like know every year. In response to Mr. Chilmonik inquiry on public feedback, Dr. Browder noted talking to a variety of folks—ministers, rabbis, constituents; from the previous newspaper story and time suggested, he had questions but after the times were adjusted, there's been no discussion or call backs of concern. With Board agreement, he will start additional dialogue to make sure all understand; we can't continue the two-week+ window. Programs and ceremonies would be standardized; Mr. Wiseman met with the high school folks and a draft agenda has been drawn up with same stage set-up. Al Shilling will study potential larger life-screens. It's serious work on how graduations go and laying out in a way that's positive for seniors and schools; principals are cohesive on this and want to take the guess work out. Dr. Browder responded to Mr. Chilmonik that Cape schools on one day were about venue. He was going to flip a coin but high school principals looked at it; rotation for subsequent years will be figured out. Mrs. Dozier noted decisions being made on data and if this schedule is in place versus the two-week cost, she wants it concrete. She noted the legislature going in special session to talk \$7.4 billion statewide deficit (due to property tax monies' shortfall), and they want to see us managing the money. Education is supposed to be held harmless, re state deficit, but it may end up different after legislative negotiations. Dr. Kuckel noted this graduation proposal does well re the gap of when students are out of school and actually graduating. Dr. Browder noted Saturday and Sunday mornings were ruled out in trying to be sensitive to all denominations. There may be in the future an earlier ceremony on Saturday but we're trying to fit the needs of as many citizens, to touch all bases.

C. **HUMAN RESOURCES** (none)

D. **ADMINISTRATIVE/SUPPORT SERVICES**

1. **Change Orders – June 2007** – See information on file (noted as a FYI).

E. **BUSINESS SERVICES** (none)

F. **EXECUTIVE SERVICES**

1. **Strategic Plan Update** – Dr. Itzen and Mrs. Boyle will give info and show what's occurred (see PowerPoint copy on file). Dr. Browder noted tomorrow's leadership conference opening (at Ida Baker), inviting the Board. Some things are going to be rolled out that the Board will be proud/pleased. Dr. Itzen noted 06-07 school improvement results. Mrs. Boyle stated the District maintained a B rating though the state grading system changed and there's science and math learning gains. Other districts were affected—19 went down (including Broward, Dade, and Hillsborough). The District's trend remained positive; no F schools this year; Mr. Teuber noted more C and D schools this year though he knows it was tougher and some were borderline and dropped. Mrs. Boyle and Dr. Itzen have talked about learning gains and scores (e.g., science); they did some out-of-box thinking and will bring forward in future. Positives included 8 schools going up 1 letter grade; 3 went up 2; and many Title 1 schools did very well. Challenges have new students scoring lower than those in District several years, thus growth hurting scores; Dr. Browder noted after having new students 1-2 years, it's more on target (similar to ESOL taking 5 years). The data says our teachers are doing a great job. Mrs. Dozier asked about the breakdown of new students—particular areas they come from, socio-economic status, etc. Mike Smith puts some data on this, per Dr. Itzen; the greater portion of our students are limited English. Mrs. Dozier wants to go down another step—do they come out of another school or country; it's important when talking with legislators about the system (things working or not, stumbling blocks on grading system) and if there's data, it can be taken along (Dr. Browder will gather).

Dr. Browder noted the trend line of 1-2 years speaks highly for our teachers, standardized curriculum, pinpoint focus. We don't hold off but test students in first year when they come in (some districts wait 2 full years); in measuring where they are, we'll have a better measure in 3 years on how we've done. It's a matter of incorporating 18,000 new students in the system (5,000 kindergarten, 13,000 from elsewhere)—net gain. This doesn't count 7,000 kids who come and go. Mr. Chilmonik inquired about 3<sup>rd</sup> grade; for the rest of the grade level—new student is having only one FCAT score ((3<sup>rd</sup> graders in our analysis would appear as new students). Dr. Itzen sees middle and high school students not doing as well as elementary; this is national trend. Dr. Browder noted until two years ago, there wasn't a secondary reading program (in the program), and it wasn't called reading (grade based on communication skills). It's truly about phonemic awareness, vocabulary, etc. Dr. Browder sees concern for level 3, 4 and 5 falling back (solid for levels 1 and 2); we're all over this and looking at other state districts doing well (reviewing data, making adjustments, and looking again; it's being done with the Leadership group tomorrow). Suggestions will be brought to the Board on these areas; there are 7,800 per DOE site not speaking English, per Mr. Chilmonik and he noted issues kept being seen on students not speaking English. Schools, in the 80's, were doing immersion programs, and he noted getting back to basics—e.g., sentence structure. Re new programs in zones, we are putting them in situations which merges them in

that set of skills (k-12); further noted is that new English adoption has more grammar, sentence structure (90% of this; 10% literature). There's a conscious decision for basis on FCAT which is asking about pronouns, parts of speech, etc. Dr. Itzen noted also in alignment for pre-school teaching.

Mrs. Boyle returned to the PowerPoint. Mr. Chilmonik questioned the 9 schools reported to the News-Press; they're Adequate Yearly Progress (AYP) and all these programs apply to them. There are things within Title 1 to enhance. Opportunity has been offered to change but parents aren't switching schools (the latter doing a great job); 77% of our schools make 80% of AYP (one student could have that school not make AYP or 5 students could). The system is not necessarily positive but punitive; Dr. Clark and staff are working diligently. Mr. Chilmonik asked about if schools repeat performance next year; Dr. Browder noted we're in the first stage, and Dr. Clark will provide an update and binder in August. Dr. Kuckel asked about programs for action research, noting—for continuous improvement—our responsibility to make sure we analyze, measure (some things vs. others), these gains are from these, etc. She wants to see some action research prototype (new schools would have obligation to measure and learn from their own successes or non successes). One can compare something in one 4<sup>th</sup> grade vs. another 4<sup>th</sup> grade strategy (wants us to be more scientific). Dr. Browder noted we're doing action research in many places; for many years, Edison Park didn't use DIBELS. Mrs. Rafferty—based on data, research, and success of others—will begin to use dip-sticking to help some; she will say we need to this with this adjustment. All schools look/share; re talking about a score card, this is data and results we expect. Dr. Kuckel noted we have to determine our own best practices and now what results we get with teachers, schools, settings for continuous improvement to take place; sometimes some things happen in one school and not another (we need data drawn to know), and hit and miss is not wanted. Mr. Teuber noted he likes Dr. Browder giving principals leeway to look at data but could note to them—you're giving this much time and set (as a Board)—now we need to go and show market gains. Dr. Browder noted we're talking laser-light focus. Dr. Kuckel complimented the look at this thoroughly with metrics, and we're doing better.

Dr. Itzen, re part two, noted we hope to institutionalize—periodic review of data (Cabinet did this week) and build into processes. Dr. Kuckel commented, re the Board Priority Results/Targets page, that we may want to save this part of presentation when Dr. Scricca is present (a focus of hers). Dr. Browder noted we want to share the strategic plan portion and how it aligns; an opportunity for Dr. Scricca to respond is wanted. Mr. Teuber noted deferring so Dr. Scricca can be here (her points made). Mr. Martin confirmed this could be added on to Thursday's workshop agenda. On the second PowerPoint (copy on file), re our ongoing challenge, the following is to be embedded into District processes: 1) goal alignment; and 2) continuous improvement cycle (emphasis on data collection). In the next couple of days (with administrators), there's goal-setting and driving down to the classroom level (breakout sessions, student goal setting); many people in the District are writing and to have in place. Mr. Teuber noted us looking at long- and short-range; it will be developed in classroom with students, parents, and teachers. Mr. Browder noted it will be more focused on this—is what we have this year (here's data, here's where you are in reading, where do you want to be). Dr. Kuckel noted one more thing, though it may be semantics, would be for her to have the arrows feed up to the Strategic Plan (not down); Dr. Itzen noted he changed a previous version of such (back to this). Dr. Itzen noted the slide with the graph visual, showing eight different levels of the Strategic Plan and goals of those parts (division is 2<sup>nd</sup> level, department is 3<sup>rd</sup> level, etc. and which goals they align to based on color). Every goal tied to quality implementation. The Quality Advisory Committee was noted; Mr. Teuber inquired as to philosophy or implementing tools. Dr. Browder noted it's Florida Sterling tools. Dr. Itzen noted one quality goal is graduate rate; the Academic Division has it written into their plan as well as Student Services (a visual chart shows 3 sections working on it).

Re Board major goals, programs and practices were noted per Dr. Kuckel and what do we expect to get; Dr. Browder answered 4.57% increase. Dr. Kuckel inquired that if we don't measure NovaNet results, how do know it made more of a difference than other programs (where do we get best results and what did each program generate for us)? She feels we need to hone down and measure; maybe results are all attributable to one but measure down to the unit of delivery. Dr. Itzen noted we're getting there; each department is tracking at least one of their goals and report data back. Dr. Itzen explained that it's sometimes in a form for that goal; we were able to increase credit retrieval from here to here (and directly related to graduation rate; actually could be graduation rate tracked). Dr. Kuckel commented that if a difference isn't made, it's to be questioned why we are doing it; to what degree, each move us in the direction. Mr. Chilmonik asked about (the formula for) graduation rate numbers (add students coming in, subtract with certain codes and measure 4 years later; students taking 5 years not counted in that particular calculation). Drop-out (9-12) is snapshot on students having certain withdrawal codes (latter determined by state); the two can't be correlated. Drop-out rate is just during one school year. Dr. Browder noted the problem of us being compared with other states and we don't how they measure. Mr. Teuber noted we may not be compared to Leon, Hillsborough (migrants withdrawing with codes different). Re some indicators, we can't get extrinsic data but intrinsic (this was more than not); Mr.

Teuber echoes Dr. Kuckel. We need to see once lined up, how do they measure up. Dr. Itzen had the Board jump to the sample scorecard, noting taking baby steps—one goal taken and report data. Student Services has a goal around dropout (they would report something in some particular kind of strategy); their data may be actual number of withdrawal codes. Dr. Itzen noted ESE has this goal in their plan; their reported data may be number of ESE students monthly withdrawn. Re continuous improvement, we will make sure School Improvement Plans (SIPs) align with District priority goals. There'll be work on more standardized scorecards for schools, and it's the hope to do electronically through data management software program (Dr. Browder will review with principals at meetings; Division leaders would have data to bring to Cabinet, with data flowing up). Dr. Browder noted going back to the SIPs slide; Dr. Itzen noted we want to modify the Strategic Plan from time to time; recommendations include deleting IB and IIC (we have Board priorities around these already). Some other goals in the Strategic Plan, which he thinks are strategies, he'll suggest putting in measurable.

**G. PUBLIC COMMENT** – none

**H. BOARD ATTORNEY / BOARD INTERNAL AUDITOR / SUPERINTENDENT'S COMMENTS** – Mr. Martin asked to do a School Law Minute on the parliamentary procedure and motions to divide; he used a personnel recommendation as an example with a Board Member having a relative to voted on. Separately, Mrs. Nieminski noted, for discussion on the Consultant Contract audit she did (distributed last month), management's work on putting in place recommendations very soon (most at principal training; implementing new contract form; how-to manual to be done re completing consultant contracts properly; standard contract; etc.); she wanted to wait until mid-August and give report at that time. There's been some time between last month's Board Meeting and reconvening now; management is working on implementing five recommendations to have done by August and results will then be to her after then (and after those trained). It was suggested to give her a time slot on the Briefing agenda (as an item). She will follow up to ensure training has been taken care; Dr. Browder noted some training starts in mid-September. Mrs. Nieminski can pick the agenda when she feels there's enough follow-up, giving those an opportunity to do what they said they were going to. She noted this Thursday's audit plan workshop at 3:00 p.m.; Dr. Browder was given consensus to add 10 minutes on that agenda for the Gwynne Building. Today's meeting adjourned at 4:39 p.m.

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MINUTES BOOK NO. 44 - FY08

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**Jane E. Kuckel, Ph.D.**, Meeting Chair

ATTEST:

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**James W. Browder, Ed.D.**, Secretary and District Superintendent

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