



# Warren County School District

Striving for personal and academic excellence.



## Board and Staff Interview Summary

February 27, 2023



# Board Interviewees

Arthur  
Stewart

Paul  
Mangione

Donna  
Zariczny

Joe  
Colosimo

Kevin  
Lindvay

Mary  
Passinger

Marcy  
Morgan

Cody  
Brown

Jeff  
Dougherty



# Staff Interviewees

Name	Position
Gary Weber	Director, Administrative Support Services
Jim Grosch	Director, Business Services
Eric Mineweaser	Director, Curriculum Instruction & Assessment
Patricia Mead	Director, Pupil Services
Lynn Shultz	Supervisor, Elementary Ed
Michael Kiehl	Manager, Transportation/Purchasing
David Undercoffer	Manager, Operations
Joshua Vincent	Principal, Warren Area High School
Glenn Smith	Principal, Sheffield High School
Amy Beers	Principal, Eisenhower Middle/High School
Paul Crider	Principal, Youngsville Middle High School
Shannon Yeager	Principal, Beaty-Warren Middle School
Erika Alm	Principal, Virtual Academy – Internal
Misty Weber	Principal, Virtual Academy – External
Jim Evers	Director, Warren County Career Center
Niki Nichols	Principal, Sheffield Elementary
Elizabeth Kent	Principal, Youngsville Elementary
Brian Reynolds	Principal, Eisenhower Elementary
Jennifer Hobbs	Principal, Warren Area Elementary Center
Clara Cerula	President, Support Union



# Questions Asked

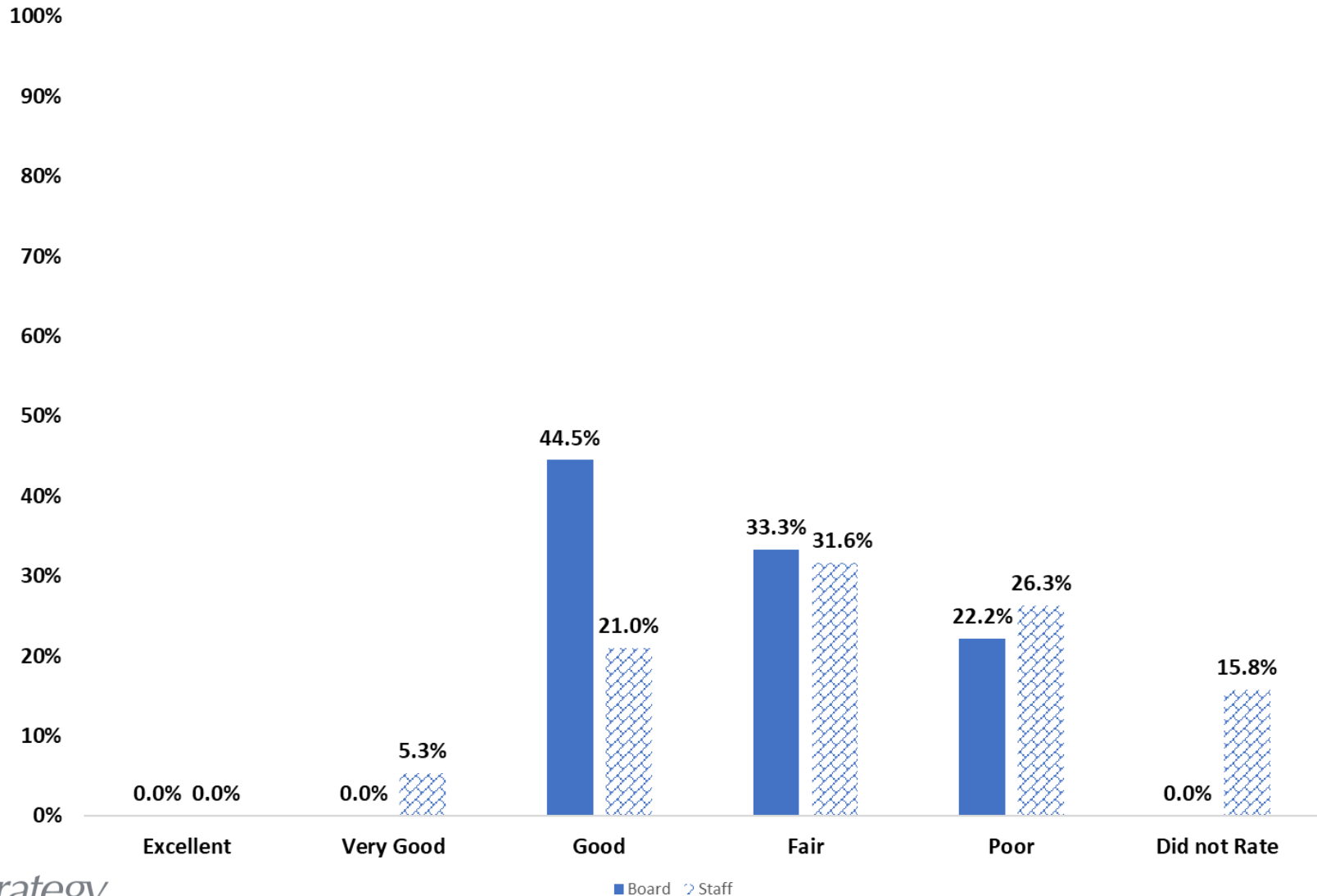
1. How would you rate how well the current building configuration is working for the district and the students? Would you say it has been Excellent, Very Good, Good, Fair or Poor?
2. What academic impacts do you see as a result of the current building configuration? Please label the impacts as positively or negatively affecting student academic outcomes.
3. What changes would you propose to the building configuration to sustain or improve academic impacts?"
4. What are the options that the board should consider for the future?
5. What are the plusses, potentials and/or concerns that you or others might have related to these options?
6. What is your advice to us as we facilitate this process?

**NOTE:**

*The following summary is a snapshot of the verbatim responses from the interviews.  
The consulting team did not interpret anyone's responses.*



# Rating of Current Building Configuration





# Board Comments on Current Configuration

- Academic opportunities are limited
- Students are with same peer group and not exposed to much diversity
- Struggling to keep teachers in the classroom, which will only get worse
- Smaller class sizes are impacting courses being offered
- Students in outlying areas do not feel prepared for college
- Serving a large geographical area
- Declining student population
- Lack consistency in academic instruction
- Teachers overburdened/lack prep time
- Lack of support available
- Parent participation is high at elementary level with buildings concentrated in community centers
- Academic goals are being met at elementary and middle school level



# Staff Comments on Current Configuration

- Declining population
  - Empty classrooms
  - More schools than needed for number of students
  - Low enrollment/numbers graduating
  - Fewer students for sports/less competitive
- Limited academic options at outlying schools (i.e. honors, CP, AP, dual enrollment, electives)
- Limited extracurricular opportunities/less competitive sports (students not being scouted)
- Limited courses impact student schedule
- Financial constraints of district/resources spread too thin
- Teacher shortage/several with emergency credentials
- Works for community and geography/community connection
- Community understands that options are limited at Sheffield and Youngsville
- Lack consistency in delivery of curriculum
- Buildings all have own unique feel and are very much community centered in outlying areas
- Working well at elementary and middle school levels



# Academic Impacts of Current Building Configuration - Board

## Plusses

- Benefit to smaller class sizes
- Transportation/time on bus

## Minuses

- Lack certified teachers
- Low enrollment numbers/declining population
- Limited academic/extracurricular opportunities
- Teachers are covering more in outlying areas/limited prep
- Space is underutilized
- Inconsistency in academic instruction/level of rigor





# Academic Impacts of Current Building Configuration - Staff

## Plusses

- Smaller class sizes – small group instruction, 1-1 support
- Centralized resources such as Career Center and specialized services allow for more choices/better resource allocation
- Smaller class sizes = more personalized attention
- Students retain same peer group through graduation
- Flexibility to allow students to take courses at Warren then go back to home school
- Community schools

## Minuses

- Fewer choices for students in outlying areas especially at high school level (Honors, CP, AP, electives)
- High number of teachers with emergency certifications
- Limited offerings affect students who need special attention
- Students traveling to Career Center lose a period of instruction (150 hours of education/year)
- Emotional support services are limited in some buildings
- Lack consistency in curriculum delivery
- Student schedules impacted by limited course offerings or transfer and lose brightest students
- Limits extracurricular opportunities
- Limits students' exposure to peers/different peer groups
- Larger workload/prep for students in smaller schools



# Changes to Improve Academic Impacts

## Board

- 9-12 reconfiguration
- Creation of community schools with onsite service providers
- Youngsville needs tweaked
- Bring students back into the district as opposed to other cyber schools
- Offer Career Center opportunities in outlying areas

## Staff

- 9-12 reconfiguration in areas with low attendance
- Reconfiguration to larger school improve academics and choices available
- Put full continuum of services in each building
- Would need to accept lower minimum numbers to offer classes
- Transportation to central attendance area for academic transfers
- Career pathways to retain local teachers
- If consolidate 9-12 need long term plan for K-8 in those locations as well
- Community school concept with onsite providers



# Options to Consider

## Board

- 9-12 into 2 attendance areas: Eisenhower and Warren
- Sheffield 9-12 to Warren High
- Create magnet schools (arts/music and math/science)
- Utilize space from reconfiguration for community schools or Career Center
- Should be data driven to meet academic needs

## Staff

- Sheffield 9-12 to Warren High
- Youngsville 9-12 split between Warren High and Eisenhower
- Youngsville 9-12 to Eisenhower
- Possibly K-12 at Youngsville (although counter to district philosophy)
- 9-12 at Warren and Youngsville
- Realignment to larger school (not specified)
- WAEK Elementary K-3
- Middle school reconfiguration
- Student choice with 4 different magnet schools
- 1 high school



# Comments on Board Options



# Sheffield 9-12 reconfiguration into Warren High- Board

## **Plusses/Potential**

- More academic opportunities for students
- Teachers more focused and not spread thin
- Broader socialization opportunities
- More extracurricular opportunities
- More academic rigor
- More supports available in the building

## **Concerns/Negatives**

- Impact on athletics and parent mindset
- Perception of loss/impact to community
- Transportation/time on bus



# 9-12 reconfiguration into Warren and Eisenhower - Board

## **Plusses/Potential**

- Additional academic offerings for students
- Exposure to other students/similar peer groups
- Electives could be student driven
- Have the space
- Better athletic opportunities
- More teacher prep time

## **Concerns/Negatives**

- Community perception/reaction



# Magnet Schools- Board

## **Plusses/Potential**

- Additional academic opportunities

## **Concerns/Negatives**

- Mascots
- Transportation



# Repurpose Space (community schools, Career Center) - Board

## **Plusses/Potential**

- Meeting needs of community
- Broader career center opportunities without loss of academic time
- Ability to partner with local businesses
- Grow local workforce

## **Concerns/Negatives**

- If shift Youngsville would need to determine building configuration for K-8





# Comments on Staff Options



# 9-12 reconfiguration into Warren and Eisenhower - Staff

## Plusses/Potential

- Expanding opportunities and options for students
- More “properly certified” teachers
- Resources have been put into Eisenhower
- Higher level of athletics
- With social media and county sports most students know each other/already friends at other buildings
- Financial savings

## Concerns/Negatives

- Increased student time on bus
- Loss of community schools
- Impact on student ability to participate in extracurricular activities due to distance
- Community tie to mascots/athletic competition
- Ensuring students are accepted
- Warren High students would not gain anything



# 9-12 reconfiguration into Warren and Youngsville - Staff

## **Plusses/Potential**

- Better transportation options/routes for students
- Provide better education that is more specific to student needs/more academic options
- Retain community school
- Athletically would have a chance to compete

## **Concerns/Negatives**

- District has invested in Eisenhower
- Students time on bus is longer
- Lose of parent involvement
- Lose of strong community and school culture
- Sheffield is far away/impacts transportation



# 9-12 reconfiguration of Sheffield (location not specified)- Staff

## **Plusses/Potential**

- Access to continuum of regular education courses
- More extracurricular activities
- Instruction with fidelity
- Teachers would have peers to collaborate/plan with
- Access to new/different teachers

## **Concerns/Negatives**

- Emotions of adults
- Concern that loss of high school will negatively impact community



# WAEC Elementary K-3- Staff

## **Plusses/Potential**

- Appropriate level of classroom and space to provide services
- Fewer students would allow more support

## **Concerns/Negatives**

- Would need to move grade 4



# Middle School reconfiguration - Staff

## **Plusses/Potential**

- Access to different classes and extracurricular activities

## **Concerns/Negatives**

- Limited space at Beaty



## 4 Magnet Schools- Staff

### **Plusses/Potential**

- Tailor curriculum to meet student needs
- Provides more opportunities to students
- Would open up vocational programs without loss of academic time

### **Concerns/Negatives**

- Transportation



# 1 High School - Staff

## **Plusses/Potential**

- Broader opportunities for students
- More flexibility/options in students' schedule
- Enhanced resources
- Academically more challenging

## **Concerns/Negatives**

- Loss of community
- Transportation





# Advice

## Board

- Cast a wide net to ensure all voices are heard not just vocal minority
- Engage elected officials
- Be open to changing mascots
- Be prepared to hear Sheffield is not properly represented on the board
- Listen to all voices
- Keep in mind dealing with 4 distinct communities
- Transparency/communicate
- Meet with key players
- Share data/facts
- Focus on positive outcomes for students
- Board needs to look at data before deciding on options

## Staff

- Emphasize and focus on “quality education”
- Be open to new ideas not heard in the past
- Listen to vocal minority and provide them with facts
- Share information/data
- Engage the community
- Consider students and families being impacted and barriers they are already facing
- Address declining population
- Focus on what is best for students
- Don’t fire or blame the superintendent
- Address concerns
- Consider changing mascots to create unified culture
- Look at what other districts are doing
- Emphasize we are 1 community
- Be transparent
- Keep in mind dealing with 4 distinct communities



# In Summary

- Most staff and board members are onboard with 9-12 reconfiguration and view it as necessary (K-8 currently working well)
  - Sheffield to Warren makes sense
  - Unsure of best move for Eisenhower and Youngsville
- 9-12 reconfiguration will expand academic and extracurricular options for students
- Students already know one another so less of a challenge for them/bigger issue is parents
- Teacher shortage is impacting student learning
- There is a lack of academic consistency across buildings at all grade levels



# Next Steps

PROJECT APPROACH		PROPOSED ACTIVITY
1	<b>Initial Board Work Session</b> (Jan. 30, 2023)	<ul style="list-style-type: none"> <li>Finalize basic process steps.</li> <li>Discuss decision-making criteria.</li> <li>Identify schedule milestones and dates.</li> </ul>
2	<b>Individual Interviews With Key Stakeholders</b> (February 2023)	<ul style="list-style-type: none"> <li>Follow-up with project work group to finalize schedule and discuss contacts for community outreach</li> <li>Begin ZOOM and in-person individual interviews with board members, relevant staff, and key stakeholders.</li> </ul>
3	<b>Board Work Session</b> (February 27, 2023)	<ul style="list-style-type: none"> <li>Finalize decision-making criteria, utilizing additional inputs from key stakeholders.</li> <li>Discuss additional stakeholders to be included in the individual interviews.</li> </ul>
4	<b>Public Engagement Session #1 Ideas &amp; Options</b> (March 8, 2023)	<ul style="list-style-type: none"> <li>Facilitate Public Engagement Session #1 to explore options for reconfiguration and selection of 4 – 5 options.</li> </ul>
5	<b>Community Engagement/Outreach</b> (March 24, 2023 – community leaders Other dates TBD)	<ul style="list-style-type: none"> <li>Conduct public inputs on 4-5 options (includes focus groups and survey)</li> <li>Work with school district to gather data on the feasibility and cost associated with various options.</li> </ul>
6	<b>Public Engagement Session #2 Options Analysis</b> (April 18, 2023)	<ul style="list-style-type: none"> <li>Facilitate Session #2 to present options with discussion on the plusses, potentials, and concerns with various options.</li> </ul>
7	<b>Board Work Session</b> (April 24, 2023)	<ul style="list-style-type: none"> <li>Board Work Session to select a preferred option.</li> </ul>
8	<b>Public Engagement Session #3 Implementation Plan</b> (May 9, 2023)	<ul style="list-style-type: none"> <li>Facilitate Session #3 presenting Implementation Plan</li> <li>Discussion on plusses, potentials, and concerns with the Implementation Plan.</li> </ul>



# Questions and Discussion

