

SCHOOL CITY OF HOBART
BOARD OF SCHOOL TRUSTEES
WORK SESSION
May 6, 2021

The Board of School Trustees of the School City of Hobart met in a work session on May 6, 2021, in the Board Room at Hobart High School, 2211 East Tenth Street, Hobart, Indiana.

ROLL CALL: Terry Butler asked Board Member to log in. The following Board Members and Administrators were present or absent at noted:

Board Members Present:

Terry D. Butler
Rikki A. Guthrie
Sandra J. Hillan
Frank Porras
Donald H. Rogers
Stuart B. Schultz

Board Member Absent:

Karen J. Robbins

Administrators Present:

Peggy Buffington
Ted Zembala
Christopher N. King
Jonathan Mock
Bob Glover

Administrator Absent:

Tim Krieg

CALL TO ORDER: President Butler called the meeting to order around 5:45 p.m.

PLEDGE OF ALLEGIANCE: Deferred to regular session.

DISCUSSION: Student Enrollment Data: Dr. Peggy Buffington presented a PowerPoint presentation, titled Brickies Shine! Past! Present! Future! She indicated that she had shared the presentation with the Hobart Teachers Association. There was discussion along with the presentation, and the information reviewed is as follows:

- With SCOH Educators . . . Our Brickies Know How to Grow Toward the Future!
- From the First Career Pathway in 2000 to Today – Brickies Succeeding in Every Way!
 - Hobart University
 - Early College – High School
 - College and Careers! Welcome to the World of Work!
- The Past and the Present Paves the Way for the Future
 - Without Bold Leadership From Educators, The Mission for Every Child, Every Day is Not Possible!
 - ▶ Roadmap (Plan, Dreams, Leadership, Brickie, Growth, Vulnerability, and Success)
- Bold Leadership Has Served Us Well These Past Two School Years!
We Did It! Every Teacher! Every Department!
Amazing work, Brickies! We are so proud of the hard work you have demonstrated this year.
- With an Eye on the Future, The Landscape Has Been Forever Changed!
We Face More Challenges That Require Us to Lead!
With two pictures titled, What Leadership Looks Like: and What Leadership Feels Like:
- Challenge 1: Shrinking ADM
Data Showing Information from the 2007-2008 School Year that included ADM, Actual Enrollment, Elementary Enrollment, Middle School Enrollment, High School Enrollment, and Change from Last ADM
- Challenge 1: Shrinking ADM
ADM Period 2 and ADM Period 1
Withdrawal Worksheet Breakdown
(168 withdrawals since first day of school; 109 withdrawals between ADM1 and ADM2; new entries off set to a loss of 29 students
Transfer Students – Analysis (Charter Schools; Voucher Schools; and Public Transfers/Parent Choice for the SY 17-18 through 20-21)
- Challenge 2: Spending More Than We Take In. We have a healthy cash balance, but it will not stay that way if we do not control revenue and expenditures.
Budgeting 1-2-3
Negative number? Uh oh. You're operating with a deficit—spending more than you take in.
Section G. Funding Comparison Less 30 ADM that showed a funding reduction less Special Education; Teacher 2020-2021 Cost; Education Fund Insurance; Increased Costs; and New Money that showed a **Shortfall** of **(\$903,202.75)**.

- Challenge 3 – Educational Choice
(Charter Schools; Jeff Bezos, Pearson online; Indiana Digital Learning School, School Vouchers, and Homeschool)
- Challenge 4: Digital School Choice & Examples of Neighboring Districts
Boone Grove, Duneland, and School City of Hammond
- Challenge 5 – COVID and Pandemic Effects Still in Play
- Challenge 1, 2, 3, 4, & 5 Enrollment Forecast – However CHOICE All Around Us!
Forecast5 Analytics showing live Births Data (Class of Year) by Zip Codes including 46342 for the Years 2015 through 2025 and Live Births that Feed the District for the same years
- Challenge 1, 2, 3, 4, & 5 Enrollment Forecast – However CHOICE All Around Us!
Forecast5 Analytics showing School City of Hobart Enrollment by Grade for the Years 2012 through 2022, which showed a decrease of -0.08%
- Challenge 1, 2, 3, 4, & 5 Enrollment Forecast – However CHOICE All Around Us!
Forecast5 Analytics showing total K-12 Enrollment for the years 2012 through 2027
- Challenge 1, 2, 3, & 4 Enrollment Forecast – However CHOICE All Around Us!
What happens if we lose more? OR if we gain more? Current Residents – Using Feb Count!
No Virtual Students!
Financial Information showing Increasing ADM and Decreasing ADM scenarios from +1 through +300 and -1 through -300, respectively, as well as Comparison with 2021 to 2022
- Challenge 1, 2, 3, & 4 Enrollment Forecast – However CHOICE All Around Us!
What happens if we lose more? OR if we gain more? 200 Additional Virtual Students!
Information showing an ADM of 3893 without Virtual Students and ADM with 200 Virtual Students
There was a 4.00% Increase without Virtual Students and an 8.62% Increase with the Virtual Students
- I Believe! You Believe!
Use ESSR II and III to Maximize Student Potential
 - BVS; College and Careers; Technology and Innovation; MTSS – Immediate Intervention – Secondary Focus due to Title I only at Elementary; Elementary Literacy Materials; Special Ed Materials; Mental Health and Counselor; SEL; Service Learning; and PPE
- What do we want all student to know and be able to do?
Early College and Careers: Opportunities!
- Innovation! Dreams! Leadership!
Innovate WithIN
- How will we respond when some students do not learn? MTSS!
- Social Emotional Learning
- Resiliency through Mental Health and Service Learning
- Next Year – COVID has different parameter due to more scientific knowledge, prevention, and treatment! Follow authorities' guidelines!
Regular school day with in-person learners. Next slide will explain options for other learners!
What about COVID or other illnesses with students next year?
Post the recording of I Do/Teacher Do lesson in Canvas – No Zoom
 - 1. COVID positive or quarantine – Canvas and Record Teacher Lesson and Post like now – No Zoom
 - 2. Sick students – advantage to recording and posting lessons.
 - 3. The missed teaching is recorded. You do not have to try to catch the student up.
 - 4. Progress monitor students like other students in your classes.
- The Brickie Virtual School (BVA) – Online School Concept
 - 1. Survey for interest April 7-28 (Draft of BVS info on our website)
 - 2. Why online if in-person learning is more effective
 - ▶ a. Medical need
 - ▶ b. Achieved in online based on past performance and preference
 - 3. Core Classes
 - ▶ a. Elementary classes – SCOH Teachers doing Synchronous learning during the regular school day
 - ▶ b. Secondary sections – Options are as follows:
 - i. SCOH Teachers – Virtual Core Classes that are Asynchronous with office hours for teachers – built into the master schedule if enough interest/signups
 - ii. Hybrid – Go to school online – come in-person with SCOH teachers for classes required for courses with labs OR Academic Honors/Grad Pathways/Early College or Careers/Work Study
 - iii. Alternative School – Edmentum and SCOH supervision as in past

- Electives
 - i. Completely Virtual – Web Portal or Certified Teachers – Core Library with SCOH Supervision **OR**
 - ii. Hybrid – Go to school online – come in-person with SCOH teachers for classes required for courses with labs **OR** Academic Honors/Grad Pathways/Early College Careers or Careers/Work Study
- BVS Sign Ups 5-3-21 – Existing Brickies in Current Count!
 Total Students Interested in BVS: 99 (Maybe/Unsure 79) with a breakdown by school
 There is not enough student enrollment to offer classes in our master schedule
 We can offer a web portal such as Edmentum (currently use for alternative school) or Pearson
 Let's do the math using 200 students:
 - Register a Virtual School (more than 100)
 - 200 x ADM Tuition \$6,337.97 (85% makes it \$5,387.27) = \$1,077,454.00
 - Online Portal Per Student \$3,250 x 200 = \$650.00
 - Remaining Budget \$427,454.00
 - Director Salary and Benefit ~\$100,000.00
 - Total Left \$327,454.00
- Open Enrollment – What Other Superintendents Are Saying:
 Declining Student Enrollment:
 - Most Superintendent's recommended open enrollment to combat the issue of declining enrollment due to finances
 - Most call this strategic enrollment. Finances no longer a problem.
 - Mishawaka – 1200 students non-residential. They have benefitted because declining residential enrollment caused big budget issues. They do not offer transportation.
 Have to have money to meet needs!
 - Revenue needed to continue current and expansive programming.
 - Do not lose competitive edge with decreasing enrollment and financial woes.
 - Lose dollars faster than you can shed expenses.
 Employee Compensation
 - Cannot give raises or be competitive if you do not have finances
 - Open enrollment helps.
 - Most Superintendent's recommend open enrollment to combat the issue of declining enrollment due to finances.
 - Most call this strategic enrollment. Finances no longer a problem.
 - Mishawaka – 1200 students non-residential. They have benefitted because declining residential enrollment caused big budget issues. They do not offer transportation.
 Information Pertaining to Open Enrollment for Non-Resident Enrollment Openings in the Mishawaka School District showing Information, Documentation, Enrollment Request Denials, Return Application and Questions/Concerns, Non-Resident Enrollment Openings, and Number of Openings for the 2020-21 School Year
 IC 20-26-11-32 – Capacity; deadline; publication; grounds and prohibited grounds for denial of transfer request
 Current Board Policy for the Mishawaka School District
 - Determination of Legal Settlement and Eligibility for Enrollment of Students Without Legal Settlement in the Corporation; Children of Divorced Parents; Transfer Students; Transfer Student Whose Parent Is Employed by the Corporation; and Nonpublic School Transfer Student
- Future Forward! The Business Side! Future Forward
 1. Use all revenue to lessen hits to Educational and Operational Funds
 - a. Federal Title I Grants; b. Career and Technical Education – Early College Revenue; c. CARES ACT; d. ESSR II; and e. ESSR III
 2. Be Visionary with Allotted Eligibility Expenditures of ESSR II and III
 - a. Elementary Literacy; b. Special Ed; c. Technology; d. PPE – Air Purification with UV Light – If viable after pilot, this eliminates fogging and custodial time required; e. The Brickie Virtual School (BVS) – SCOH Enrollment now! Open Enrollment Consideration?; f. Personnel (Tricky using non-recurring money for positions that are recurring). Use ESSR to cover positions in BVS, fill positions for at risk programming required by the 20 percent set aside in ESSR, and provide more than an invitation to take early college and career classes. Study the effectiveness of programming and positions added with ESSR.
 3. Use Bonding Power Without Increasing Taxes for Facility Care and Future Needs
 4. Study legislation
 - a. Teacher Compensation; b. Insurance Trust; and c. Accountability Measures

- What Does This Mean?
 1. Problem-solving and solution orientated always! Declining enrollment based on projection data. This does not include school choice decision makers.
 2. Bring our students back to SCOH programming! BVS help drive ADM for school choice options!
 - a. People who have left are not inclined to come back now. Calls have been make.
 - b. Do not lose anymore to school choice with BVS.
 3. Be and Stay Competitive Through Excellence
 - a. Early College and Careers
 - b. Innovation through technology and programming
 - c. Relationships
 4. Utilize staff through retirement and assignments to make the most of opportunities for students.

No reductions in force (RIF)

I have never done this.

 - a. Staff to student ration declining – declining which may seem good for class size, but it is not sustainable without tuition support.
 - b. The high school is comprehensive and program loss is not an option.
 - c. Competitive Employee Compensation without revenue is impossible. Retention and recruitment is problematic.
 5. Protect Educational and Operational Funds Always
 - a. Revenue versus Expenditures
 - b. Utilize ESSR funds and what is allowed to pave road of opportunity and need.
 6. What happens after ESSR is gone?
 - a. Title I usage and reduce elementary programming to sustain secondary additions.
 7. Study The Brickie Virtual School and school choice success
 - a. Only SCOH residents for now?
 - b. Open Enrollment?
 8. Make adjustments based on data
- The Past and the Present Paves the Way for the Future
 - Without Bold Leadership From Educator, The Mission for Every Child, Every Day Is Not Possible!
 - ▶ Roadmap (Plan, Dreams, Leadership, Brickie, Growth, Vulnerability, and Success)
- We Got This! Leadership! and the definition of a Brickie (Brick-ee)

Some of the comments made in the discussion of the presentation are as follows:

- ▶ Choice is all around us and the dollars follow the student.
- ▶ Student enrollment has been shrinking and was now under 4,000 students.
- ▶ COVID has affected enrollment, and it was noted that kindergarten enrollment was around 50 students less this year than in previous years.
- ▶ Phone calls to families of withdrawn students had not resulted in the anticipated results.
- ▶ Lost almost \$1,000, 000.00 this year and cannot continue having expenditures exceeding our revenue.
- ▶ Eighty-five percent (85%) from a virtual student was better than nothing.
- ▶ Enrollment in the virtual program did not meet the expectations, and parents will be notified of this and that the program would be handled by an online portal and not using Hobart teachers.
- ▶ Noted that businesses are giving signing bonuses to new employees
- ▶ Open enrollment for virtual education dollars in other school districts is perceived as way to alleviate their revenue concerns and was a business decision.
- ▶ Hobart has so much to offer with all of the opportunities with the college and career program.
- ▶ If open enrollment was approved for the district, it would be limited to virtual education only, and the number of openings per grade level would need to be advertised each school year.
- ▶ Noted there were requirements to meet for open enrollment. A student could be denied enrollment if during the preceding twelve months before applying, they had been suspended or expelled, suspended for causing a physical injury, drug or alcohol violations, or weapons; and/or has a history of unexcused absences and based on the student's residence, attendance would be a problem for the student if enrolled in the school corporation. The applications are approved by the superintendent.
- ▶ If BVS becomes a registered school, their test scores would be their own.

- It was noted Pearson’s online program uses Indiana licensed teachers but does not offer special education instruction.

There was discussion after the presentation, and Dr. Buffington indicated she wanted to share her concerns, make the Board aware of them, and offer some possible options to consider. She was still studying all of the options and was not sure which course to follow. Don Rogers commented that if it was decided to wait a year, would the district miss the opportunity of signing up those families that might be interested in our virtual program? Dr. Buffington commented that if the open-enrollment option was decided upon for the coming school year, time was of prime concern. President Butler noted that if open enrollment was needed for the virtual program, Board policy would have to be changed and would require two readings. To do this, a special meeting would need to be held so that all of the required information was made available to the public in a timely manner. He asked Attorney Longer to work with Dr. Buffington so that information would be available for the Board to consider at its next meeting on May 20, 2021.

ADJOURNMENT: There being no other business designated for the work session, President Butler adjourned the meeting around 6:45 p.m.

BOARD OF SCHOOL TRUSTEES
SCHOOL CITY OF HOBART

Terry D. Butler, President

ATTEST:

Rikki A. Guthrie, Secretary

Submitted for Approval: May 20, 2021