

**Minutes
State Board of Education
May 10, 2012**

Rosie Hussey
President
Clear Lake

Charles C. Edwards, Jr.
Vice President
Des Moines

Diane Crookham-Johnson
Oskaloosa

Sister Jude Fitzpatrick
West Des Moines

Michael L. Knedler
Council Bluffs

Valorie J. Kruse
Sioux City

Mike May
Spirit Lake

Max Phillips
Woodward

LaMetta Wynn
Clinton

McKenzie Baker
Student Member
Forest City

Jason E. Glass
Director and
Executive Officer

The State Board of Education meeting was held on Thursday, May 10, 2012, in the Grimes State Office Building, State Board Room, Des Moines, Iowa. The following State Board members were present: Rosie Hussey, Charlie Edwards, Max Phillips, LaMetta Wynn, Diane Crookham-Johnson, Mike May, Mike Knedler, Valorie Kruse, Sister Jude Fitzpatrick, and McKenzie Baker. Director Jason Glass and Iowa Department of Education (Department) staff members Gail Sullivan, Mike Cormack, Roger Utman, Phil Wise, Matt Ludwig, Kris Crabtree-Groff, Carol Greta, Kevin Fangman, Staci Hupp, Jeff Berger, Kent Farver, Gary Schwartz, Sandra Dop, Linda Berg, Marty Ikeda, Marietta Rives, Mary Delegardelle, and Jody Crane were also in attendance. Also in attendance were: Frank Hilton; Dave Tilly, Heartland Area Education Agency (AEA); Suzanne Lee, WHO Radio; Linda Allen, Hawkeye Community College; MJ Dolan, Iowa Association of Community College Trustees; Deb Van Gorp, Iowa State University, Iowa School Business Management Academy; Dave Smith, Chad Frerichs, and Kari Webb, Spirit Lake Community School District; Jeff Herzberg, Prairie Lakes AEA; Michelle Huggins and Jennifer Voorhees, Iowa Chapter of U.S. Green Building Council; Larry Beall, Courtney Wright, John Ring, Spencer Tow, Jackson Meister, and Julie Rosin, Des Moines Independent Community School District; Galen Howsare, Julie Walter, Russ Wiesley, Jeff Anderson, and Tom Downs, Iowa Association of School Boards; Judith White, Chuck Manges and Deanna Stoube, St. Ambrose University; and Launi Dane, Southeast Webster Grand Community School District.

STATE BOARD BUSINESS MEETING

Director Jason Glass, presiding officer, called the meeting to order at 10:00 a.m.

Glass introduced the new State Board members: Mike May, Diane Crookham-Johnson, and McKenzie Baker.

It was moved by Valorie Kruse and seconded by Mike Knedler that the May agenda be approved. The motion carried unanimously.

ELECTION OF OFFICERS

Charlie Edwards nominated Rosie Hussey for president of the State Board. Mike Knedler seconded. Rosie Hussey accepted the nomination and nominations ceased. All voted aye.

Hussey was elected president and presided over the remainder of the meeting.

Max Phillips nominated Charlie Edwards for vice president of the State Board. LaMetta Wynn seconded. Charlie Edwards accepted the nomination and nominations ceased. All voted aye.

New State Board members Diane Crookham-Johnson, Mike May, and McKenzie Baker were introduced and shared information about themselves.

COMMUNICATION

Public Comment

There was no public comment.

Director's Report

Jason Glass announced that the 2012 legislative session ended on May 9, 2012, and that the Department is beginning the work of analyzing the elements that came out of the legislature this past session. There are short-term implications that relate to the No Child Left Behind (NCLB) waiver, medium-term implications that relate to task force work and reports that need to be done this fall (with no additional appropriations or staff), and long-term implications that relate to guidance and rulemaking that will impact schools both next school year and in the future. The education reform effort has been characterized as being an incremental step. Glass shares Governor Branstad's view that it is a step in the right direction, but it does not have the scope that is needed to dramatically improve schools in Iowa.

Glass stated that the focus of the Department will be turning internally. It is time to start examining how the Department can be a better service agency and deliver on more tightly focused goals and priorities for the state. A retreat was held with the Department's leadership staff to discuss what the Department does well and where it can improve. Emerging from that retreat was a renewed vision and direction for where the Department must go and where energies should be focused. The Department's focus will now be: Standards and Curriculum, Educator Quality, Personalized/ Customized Student Instruction. Within the Department, there will be staff reconfigurations to meet the goals as well as shifts in appropriation spending patterns.

There was discussion regarding the NCLB waiver.

Legislative Update

Mike Cormack, Policy Liaison, and Phil Wise, Policy Advisor, Office of the Director, provided a legislative update. Cormack reported on educational issues that were not part of the education reform effort. Those issues included: allowable growth, the Department's appropriations bill, Kady's law, background checks for bus drivers, reporting of school employee transgressions to the state, and the standings bill.

Phil Wise reported on items that were included in the education reform bill. He stated that much of what the Governor proposed, but was not enacted, will have to be considered again next year if we are serious about bringing about a solution at the same scale as the problem. Information included: an assessment piece that is key to the No Child Left Behind waiver, kindergarten readiness assessment, competency-based instruction, supplemental weighting for Project Lead the Way, appointment of the Board of Educational Examiners executive director by the Governor, moving forward with the school administrator manager (SAM) program, raising the bar for candidates in and out of practitioner preparation programs, and reinstating the National Board Certification program.

There was discussion regarding what the SAM program will do that is different than what is currently in place, what the purpose is of the cross-agency assessment planning group, if the collaborative effort with other educational entities on legislative priorities helped accomplish the goals, and how much legislators heard from the public considering the Governor's efforts up front.

Wise and Cormack reported on items that were not included in the education reform bill. The items were: core curriculum framework (that expands the core curriculum), substantive changes to the teacher and administrator evaluation system, end of course assessments tied to graduation requirements, college entrance examination for 11th graders, value added assessment, assessment of student progress on core academic indicators, innovation acceleration fund, expanded waiver authority for the Department director, alternative pathway to educator licensure, ending the practice of using last in first out on layoff decisions, expansion of charter schools, parent advocacy network, real and meaningful changes for professional development, educator clearinghouse, and changes to extend the probationary period of time for educators.

Wise told the Board that they will be asked to adopt rules that implement changes on online learning and early childhood literacy. However, there is no money that goes along with these initiatives so that will become problematic for school districts to start implementing these initiatives with no additional resources.

CONSENT AGENDA

Max Phillips moved and Sister Jude Fitzpatrick seconded to approve the consent agenda. The vote was unanimous.

Saint Ambrose University Preparation Programs (teacher, principal-in partnership with Loras College, school social worker, speech/language pathologist)

Kris Crabtree-Groff, Consultant, and Matt Ludwig, Consultant, Bureau of Accreditation and Improvement Services, talked about Chapter 79 requirements and highlights of the report. St. Ambrose University representatives were introduced: Judith White, Chuck Manges, and Deanna Stoube.

There was discussion regarding concerns contained in the report with the secondary program.

Motion: Sister Jude Fitzpatrick moved and LaMetta Wynn seconded to approve St. Ambrose University Preparation Programs through the next state visit cycle scheduled for the 2018-2019 academic year.

Vote: The motion carried unanimously.

AEA 267 Paraeducator Preparation Program Approval

Marietta Rives, Consultant, Bureau of Student and Family Support Services, indicated that she has worked with the AEA 267 Paraeducator Preparation Program for the past year as they have worked to revise their program in a way that better meets the required standards. In addition, AEA 267 has made an effort to improve the diversity of their candidate pool and the unit staff that they have. The AEA is in the process of rewriting their courses. Therefore, it was requested that this program be approved for one year with the purpose of going back to collect data after the courses are delivered and to make the necessary adjustments.

Motion: Max Phillips moved and Mike Knedler seconded to approve for one year the paraeducator preparation programs submitted by AEA 267. The next review will be during the 2012-2013 school year.

Vote: The motion carried unanimously.

Iowa Community Colleges Certified Budget Report – FY 2013

Roger Utman, Administrator, Division of Community Colleges; introduced Kent Farver, CPA and Educational Program Consultant, Bureau of Adult, Career, and Community College Education; and Linda Allen, President, Hawkeye Community College.

Farver explained that the Iowa Community Colleges Certified Budget Report is required by Iowa Code and the Iowa Department of Management coordinates the process. The State Board is required to approve the budgets each year by June 1.

Farver reviewed the budget process, purpose, and what information is included in the certified budget report.

Linda Allen talked about the challenges in setting community college budgets and provided the community college's perspective on the budget process. Allen reviewed a PowerPoint that included information on the following:

- Iowa Community College Percentage of Total Revenue by Source
- Hawkeye Community College Operating Fund Revenue and Expenditures: FY2011
- Tax Year Comparison of Revenue Actual FY2001 Compared to FY2011
- Hawkeye Community College has:
 - Reduced expenditures
 - Increased efficiencies
 - Outsourced Printing Services
 - Outsourced Maintenance/Custodial Services
 - Outsourced Food Services
 - Early Retirement Incentive
 - Reduction of Staff (attrition)

There was discussion regarding state property tax, correlation of loss of enrollment to higher tuition, expenditures, if individuals are enrolling in community colleges so they can receive grant dollars to pay their personal bills, and if a downtrend is being seen in students taking out loans.

Farver indicated that he would provide the Board with information about whether state general aid, property tax revenue, or tuition revenue was used to fund housing or athletic programs. Farver also indicated that he would provide the Board with the Iowa Code language pertaining to the restrictions on state general aid related to athletic facilities.

Motion: Max Phillips made a motion and Charlie Edwards seconded to approve the community colleges certified budget as provided.

Vote: The motion carried unanimously.

Iowa Central Charter School – Renewal

Kevin Fangman, Deputy Director; introduced Janet Boyd, Consultant, Isaiah McGee, Consultant, Bureau of Accreditation and School Improvement; and Launi Dane, Superintendent, Southeast Webster Grand Community School District.

Kevin Fangman said the Department is recommending a one-year renewal for the Iowa Central Charter School and he explained some of reasons behind the recommendation.

Janet Boyd shared information that was included in the report and also talked about the reasons why the charter is being recommended for a one-year renewal. Boyd reviewed the Department's recommendations to each of the charter's goals and purposes. The goals are:

- 1) Increase the number of graduates who complete postsecondary training.

- 2) Increase math, science, and reading Iowa Tests of Educational Development scores at grade 11.
- 3) Improve ACT composite scores.
- 4) Provide local business and industry with qualified workers.
- 5) Increase the course offerings available to all students and individual instruction to meet individual needs.
- 6) Continue or increase participation in high school extracurricular activities.

Boyd reported that four of the six goals were inconclusive, two of the six goals were either not measurable or were not measured, and data was inconclusive for three of the nine purposes of the charter.

Boyd shared the process used in reviewing the charter and stated that the Department is also recommending that the charter's goals be rewritten to be measurable and show student growth.

Concern was expressed that the charter doesn't rise to the intent of the legislation. There was also discussion regarding student eligibility to attend the charter, how the charter could reapply if their renewal is rejected, what the Department would need to do to ensure the charter's mission and goals are fulfilled, and what the impact would be on the students that are in the program if the Board rejects the renewal request.

The district sought clarification regarding what changes could have been made without needing to reapply for charter status. The charter was under the assumption that they needed to maintain the same program they initially started. It was explained that the Department's primary concern is with the performance of the charter school's students and the methods used to measure student growth.

Motion: Max Phillips made a motion to allow the Southeast Webster Grand Community School District charter status to sunset at the end of its current term. The Department of Education will work with the district as needed for transitioning students affected by that decision. Charlie Edwards seconded the motion.

Vote: A roll call vote was taken. Aye: Diane Crookham-Johnson, Charlie Edwards, Sister Jude Fitzpatrick, Rosie Hussey, Valorie Kruse, and Max Phillips. Nay: Mike Knedler, Mike May, and LaMetta Wynn. The motion passed.

School Business Official Preparation Program Approval - Iowa School Business Management Academy

Jeff Berger, Deputy Director, introduced Deb Van Gorp, Director, Iowa School Business Management Academy (ISBMA). Berger indicated that in 2011, the legislature enacted statute that created a School Business Official authorization process. The idea behind the concept was to validate the role of the school business official.

Berger explained that this process is split into two parts in statute. One part requires the Department of Education to have a sanctioned training for new school business officials. The other part falls under the Board of Educational Examiners which allows working school business officials to renew their skills.

Programs preparing candidates for the School Business Official authorization must be approved by the State Board of Education. The ISBMA, located at Iowa State University, applied for approval and submitted evidence regarding how their program meets the standards for school business official preparation programs, adopted by the State Board in Iowa Administrative Code 281- Chapter 81.

Deb Van Gorp talked about her background; development of the ISBMA program including curriculum, standards, and criteria; advisory committee membership and role; and training and licensing.

The Department recommended that the State Board grant conditional approval for the ISBMA program beginning July 1, 2012, pending submission and approval of detailed course syllabi in July/August 2012. The Department will make a revised recommendation to the State Board of Education upon review of the additional materials submitted.

Berger added that the legislation allows for working school business officials to be grandfathered in and will only be required to do renewal credit.

There was discussion about whether this is the only way to receive authorization as a school business official, if all districts are required to have a school business official, how the grandfathering process works, if all school business officials will be required to receive this authorization, how the renewal process works, and if this program will help keep school business officials honest.

Motion: Charlie Edwards made a motion and Mike Knedler seconded to grant conditional approval for the ISBMA program beginning July 1, 2012, pending submission and approval of detailed course syllabi in July/August, 2012.

Vote: The motion carried unanimously.

Green Ribbon School Recognition

Gary Schwartz, Consultant, Finance, Facilities and Operation Services, shared information on the background and the application process for the Green Ribbons School award.

Des Moines' Central Campus High School was among 78 schools nationally to receive a Green Ribbon designation – a new honor created by the U.S. Department of Education. The schools selected implement a comprehensive approach to creating “green” environments through reducing environmental impact, promoting health and providing environmental and outdoor education programs that highlight sustainability

concepts. The Green Ribbon Schools were selected from among nearly 100 nominees submitted by 30 state education agencies, the District of Columbia and the Bureau of Indian Education. More than 350 schools completed applications to their state education agencies. Central Campus was the only Iowa school selected for the honor. Besides the state's recognition, the school will also be recognized at an event to be held in Washington, D.C., in June 2012.

Central Campus' application was based on the following three pillars:

- 1) Net zero environmental impact.
- 2) Net positive impact on students and staff health.
- 3) 100 percent of the school's graduates are environmentally and sustainability literate.

Des Moines Central Campus High School staff Julie Rosin, Larry Beall, and student ambassadors highlighted key components of the program. Additionally, Des Moines Public Schools was named 2012 ENERGY STAR Partner of the Year.

Schwartz also introduced Jennifer Voorhees, and Michele Huggins who are officers from the Iowa Chapter of U.S. Green Building Council.

Celebrating Innovation: Spirit Lake Community School District

Sandra Dop, Consultant, Bureau of Teaching and Learning Services, described how the Department developed a relationship with the Spirit Lake Community School District. She also introduced Jeff Herzberg, Prairie Lakes AEA Administrator, and Dave Smith, Spirit Lake Community School District Superintendent. Smith introduced Chad Frerichs, Director of Technology, and Kari Webb, Academic Dean.

District representatives and students shared their experiences with interdisciplinary project-based learning, online courses, workplace internships, and creating competency-based pathways, while increasing student engagement in the learning process and facilitating academic work at high levels of rigor.

Mary Delagardelle, Consultant, Bureau of Teaching and Learning Services, and Sandra Dop, shared their observations of the district's initiatives.

District representatives talked about their vision, progress, and future plans.

There was discussion about how this innovation is translating into other schools, and how the grading system works with competency-based education.

Response to Intervention (RtI)

Marty Ikeda, Chief, Bureau of Student and Family Support Services, and David Tilly, Heartland AEA, provided an update on Accelerating Statewide Reading Achievement Through Response to Intervention.

A PowerPoint document was presented that addressed:

- Where does Rtl fit?
- Why Rtl?
- Fundamentals of Rtl
- Preparation for Rtl implementation
- Accomplishments to date
- Next steps in Rtl implementation

There was discussion about how Rtl is fundamentally different than other programs that have been available to impact literacy, if Rtl has been looked at from a financial standpoint, the importance of engaging parents and others, concern with Rtl being the only strategy to fix the problem, concern with this being the “flavor of the month,” what the plan is to have teachers and administrators embrace Rtl, and how much more work will be involved with this initiative.

Discussion of State Board Retreat

President Rosie Hussey reviewed the tentative agenda for the 2012 State Board retreat. There will be a legislative update, an update on the status of the State Board’s priorities, a discussion of where we go from here (e.g., innovation, online learning, teacher preparation), review of the strategic plan, and a discussion of the State Board’s self-evaluation.

Jason Glass shared what he plans to address at the retreat. He will be discussing the education bill and the direction he is taking the Department. He is hoping that the Department and State Board will be closely aligned and will focus on high leverage strategies that will impact every school in the state.

It was suggested to keep the discussions at the retreat focused on items that can make a difference.

There will be a facilitator for parts of the retreat discussions. The big ideas will be captured and brought back to the Board.

Board Reports

Sister Jude Fitzpatrick had no report.

Mike Knedler had no report.

Valorie Kruse had no report.

LaMetta Wynn has and will be attending graduation ceremonies. She also shared the story behind her being a character in a James Patterson book.

Max Phillips had no report.

Charlie Edwards has attended Iowa Public Television Board meetings where the budget was been discussed.

Rosie Hussey announced that there will be an Iowa Teacher and Principal Leadership Symposium on Friday, August 3, at Drake University in Des Moines.

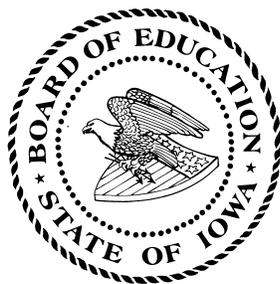
Hussey shared information on competency-based education from Arizona.

Jason Glass announced that Carol Greta and Kevin Fangman have resigned their positions.

Rosie Hussey adjourned the meeting at 4:00 p.m.

Rosie Hussey
President

Jason E. Glass
Director



Minutes
State Board of Education
June 27-28, 2012

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The State Board of Education meeting was held on Wednesday, June 27, and Thursday, June 28, 2012, at Des Moines Area Community College, Ankeny, Iowa. The following State Board members were present: Rosie Hussey, Charlie Edwards, LaMetta Wynn, Diane Crookham-Johnson, McKenzie Baker, Mike Knedler, Mike May, and Valorie Kruse. Director Jason Glass and Iowa Department of Education (Department) staff members Gail Sullivan, Carol Greta, Gwen Nagel, Mike Cormack, Roger Utman, Sandra Dop, Jeff Berger, Staci Hupp, Phil Wise, Michelle Hosp and Jody Crane were also in attendance. Also in attendance were: Circe Stumbo, West Wind Education Policy, Inc.; John Parker, Legislative Service Agency; Mary Stegmeir, The Des Moines Register; Frank Hilton; Dave Epley, House Democratic Staff; and Tracey Cook, Senate Democratic Staff.

State Board Business Meeting

President Rosie Hussey called the meeting to order at 10:00 a.m.

It was moved by Valorie Kruse and seconded by Mike Knedler that the June agenda be approved.

Area Education Agency Budgets – Modified

Jeff Berger, Deputy Director, explained that since the March 29, 2012, State Board approval of the fiscal year (FY) 13 budgets and amended FY 12 budgets, Area Education Agency (AEA) 267, Heartland AEA, and Green Hills AEA experienced situations with their facilities that require their FY 12 budgets to be amended again.

Motion: LaMetta Wynn made a motion and Mike May seconded to approve the AEA budget amendments for fiscal year 2012.

Vote: The motion carried unanimously.

Rosie Hussey adjourned the meeting at 10:01 a.m.

Rosie Hussey
 President

Jason E. Glass
 Director

State Board of Education Retreat

Welcome – Goals of the Retreat, Discussion of State Board Self-evaluation and Follow-up

President Rosie Hussey welcomed the group and people in attendance introduced themselves. Hussey talked about the goals of the retreat. She charged the Board to set policy development priorities based on what the Board determines are critical needs. The priorities must be focused, measurable and set a clear direction.

Hussey talked about common themes that were reflected in the State Board's self-evaluation. She addressed concerns and possible solutions.

Introductory Comments

Director Jason Glass welcomed the Board and shared his view of the past legislative session. He discussed the denial of the No Child Left Behind waiver. He also provided comments on a global scale.

Legislative Update

Mike Cormack, Policy Liaison, and Phil Wise, Policy Advisor to the Director, made a presentation on past and future legislative activity to the State Board. Cormack distributed potential questions to discuss.

Phil Wise shared his thoughts on the recent failure of the No Child Left Behind (ESEA) waiver. Wise told the group that legislators were informed of the steps they needed to help in that effort and chose not to do so. Overall discussion was held with the State Board on that topic as well as process. Topics included a discussion of strategy in passing legislation, the merits of ESEA, how to motivate the public to actively engage legislators, how to include the State Board in the legislative process, the support the public has for education reform and lessons learned.

Cormack and Wise described how there are six active task forces studying educational issues at this time including competency based instruction, instructional time, educator evaluation, kindergarten readiness assessments, teaching standards as well as teacher performance and compensation.

Update on the Status of the State Board's Priorities

Online Learning

Gwen Nagel, Consultant, Division of Learning and Results, provided an update on online learning. Iowa Learning Online (ILO) is a virtual school initiative of the Department. She showed a PowerPoint that addressed:

- Iowa Learning Online
- ILO Operation
- ILO Scale-up
- Legislation

- What's Next for ILO
- For Profit Online Providers
- Additional Online Activities – Area Education Agency/Urban Education Network – American Recovery and Reinvestment Act (ended)
- One to One Schools

Competency-based Education

Sandra Dop, Consultant, Bureau of Teaching and Learning Services, provided an update on competency-based education. Dop provided an overview of what competency-based education means. She distributed a document titled “Iowa Department of Education Guidelines for PK-12 Competency-based Pathways” that provides guidelines for developing competency-based pathways in Iowa districts and schools and outlines waiver requirements and procedures.

Dop indicated that the legislature established a Competency-based Instruction Task Force. She described the membership, future meetings, the charge, and reporting. The first task force meeting will be on July 30, 2012. The Board will receive the task force’s final report. She also referenced common questions relating to Competency-based Education.

Reducing the Achievement Gap

Michelle Hosp, Consultant, Bureau of Student, Family and Community Services, provided an update on reducing the achievement gap. Her presentation focused on:

- 1) Identifying reliable and valid universal screening and progress monitoring tools (K-6) in reading.
- 2) Building a data system for schools and districts to use Response to Intervention (RtI) data more effectively.
- 3) Understanding standards outlined in the Iowa Core and what instruction should look like in reading K-6 for all students to be successful.

Emerging Issues/Department Direction and Focus Areas (Re-visioning)

Jason Glass discussed some of the Department’s and Governor’s priorities in terms of education reform. He reviewed a Prezi presentation titled: A Reform Agenda for World Class Iowa Schools which addressed:

- Global challenge
- Elmore’s instructional core
- Four lenses for whole system change:
 - Is it related to the instructional core?
 - Is it strongly supported by evidence?
 - Is it supported by international benchmarking?
 - Is it scalable?

Glass also talked about the policies the Department and Governor’s office will be advocating for the next legislative session. The focus will be on educators, standards, and students.

State Board Priority Setting

Rosie Hussey introduced Circe Stumbo, President of West Wind Education Policy, Inc. Stumbo shared information about herself and West Wind. Stumbo began the process of assisting the Board in establishing their priorities for 2012-2013.

Stumbo posed the following questions and Board members provided feedback:

- What are you excited about for the Board as you look forward to 2012-13?
- What are you worried about?

Stumbo shared a PowerPoint that addressed:

- Options for acting on priorities
- Criteria for selecting priorities
- Potential Priority Topics
 - Unpacking “Teacher Quality”
 - Unpacking “Preparation”

Aligning the Focus Areas of the Department, the Priorities of the State Board, and the Strategic Plan

Discussion continued to identify the Board’s priorities for 2012-13. The following priorities were tentatively identified:

- Competency-Based Education
- Online Learning and Other Technological Advances
- Reducing Achievement Gaps
- Improving Teacher and Leader Preparation*

State Board Meeting Dates for 2013

Gail Sullivan, Chief of Staff, Office of the Director, asked the Board to review the proposed meeting dates for 2013, and to contact the Department with any conflicts. Rosie Hussey stressed the importance of having everyone at next year’s retreat.

Closing Remarks

Rosie Hussey provided closing remarks and asked for Board members’ feedback.

*Attached list was developed at the meeting and expands upon these four priorities.

IOWA STATE BOARD OF EDUCATION
Policy Development Priorities
2012-2013
DRAFT

- **Competency-Based Education**
 - Collaborate with the Legislative Task Force and other sectors
 - Track the ongoing grassroots networking around competency-based education
 - Track a school engaging in competency-based education
 - Engage educator preparation programs to consider potential implications
 - Communicate with stakeholders and the public

- **Online Learning and Other Technological Advances**
 - Advocate for Iowa Learning Online (ILO)
 - Gather information on one-to-one schools, flipped classrooms, and other technological advances for impact on student achievement
 - Highlight ways educators use technology for learning, teaching, and leading
 - Engage preparation programs on the use of technology in teaching and leading
 - Communicate with stakeholders and the public

- **Reducing Achievement Gaps**
 - Study root causes of and current efforts to address disparities
 - Recognize and address racial disparities, define cultural competency, and examine systemic conditions
 - Current efforts: Federal funding, alternative schools, etc.
 - Study schools that have been effective
 - Promote collaboration toward eliminating achievement gaps
 - Consider relationship of RTI to closing gaps
 - Communicate with stakeholders and the public

- **Improving Teacher and Leader Preparation**
 - Study program approval process
 - Review current criteria
 - Study best practices in other states and nations
 - Consider possibility of blue ribbon distinctions
 - Study related policies and practices
 - Accountability (especially use of student achievement data)
 - Recruitment
 - Teaching standards
 - Clinical practice
 - Performance assessment
 - Induction
 - Collaborate with the BOEE for alignment with certification
 - Engage stakeholders
 - Convene a work group or join other work groups
 - Convene a day-long event/symposium/conversation
 - Communicate with stakeholders and the public