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"THE CENTRAL MISSION OF THE WEST SONOMA COUNTY UNION HIGH SCHOOL DISTRICT IS TO PROVIDE HIGH QUALITY INSTRUCTION, WITH STUDENT ACHIEVEMENT AS THE HIGHEST DISTRICT PRIORITY."

### MINUTES

of a **special** meeting of the Board of Trustees of the  
West Sonoma County Union High School District

Wednesday, January 15, 2014  
El Molino High School  
7050 Covey Road  
Forestville, CA 95436

**6:30–8:30 p.m. Open Session**

#### I. PRELIMINARY

- A. CALL TO ORDER – The meeting was called to order at 6:35 p.m.
- B. ROLL CALL
- | <u>Present</u>                  | <u>Absent</u>                                    |
|---------------------------------|--------------------------------------------------|
| Kellie Noe, President           |                                                  |
| Amber Twitchell, Vice-President |                                                  |
| Diane Landry, Clerk             |                                                  |
| Ted Walker, Trustee             |                                                  |
| Rebecca DeSart, Trustee         |                                                  |
| Keller McDonald, Superintendent |                                                  |
|                                 | Cameron Keegan, Analy Student Representative     |
|                                 | Sam Kang, El Molino Student Board Representative |
|                                 | Lee Monroe, Laguna Student Board Representative  |
- C. PLEDGE OF ALLEGIANCE - Doria Trombetta led the Pledge of Allegiance.
- D. APPROVAL OF THE AGENDA – Trustee Landry moved to approve the Agenda. Trustee DeSart seconded the motion. Student advisory vote approved by 2 yes, 0 no, 1 absent. Board Approved by 5 yes, 0 no. Trustee DeSart, yes, Trustee Walker, yes, Trustee Landry, yes, Trustee Twitchell, yes, Trustee Noe, yes.
- E. INPUT FROM THE PUBLIC REGARDING ITEMS NOT ON THE OPEN SESSION AGENDA – Bill Olzman addressed the Board regarding supplemental funding the district may or may not be receiving this year.

#### II. DISCUSSION /ACTION ITEMS

- A. COLLECT INPUT FROM STUDENTS, STAFF, PARENTS AND COMMUNITY MEMBERS TO HELP GUIDE THE DISTRICT DIRECTION FOR EL MOLINO IN THE NEAR FUTURE – Trustee Noe reviewed the process of the meeting. Mr. McDonald gave an update on the work that has been done since the previous town hall meeting. El Molino Principal, Doria Trombetta thanked all for coming to the meeting and thanked the community that helped spread the word about the Special Board Meeting. Ms. Trombetta reviewed the following:

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- Communication with the Community
- Lion Lines 2 editions published so far and 1 on the way
- Formulated an email list
- El Molino web site and Marketing
- Signage out at partner schools
- El Molino Action Alliance
- Unifying Community Involvement
- 50<sup>th</sup> Anniversary Celebration, Saturday May 10, 2014
- Campus Beautification
- Outreach Ambassadors
- Integrated Athletic Program

### Curriculum and Instruction

- 21<sup>st</sup> Century School
- Maintain Expand College Prep/AP Programs
- Support Career Technical Education (CTE)
- Academic Support
- Applying for Career Tech grant

Mr. McDonald reviewed the following items:

Following previous town hall meetings:

- Limited intradistrict transfers
- Set school capacities and referred new interdistrict transfers to el Molino
- Completed a 10-year Enrollment Projection
- Developing LCAP goals, services, funding and measurements with stakeholder input (must adopt plan by June 2014)

Trustee Noe reviewed the process moving forward:

Trustee Noe reviewed the strategies that the Board has taken off the table and why they are not being considered:

- One campus for 9-10, the other campus for 11-12
- Transform one or both schools into a specialized educational center that does not offer both career and college preparation
- Consolidating high schools onto one campus and closing the other campus

Trustee Noe reviewed there will be 5 minutes to collect and list any questions regarding the strategies that are not being considered. The questions will be answered and distributed to participants and posted on the website:

- Regarding using one campus for grades 9 and 10 and the other campus for grades 11 and 12, is the only reason transportation?
- Have all strategies that would require transportation been taken off the table?
- Has the strategy of changing attendance boundaries been taken off the table?
- Are the intradistrict transfer requests approved on the basis of verifiable hardships being carefully examined for authenticity?
- Are business classes offered, taught by experienced business professionals?
- Has the idea of enlarging the English Language Learner program to attract a growing English Learner student population across Sonoma County been considered?

Trustee Noe reviewed the El Molino Leadership students will be facilitating the five table discussions. Trustee Noe reviewed the time frame for each section and that all would have an opportunity to visit 3 different topic discussions. The following are the table discussions:

Table 1 – Create additional partnerships to bring community resources to El Molino both during the school day and after the school day

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Table 2 – Build strong attractive specialized instructional programs

Table 3 – Create individualized education plans for each student, using a variety of instructional options

Table 4 - Build on current efforts to increase the % of career / college-ready students

Table 5 - Other (any topic or idea that doesn't fit into the 4 options shown above)

Trustee Noe asked the community to pick a table topic for the first 20 minute session, then the next table topic for the next 15 minute session and a third table topic for a remaining 15 minutes. The student facilitators will report back the information gathered. If you are interested in receiving a copy of the discussion results please provide your email address and the District will distribute once the information is transcribed. This information will be posted on the website.

The Facilitators from each team reported the information gathered. See attached notes.

Trustee Noe reviewed the Next Steps and what to do with this information:

- Building on previous town hall meetings the information will be gathered and discussed at the January 22 meeting, all are invited to attend. The information will be included in the January 22 Board packet.

El Molino Student Board Representative Sam Kang thanked the community for coming to the meeting and glad to see the time and effort that is being put into the meeting.

Mr. McDonald asked that as you walk outside write on a sticky note a commitment that you will make to El Molino High School, write your name and this information will be sent out with the report.

### III. FUTURE AGENDA ITEM

- A. CONSIDERATION OF APPROVAL OF MONTHLY BUDGET UPDATE 2013-14 - JANUARY
- B. NEXT STEPS FROM SPECIAL BOARD MEETING ON JANUARY 15, 2014 - JANUARY
- C. APPOINTMENTS TO FILL OPEN CITIZENS' BOND OVERSIGHT COMMITTEE POSITIONS – JANUARY
- D. COMMUNICATING PARCEL TAX EXEMPTION OPTIONS TO PUBLIC - JANUARY
- E. IMPACT OF LOCAL CONTROL FUNDING FORMULA ON WEST COUNTY HIGH SCHOOL CAREER TECHNICAL EDUCATION PROGRAMS - JANUARY
- F. CONSIDERATION OF APPROVAL OF REVISED JOB DESCRIPTIONS FOR DIRECTOR OF MAINTENANCE AND OPERATIONS AND SUPERVISOR OF MAINTENANCE AND OPERATIONS - JANUARY
- G. CONSIDERATION OF APPROVAL OF CORRECTIVE ACTION OF 2012-13 AUDIT FINDINGS AND RECOMMENDATIONS – JANUARY
- H. CONSIDERATION OF APPROVAL OF ACTUARIAL STUDY FOR POST-EMPLOYEE BENEFIT COSTS – JANUARY
- I. FIRST READING OF RECOMMENDED REVISIONS TO BOARD POLICY AND ADMINISTRATIVE REGULATION - JANUARY
  - BOARD POLICY AND ADMINISTRATIVE REGULATION 0420 SCHOOL PLANS / SITE COUNCILS / ADVISORY COMMITTEES
  - BOARD POLICY AND ADMINISTRATIVE REGULATION 3100 BUDGET
- J. CONSIDERATION OF REVISING DISTRICT INSTRUCTIONAL MATERIALS ADOPTION CALENDAR - FEBRUARY
- K. PLAN TO SECURE ADEQUATE TECHNOLOGY FOR SMARTER BALANCED ASSESSMENTS – FEBRUARY

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- L. CONSIDERATION OF APPROVAL OF RESOLUTION TO ISSUE NEXT SERIES OF MEASURE I (2010) GENERAL OBLIGATION FACILITY IMPROVEMENT BONDS

**IV. ADJOURNMENT** – The meeting was adjourned at 8:38 p.m.

*West Sonoma County Union High School District*

**District Goals for 2013-2014**

**Adopted June 26, 2013**

*“The mission of the West Sonoma County Union High School District is to provide high quality instruction, as student achievement is our top priority.”*

**Community Involvement**

Goal 1: Involve the community with the District to widely benefit the diverse groups in West Sonoma County

Success Indicator:

Our schools and District will explore and recommend ways to expand community partnerships and use of District facilities, including Community School concept and other means of bringing community-based support services to students at school

**Student Wellness**

Goal 2: Focus resources from the District and community to support student wellness

Success Indicator:

Our District will use a collaborative community process to create a system to measure student wellness (e.g. a wellness index) aligned with the County of Sonoma Health Action goals and Cradle to Career goals for the year 2020 (some examples to consider: percent of students with health insurance; percent of District students with a usual source of health care; percent of qualifying District families receiving food aid; percent of students connected to support resources in the community; percent of students who demonstrate high self-esteem or other resiliency factors; percent of students overall and in significant subgroups who graduate; percent of students who complete university A-G requirements, who take and pass the Early Assessment Program assessments, and other measures of college- and career-readiness)

**College and Career Readiness**

Goal 3: Restructure curriculum, instruction and assessment to align with the 21<sup>st</sup> Century Teaching and Learning Model, including Common Core State Standards

Success Indicator:

Each school will participate in the Smarter Balanced Assessment pilot project and use the experience to align curriculum, instruction and assessment with the 21<sup>st</sup> Century Teaching and Learning Model

**Enrollment**

Goal 4: Achieve student enrollment targets for each WSCUHSD high school and implement policies and practices to reach those targets

Success Indicators:

With input from stakeholders, the District will set enrollment targets

The District will review the impact of interdistrict and intradistrict transfer policies on achievement of enrollment targets

**WEST SONOMA COUNTY UNION HIGH SCHOOL DISTRICT**  
**Special Board Meeting at El Molino High January 15, 2014**

**Table 1 – Create additional partnerships to bring community resources to El Molino, both during the school day and after the school day (for example, nonprofits, county agencies, health care, employers, volunteers)**

**Discussion 1**

More partnerships/reaching out further

Go to sources outside of education (e.g. business people)

Medtronic / go to foundations with an idea

Need to figure out what we want to offer

Come up with an idea and approach foundations

Figure out how to let community know what you need/community to offer (e.g. internships, volunteers, job opportunities)

Organizations and businesses come and recruit students / explain options

Partnership with SRJC (e.g. French class that was for JC credit on campus)

Hear from students, ideas that appeal to them before asking companies for money

Involve students outside of leadership; let other students know what is going on

More classes like psychology, career, humanities, foreign language classes with JC, auto shop partnership

Internships with auto shops (e.g. Western Auto Body)

List of companies willing to have interns/volunteers

School tell companies how to have an intern

Share examples of successful partnerships (e.g. if ag students gets to go work on a farm/ranch)

Form internships that lead to jobs

Mainstreet West in Sebastopol, 6<sup>th</sup> Street Playhouse in Santa Rosa; internships for performing arts

Reach out to Charles Schultz foundation with specific goal to help with performing arts centered

Survey students about what they want to happen, programs they want to see

Survey to all students; new classes

Ask middle schools

Internships with local businesses

## Discussion 2

Strong partnership with JC

Advanced placement JC credit for completing CTE courses

Work study programs, student gets a job and teacher touches base every so often, get grade and experience

Help from people in Action Alliance

Outreach to middle schools

More people helping to make connections

Partner with businesses that will help El Molino

Ag Department easiest place to make a connection; focus on ag businesses and expanding

Ag business, ag science, ag CTE classes magnet for more students

Partner with Healdsburg High School, (very similar school, sports competition with them)

Partner with Shone Farm / SRJC

Connect with small businesses and straight out of high school jobs

Intern at small businesses

Expand on partnerships you already have, use partners we already have to get new partners

Ag mechanics program

Need someone getting paid to make partnerships

Rotary Clubs, two way partnership, school helps foundation and foundation helps school

Don't limit partnerships to West County

Parents shadowing the school

Partnerships through technology with big companies

Rely more on Alumni for help/funding/support

### Discussion 3

Ag

More grants - the volunteer center trains people on how to write grants, bring in funding and get a skill

Partnership with the volunteer center, or a grant writing class, (college prep learn how to write grants for themselves, use as senior project)

Partner with local businesses / JC

Create a position to establish connections/maintain them

Local businesses tell students what they need to do to get that job

Woodshop for adults after hours, income source for school, after school programs

Autoshop, afterschool for adults, student change oil for lower cost

Upstream investments-county program

John Deere Caterpillar pays students and trains them as diesel mechanics; partner with them have a mechanic shop backed by Caterpillar- get certified workers

Summer employment

Score

#### Added after discussions

Funding: Finance these changes with teacher internships, SRJC classes on site, grants, donations, and a reassignment of current employee duties



**WEST SONOMA COUNTY UNION HIGH SCHOOL DISTRICT**  
**Special Board Meeting at El Molino High January 15, 2014**

**Table 2 – Build strong, attractive specialized instructional programs (for example, Career Technical Education or the arts)**

Discussions combined

STEM / STEAM

Auto-cad more classes like it/funding

Not necessarily college goal, but careers

Focus on science/engineering specific programs

Sector of STEM on health care industry

Medical Agriculture and Natural Resources Digital (MAD)

Prepare for careers

Use more technology “Tech High” use Google apps, etc. because many colleges and businesses using these tools

Need one teacher to create a program

District should try to get job-shadowing and guaranteed internships if we can't get the grant through SCOE

AP psychology

Classes about entrepreneurship

Biotechnology

Integrate STEM into all classes

Gear towards college readiness

El Molino needs more funding maybe than Analy because we are more in need

Need for more staff

Art programs – competing with ArtQuest

We need a professional theater

Added after discussions

Science specialty: Let El Molino offer a special science program while maintaining a well-rounded curriculum

Performing Arts: Begin now to rebuild the music program, so it's robust when the Performing Arts center is ready. Until then, give El Molino the option of using the Analy auditorium, as El Molino sports teams used Analy stadium for years.

Jobs: Prepare our kids for the best-paying jobs in our county. I can email you a list.

Build on and market strengths El Molino now has: culinary arts and ag

Add a trades school program including internships with local electricians, carpenters, auto repair, restaurants, farms, etc.

Add business class cluster at El Molino

**WEST SONOMA COUNTY UNION HIGH SCHOOL DISTRICT**  
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**Table 3 - Create individualized education plans for each student, using a variety of instructional options (independent study, online courses, seat-time classes, community-based learning, SRJC)**

**Discussion 1**

Small school is a strength

Liberal arts college type: very attractive to some

Individual attention to each student

Great teachers that get involved with their students. PUBLICIZE

Large campus for the number of students is a plus

**Discussion 2**

Job opportunities with local businesses: set up internships through school

Specifically for career prep, not college

Independent study classes are too difficult at this point but they want it to be a lot easier

Have specific counselors that are there for independent study, more of resource teachers

Online programs?

Make sure programs actually give the proper credits for colleges

Taking advantage of sports and clubs would be easier to do if there was an independent study/online system in place

Independent study auto shop, online videos

Out of class mentors

Using Skype etc. to teach kids between Analy and El Molino campuses

Bussing students to other campus for different classes

Using Kuder earlier in education to help figure out our path

Independent study on SAT testing

Homeschool charter program? That you could take classes but also do some at home

Make sure we can trust online programs, setting up specific ones that the students can know are legit

What would students take if they could take? What is the general interest?

Some kind of hybrid program

Electronic blackboard: interactive learning, maybe at home?

Let students explore career opportunities through internships

Accounting classes?

More on career involvement internships etc.

Advertise that this school really helps you out personally, that they are involved in your learning

### Discussion 3

Concern

Blended learning/online learning: don't farm out those opportunities!

Some teacher can give those classes and they don't want those classes to be replaced by online classes

Pros to blended courses

HYBRID PROGRAM: come to class once a week for a lab, the rest independent study. Only for some classes though. Full time student but only have to be at school a couple days a week.

Would this make class sizes smaller in order to keep this?

Look at schools like Mendocino that do all this successfully!

El Molino should not necessarily be the same as our sister school, if we have a different schedule that may provide draws

Starting later in the morning might attract students that might go elsewhere

Independent students could take classes later, more technical arrive late

Make it easier to concurrently enroll in El Molino and the SRJC

Allow adults to get involved in JC style classes!

**WEST SONOMA COUNTY UNION HIGH SCHOOL DISTRICT**  
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**Table 4 - Build on Current Efforts to increase the % of College/ Career ready Students**

**Discussion 1**

Kids who come in successful, leaving successful

Concern: mediocre kids, how to improve

More options would be better- in different periods- enrollment is limiting these options

Solutions: in progress working on this with teachers

Senior project, junior project

ELA students are being motivated to college, guest speakers from junior college, opening up doors to options

Seminar is showing promise to these students-based on survey

Kuder- helping freshman realize what is out there, more than just bar tending

Encouraging students to be in college prep class- grandfathering out non prep classes

For seminar look at other schools models - Maria Carrillo and Piner

Middle kids- push ideas in CTE classes, with motivation of money- seeing the big picture

Encourage kids self esteem- make them feel good, about themselves

Financial problems- hold kids back; makes them feel like they can't go- but they can with scholarships- lots of them

Good to learn that you can go to college even if you don't think you can afford it or don't, think you can- encourage as freshman, helps plan path

Nothing wrong with going to a Junior College

Bring guest speakers in to prove to students that they can go to college- talk positive

Bring speakers into ALL classes, about college

Parent encouragement!!!!

Classes for parent outreach- about parenting; what's available

Look at leadership linking with other populations- mentoring, including other kids, enroll more leadership kids in seminars to be an example, academic tutors (study skills) all four grades together (combine classes)

Bring kids to SSU- show them the ropes of what college has

## Discussion 2

Because you get a degree in college and get a degree- you don't have to work in that field

Business class- to help teach people skills, and problem solving- self discipline, work ethic, hardworking

Present all info- you can go to college- set expectation- you can go to college or you can work- have to get together- if you aren't going to college learn how to write business plan, resume, how to balance a checkbook

More resources in counseling

More individual discussion- sit downs with counselors

HOW TO HELP THEM SUCCEED

Plan for the year- very thorough

Business strategy- or academic/ college bound

Bring the question up- What do you want to do? Strengths and weakness

Define in ninth grade what you can/ want to do

Essay questions- questionnaire what do you want do

Middle school- start foundation- look at junior colleges- less scary

Inform kids early on- there is a path for you, choose it

Carpenter apprentice program- 4 year certificate starting as freshman- have to have math and bio- need people who can think about everything

Define where your career path is going to go

DEFINE STRENGTHS AND WEAKNESSES EARLY ON (middle school/freshman year)

Think past 'I'm just going to get through high school'

## Discussion 3

More scholarships- make commitment- we will make an offer to anyone- create culture, all of our students will go somewhere

Offer internships, apprenticeship- help/get you on your path

An interview class+ business class

Shortcomings- what you need know- what employers expect, how to talk intelligently, arrive on time

Open mentor program: look in community as mentors- not homework, but in life (college), give them a little push in right directions, been through college, have academic background, in business, or just work

College students- recent graduates, come back and talk about what's ahead- not scary  
Communications- get kids in touch with kids who go to the college where they go, or specialty- exchange emails

Build database for mentor program at 50th celebration- people who have established careers, or are in college

Kiosks on campus, available to public, visible, to start mentorship program

ASB at Sonoma State has a mentor outreach program- always looking for new programs

Bump up El Molino visibility

Offer work-site learning and internships that other schools don't have

Offer a summer college prep jump start 2-week program and recruit incoming freshmen who otherwise wouldn't plan on being college prep

Send counselors and student to do college prep recruitment presentations to middle school students and parents (El Molino support programs, college visitations, college searches, financial aid, etc.)

Make El Molino an "A-G college prep for all" school (Sonoma High did this)

AVID - like course with recent El Molino graduates as mentors, college/career coaching, parent education for 1<sup>st</sup> generation college goers

**WEST SONOMA COUNTY UNION HIGH SCHOOL DISTRICT**  
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**Table 5 - Other (any topic or idea that doesn't fit into the 4 options shown above)**

**Discussion 1**

Wonderful programs but to get more students must address transportation issue lower classman don't have cars we have farther areas. County bus schedules not good, hour before good starts at Spears, a lot of weather. Want to attract students from far away we want here from freshman through seniors.

Look at transportation, work with County bus system. Switch bus routes. Athletes have to take bus too, leave practice early.

Longer commute, making people choose other schools.

Reduced transportation, districts funding says why should we pay more money? Cause and effect; looking at it wrong way, look at why it decreased.

Board should request County bus alter route to have a stop in front of El Molino at an appropriate time that agrees with our schedule.

Discuss with Sonoma County transit.

El Molino out of 12 high schools in Sonoma, 4th lowest students per class ratio in county; Analy having the highest number of students per class. People should know that.

Parents look at low class size average as a benefit. If we did a better job marketing that fact, made an effort to spend the money necessary to get to number one that would be a real benefit , effort easy to implement, not big problem, find more teachers.

Have classroom space; don't have to explain it to anybody.

Test scores at El Molino that are good

Class size will help make even better. If we did that, do we need to do much else?

How does this help bring more people to El Molino, if bring money we can hire even more teachers, bring new students because of intimate relationship, then build even more.

District can do PR. District has put out not in our best interest; office should put out positive PR regardless of what has been said. Has been neglected. NO ONE KNOWS.

Reducing class sizes will solve problems.

How much 2 more teachers are going to cost.

Answer this question next meeting. Grant or new way for spending the money?



PR marketing, inter west county new families coming here.

Lack of buildable space, want district to do outreach, even if just appearance at district outreach on regular basis to reality business because they need to know what to tell prospective people. Realtors can tell them how great the schools are.

Farm to Table- science bio chem ag integrated education, Laguna as a research area for field-based science learning, resource to learn and see the actual things all in one location, 5 minutes away. People from Sonoma County Water Agency to come in and speak. Something no one has. Laguna does do a lot of projects down there. Already started, discussed last year, let's build on it. With increasing foods program, and ag.

What school has and solves this problem that we can learn from? Look at success stories and learn from what they've done. Willowside very successful.

## Discussion 2

Get a grip on intradistrict transfers; verify reason child is leaving district and follow up, asking for daycare slips, address, gas bill. NEED TO VERIFY, follow up.

Percentage of inter and intra transfers who are actually doing athletics.

Monitor how many times people apply and get denied, cap on amount of times people can apply.

Research public transportation options

What is district office doing to sell El Molino?

District saying Analy is closed but on the side saying others, perception of the district of a more negative office.

Lions Lines available at District office when people told sorry Analy is closed, give Lions Lines to say "hey look at El Molino".

Feeder schools- we are west county school district not el Molino brochure, Middle school kids leaned towards other schools district information made them question whether El Molino is good or not.

District brochure should be worked. Kids chastised by students and teachers who want to go to El Molino

West county attitude, "river rats"

Used to have bigger presence in the Press Democrat. Teen spotlight, some way to get more students in the paper, more positive press. Press Democrat constantly looking for schools

Highlight things that are going on in schools

Highlight Alumni too, graduates are great advertisement for the school

Commit to education, have scholarships/internships, etc. Sonoma State program, counselors overwhelmed

Get seniors to talk to junior class, give advice, peer counseling.

7th graders loved El Molino night, really excited. get more people to El Molino night, advertising, get more people to come out here.

Advertise in publications, buy advertisement in papers

Many fantastic teachers, few who don't pull weight. The District look at that and expecting principal to check on teachers' performance, way to have those people move on who aren't achieving the goal of teachings kids.

Great performances, great sports, never see anything when driving, no signs, on bottom of Covey Road, either ends of Mirabel

### Discussion 3

Like a consensus on electives, if we are really offering best ones for our kids

Look into changing them more, the more choice ones, and opportunities in that department

Children's interest, AutoCAD, loved it but now don't have it anymore.

Retired crafts person to come teach it if its a cost program.

All funding based on how district funds us.

Board wants community members feel better about school board

Recruit all over! Not only around us. Outside sources

We have so many strengths at El Molino, same number goes to 4 year colleges.

Teachers willing to do work beyond regular work.

If willing to fund more because we need it in order to save it, suggest things, charter school

Do something outside the box like other schools. Once reduced class size and promoted everything.

Think outside the box.

Have outstanding classes and electives

Have teachers who get personal with kids.

Losing students, what we have isn't working.

What we need to do is all of what we are doing, tie together

Demographics, more Latinos, in area that is going to be growing going to be huge, Spanish immersion, huge enrollment, if we can cater to that it, promote program

Does administration have ability to drive this, not concerned about teachers, find administrators who will do this

Do we have the administration to be the leader to go out and get it, doesn't need to be more

Need passion, enthusiasm

Not allowed to do intradistrict transfers, real extreme cases okay

School could use some new leadership, at helm of the school

New principal

Added after discussion

Best marketing tool: Give El Molino one of the lowest class sizes in Sonoma County and market the heck out of that. We're already fourth. This may be the only step you need to take. It's so powerful, it's possible you could stop right here.

Athletics: Retire the Apple Gave. Have a Russian River Bowl against Healdsburg High School at the end of the football season. Play all pre-league games against schools our size.

Marketing: Assign El Molino marketing and public relations to an employee or class.

Teacher Accountability: Establish meaningful teacher evaluations. A small school can't afford even one dud.

Look north: Orient ourselves north, where the growers, manufacturers, natural resources (and a new rivalry with Healdsburg High School?) are, instead of south where Analy is.

Accept that El Molino will be a smaller school and work to keep it around 600-700 by marketing the benefits of going to a small school. (Santa Monica has 3,000, Malibu has 600, they are in same district - it can work).

Chart win-loss records for El Molino versus larger schools, same-size schools and smaller schools (or chart by the league the opponent was in). Decide which athletic league to play in based on success instead of history or tradition

Start an El Molino Wall of Honor to recognize outstanding successful El Molino graduates

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Respectfully submitted by Executive Secretary Karen Lamb

Karen Lamb

Approved and entered into the official minutes of West Sonoma County Union High School District on this 12<sup>th</sup> day of February, 2014.

Keller McDonald