

**MINUTES OF THE OCTOBER 24, 2023
SPECIAL MEETING OF THE
WASHOE COUNTY SCHOOL DISTRICT
BOARD OF TRUSTEES**

October 24, 2023

1. Opening Items

1.01 CALL TO ORDER

The special meeting of the Board of Trustees was called to order at 11:08 a.m. in the Board Room of the Central Administration Building, located at 425 East Ninth Street in Reno, Nevada.

1.02 ROLL CALL

President Beth Smith and Board Members Adam Mayberry, Diane Nicolet, Joe Rodriguez, Colleen Westlake, and Alex Woodley were present. Board Member Jeff Church was present via video conference. Superintendent Susan Enfield and staff were also present.

1.03 PLEDGE OF ALLEGIANCE

Dr. Susan Enfield led the meeting in the Pledge of Allegiance.

1.04 LAND ACKNOWLEDGEMENT

President Smith read the land acknowledgement.

2. Items for Presentation, Discussion, Information and/or Action

2.01 PRESENTATION, DISCUSSION AND POSSIBLE ACTION TO RECEIVE, AMEND, REVISE, AND/OR APPROVE THE FINAL PERFORMANCE EVALUATION FOR THE 2022-23 SCHOOL YEAR FOR THE WASHOE COUNTY SCHOOL DISTRICT SUPERINTENDENT OF SCHOOLS, DR. SUSAN ENFIELD, INCLUDING ACTION STATEMENTS RELATED TO THE NEW STRATEGIC PLAN

Dr. Thomas Alsbury, Facilitator, reviewed how the Board developed and approved the superintendent evaluation, including the format, metrics, reporting, and final report. It was important to note the metrics and evidence were agreed upon by both the Board of Trustees and Superintendent Enfield. He explained the process used to take the seven individual evaluations and combine them into one final evaluation. The overall rating for Superintendent Enfield's first evaluation was 3.22, which was "effective." It would

be extremely difficult for any individual to be rated as “highly effective” based on the rating scale approved by the Board because it set a high bar in terms of effectiveness. The individual objectives used to determine the final evaluation were reviewed, including any commendations and recommendations for growth provided by Trustees. He highlighted 85 total commendations were provided by the Trustees and 58 recommendations for growth across all objectives. The recommendations for growth were not intended to be directives or requirements for inclusion in subsequent evaluations because the Board had already approved the goals for the 2023-24 evaluation. The 2023-24 evaluation process included a mid-year check to allow both the Board and superintendent the ability to revise the approved goals if there had been extenuating circumstances that would prevent the goals from being met or new challenges that need to be addressed.

Trustee Nicolet believed Superintendent Enfield would take the recommendations for growth to heart and work on improving herself. She wondered if the Board could be provided updates on if there had been progress to address any of the concerns mentioned in the recommendations for growth. Dr. Alsbury remarked any good administrator would continue to provide regular updates through the normal channels on the data tied to the goals. The recommendations for growth were related to items the superintendent should already be providing information on, even if they were not a focus of the evaluation. However, if the Trustees believed additional focus was needed, they could make that determination during the mid-year check.

Superintendent Enfield thanked the Trustees for the time and attention they gave to the evaluation and the process. She believed leadership was a team sport and any commendations would be shared with the team, while any areas of growth were her responsibility to address as the leader. Part of being an effective leader was modeling and she appreciated the feedback and recommendations for growth because there was always room to improve. She would be working with the team to determine which recommendations would be actionable so improvements could be made quickly. She believed the Washoe County School District was a district on the rise and they would continue working to address any deficiencies.

President Smith appreciated the evaluation process because it was data driven. She was impressed with the positive impacts Superintendent Enfield enacted during her first year and looked forward to what was to come. She listed the numerous successes she had seen and where growth and development should occur.

Trustee Westlake remarked that the evaluation was for the 2022-23 School Year, and she had already seen many of the recommendations for growth occurring in the 2023-24 School Year through the weekly Superintendent Highlights. She expressed her appreciation for the process because she felt it helped align where the Board wanted to focus moving forward.

Trustee Woodley mentioned the one quality he most appreciated in Superintendent Enfield was her willingness and forethought to take action and make changes when she heard of an issue, often before he had been able to raise the issue with her.

Trustee Rodriguez felt the district had come leaps and bounds from where it was 2 years ago. He was extremely impressed with the community engagement and change in morale in the schools. He appreciated the recommendations for growth were all aligned with the strategic plan. He was excited to see where the next year would lead.

Trustee Mayberry asked why the process for including recommendations for growth was not the same as for commendations. He was concerned that not all recommendations for growth were included but all commendations were. Dr. Alsbury stated the process was intentional. He believed when a complement was paid, there was no need to provide additional feedback, but in terms of recommendations for growth, it was important to provide clear feedback on where improvement could occur. If all recommendations for growth were included, there could be contradictory recommendations.

Trustee Mayberry appreciated the clarification. He indicated when the Board went through the search process, Dr. Enfield was his first and only choice for the superintendency. The breath of duties for the position was similar to that of a city or county manager, with the added twist of being responsible for educating the future. He believed she was the right person, at the right time and she had his full support.

Trustee Church commented that Dr. Enfield had hit the ground running when she came onboard, and he had rated her extremely high in certain areas. However, his problem was that there continued to be problems with both academic growth and school safety. He recognized Dr. Enfield had accomplished many great things, but he had to look at the goals that were set and the data provided so he could not rate any higher than developing in those areas. For future evaluations, he was interested in seeing specific goals related to academic growth.

Trustee Nicolet asked if the new strategic plan would play a role in the 2023-24 evaluation. President Smith responded in the affirmative and emphasized that the 2022-23 evaluation was based on the previous strategic plan.

President Smith opened the meeting to public comment.

Gordon Gossage commended Dr. Enfield for her improvement in working with families and the community and he expressed that he would like to see her continue to increase those meetings. He appreciated the two-way communication and believed even more could be done to improve that. He indicated he was interested in seeing greater

partnerships with the technology companies because he felt they could provide even more money to help the schools and, more importantly, volunteers to help teachers in the classrooms.

Annie Zucker was a parent in the district and community volunteer. She thanked Superintendent Enfield for her commitment to community engagement during her first year and the Board for their support of Superintendent Enfield. She was impressed that Dr. Enfield continued to show up to have difficult conversations and engage community leaders, as well as sharing the vision of the district.

The Board received emails from the following:

Kris Deeter

Taylor Adams

Allison and Jeff Gorelick

Par and Jill Tolles

Brian Sandoval

President Smith stated she fully supported the evaluation as presented. One thing she was interested in seeing moving forward was an executive 360 leadership review, where all those surrounding a leader would provide anonymous feedback on specific areas of leadership. She believed this was important because it allowed those surrounding a leader to provide feedback they might not otherwise be comfortable submitting.

Superintendent Enfield agreed the concept was valuable and she would also be encouraging members of the executive leadership team to do the same. She added the district could also consider adding questions related to the superintendent and strategic plan to the annual climate survey, which would then allow for data points moving forward both the Board and superintendent could review and potentially act upon. She provided examples of how she had previously used such questions in prior school districts.

It was moved by Trustee Nicolet and seconded by Trustee Westlake that **the Board of Trustees accepts and approves the final performance evaluation for Dr. Susan Enfield to include continuing to seek input from Washoe County School District employees and, where appropriate, community members.**

President Smith opened the motion for discussion.

Trustee Church mentioned he supported Superintendent Enfield's work in the community. He wanted to continue to look at the data to ensure improvement was occurring.

Trustee Rodriguez emphasized that he had faith the data would improve based on conversations he had been having with teachers and school leaders.

Trustee Mayberry mentioned he also believed the data would improve. One recommendation he did have was for Dr. Enfield to slow down and allow everyone else to catch up to where she was because she always seemed to be 4 steps ahead. Superintendent Enfield remarked that was a comment she had heard many times and one that she took to heart because it was important to listen and take a step back when necessary. She promised to only go as fast as the students needed her to.

The result of the vote was 6-1: (Yea: Adam Mayberry, Diane Nicolet, Joe Rodriguez, Beth Smith, Colleen Westlake, and Alex Woodley. Nay: Jeff Church.) Final Resolution: Motion Carries.

3. Closing Items

3.01 PUBLIC COMMENT

There was no public comment at this time.

3.02 ADJOURN MEETING

There being no further business to come before the members of the Board, President Smith declared the meeting adjourned at 12:38 p.m.

Elizabeth Smith, President

Joseph Rodriguez, Clerk

October 20, 2023

Kris Deeter, MD, MBA, FAAP
Chair of Pediatrics, UNR Med
Physician-in-Chief, Renown Children's Hospital

Lawrence G. Duncan, MS
Administrator, Renown Children's Hospital
Vice President, Renown Health

Ashely Burroughs, MHA
Administrative Director

Becky Haase, MSN, RN, CEPN
Director of Nursing, Women and Children

Sonia Budhecha, MD
Clinical Vice Chair of Pediatrics
Division Chief, Pediatric Subspecialties

J. Martin Johnston, MD
Academic Vice Chair of Pediatrics

Caroline J. Barangan, MD, FAAP
Program Director, Pediatric Residency

Ashley Naughton, MD
Clerkship Director, UNR Med

Max J. Coppes, MD, PhD, MBA
Division Chief, Pediatric Research

Julianne Wilke, MD
Division Chief, Quality Improvement

Jose Cucalon Calderon, MD, FAAP
Division Chief, Advocacy and Outreach

Clinical Division Chiefs:

Kris Wilson, MD, FAAP
Division Chief, General Pediatrics

David Petersen, MD
Division Chief, Pediatric Hospital Medicine

Aida Rutledge, MD, MAS
Division Chief, Pediatric Critical Care

April Henry, MD, FAAP
Division Chief, Neonatology

Joseph Gassen, MD, FAAP
Division Chief, Pediatric Emergency Medicine

Frieda Hulka, MD, FACS
Division Chief, Pediatric Surgical Specialties

Scott Jeannes, MD
Division Chief, Pediatric Anesthesiology

Joshua Fitzgerald, MD
Division Chief, Pediatric Behavioral Health

Gilbert Trujillo, DDS
Division Chief, Pediatric Dentistry

Dear President Smith and the Washoe County School District Board,

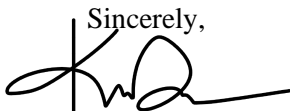
I am writing to express my support of Superintendent Dr. Susan Enfield. From our first meeting of introduction through my most recent interactions with her at our Youth Mental Health Summit, I have been incredibly impressed and inspired by her dedication, compassion and competence. Washoe County was fortunate to recruit and hire an individual with a clear passion for children along with a record of service and education leadership.

During an introduction lunch in 2022, I remember Dr Enfield describing her last district's promise to know every student by name, strength and need. She was humble in her discussion of this promise as she did not want to commit at that time to being able to promise the same in a county with over 60,000 students. Since then, Dr Enfield has built and strengthened her staff to the point that she now confidently promotes this promise for every student in Washoe County. She is committed to making sure that all our students have adults in their schools that know them and a team ready to support each student to graduation. She recognizes that this promise is not just important to make for high school students, but for students of all ages.

I have had the opportunity to watch Dr Enfield speak in many different forums, from Chamber of Commerce celebrations to mental health collaboration meetings. She is inspiring and respected across our community. She reaches out to community leaders, shares her vision, and follows up with them to keep them engaged. Under her leadership, we are collaborating to improve resources for mental health and improve our communication and access to these resources with our students. She led the introduction of the Care Solace program and continues to build high school Social-Emotional Learning programs.

In reviewing the superintendent's strategic plan, I am impressed again by her five goals based on a framework of four pillars. This is challenging work, but from what I have seen from Dr Enfield, she will work to see this through. As the Physician-in-Chief of Renown Children's hospital, I lead a team that cares for children in distress. Dr Enfield leads the team that works to keep our community's children healthy and safe so that they don't require our hospital services. For that, I am grateful.

Sincerely,



Kris Deeter, MD, MBA, FAAP
Chair of Pediatrics, UNR Med; Physician-in-Chief, Renown Children's Hospital
Board-certified, Pediatric Intensive Care and General Pediatrics
Kris.Deeter@Renown.org; Office: 775-982-6169

From: Taylor Adams
Sent: Sunday, October 22, 2023 9:31 AM
To: Public Comments
Subject: [EXTERNAL] Fwd: Susan Enfield Evaluation

Madam Chair and Members of the School Board,

You should be commended for bringing an administrator of Dr. Enfield's quality to Northern Nevada, and in her review you have rightly identified the amazing work that is being done for our children under her leadership.

Speaking first as a parent with four children in the district; Our family recently moved to Washoe County from a district that is consistently ranked among the best in the Nation. Please know that my wife and I have seen no noticeable gap in education quality between our children's former district and this one. It is clear to us that work done here over the last two years is delivering Nationally competitive educational quality that is of direct benefit to all students in the district.

In addition to my views as a parent, I would be remiss if I did not speak to the impact Dr. Enfield has on my work on behalf of the region. Dr. Enfield is part of a growing cohort of Nationally recognized professionals that are choosing Northern Nevada. Brian Sandoval at the University of Nevada Reno and Brian Erling at Renown Health are examples of two other dynamic professionals in this group.

When professionals like these choose a region, people in their profession take note. That attention creates lift in regional perception that directly relates to the desirability of that region. The respect that Dr. Enfield has in her profession took a career to build, and it requires continual maintenance. You should further be commended for understanding the value that her National reputation has in driving the improving perception of our district.

Coming back to the growing number of exceptional people that are choosing Northern Nevada; These professionals were a major driver in our decision to relocate to this region. Victor Hugo once said that, "nothing is so powerful as an idea whose time has come." Thank you for the leadership and vision that brought Dr. Enfield to our community. I truly believe that this is our time, and you played a critical role in creating it.

Sincerely,
Taylor V. Adams
EDAWN President & CEO

Trustee & President Beth Smith
Trustee Alex Woodley
Trustee Adam Mayberry
Trustee Joe Rodriguez
Trustee Colleen Westlake
Trustee Diane Nicolet
Trustee Jeff Church

October 22, 2023

Dear President Smith and Washoe County School District Board,

We are writing in strong support of our Superintendent, Dr. Susan Enfield and her work within our district over the past year. We are impressed with the steps towards improvement that we can already see are underway. She participates in our community, attends business, community and education events both inside and outside of our schools, and leads by example with strong compassion for our teachers, staff and children.

Since Dr. Enfield took over last Summer, she has made the mental health of our students a top priority. Her team showed out in huge attendance at the first Youth Mental Health Summit in September 2022 willing to listen, share and learn. Since this time, Dr. Enfield has ensured that the counseling staff is well represented at each of the monthly Youth Crisis meetings that have taken place and has worked tirelessly to improve the collaboration between our students, families, teachers and school staff, both to prevent and also to ensure a successful reintroduction of students back to school after crisis resolution.

Dr. Enfield worked to enable to entire district, including families and staff, to have access to a new program, Care Solace, which works to connect anyone in need of mental health services to providers that have the time, specialty and that take their specific insurance. She also came and spoke powerfully at last month's Youth Mental Health Summit, addressing our students' concerns and ideas, and outlining her plans to continue to improve the district's on campus support.

We are also very supportive of Dr. Enfield's leadership in the district's change to permit families to be able to move students outside of zoned schools if such moves are warranted. Our 15 year old felt that it would be impossible for him to attend his zoned high school and Dr. Enfield and her team reviewed the situation and approved his direct variance to another school that had room and was a better environment for his safety and overall mental health.

Our district has had issues with resources and prioritization over the years, however we have full confidence in the vision, work and leadership of Dr. Susan Enfield. Over this first year, she has proven her dedicated to our community, our students and our families.

Sincerely,

The image shows two handwritten signatures in black ink. The signature on the left is 'Allison Gorelick' and the signature on the right is 'Jeff Gorelick'. Both signatures are written in a cursive, flowing style.

Allison & Jeff Gorelick



241 Ridge Street, Suite 410
Reno, NV 89501
(775) 470-8680
tollesdevelopment.com

Trustee & President Beth Smith
Trustee Alex Woodley
Trustee Adam Mayberry
Trustee Joe Rodriguez
Trustee Colleen Westlake
Trustee Diane Nicolet
Trustee Jeff Church

October 23, 2023

To Whom It May Concern,

I am writing to express my full support for Dr. Susan Enfield as she prepares for her upcoming review.

Dr. Enfield has consistently shown exceptional dedication to our institution's growth and development. Her vision, work ethic, and passion for our community's betterment have been instrumental in bringing about positive changes and setting a clear path for improvement.

Her commitment to our students' well-being is particularly commendable. Dr. Enfield has initiated and overseen programs to promote their mental health and overall welfare. Her genuine care for our educators, staff, and, most importantly, our children, is evident in her actions.

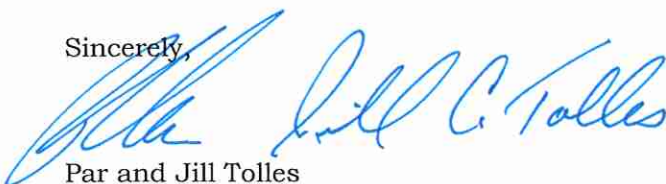
Dr. Enfield's collaborative approach to community engagement has strengthened the district's relationships with the broader community, fostering better communication and partnerships that benefit the school district.

In addressing challenges, Dr. Enfield's forward-thinking approach has led to practical solutions and positive outcomes, such as the implementation of Care Solace to connect those in need of mental health services with suitable providers.

Her support for families requiring flexibility in school assignments is also noteworthy. Dr. Enfield's willingness to review individual situations and make thoughtful decisions for the betterment of our students' educational experiences demonstrates her commitment.

I firmly believe that Dr. Susan Enfield's exceptional leadership and dedication warrant our continued support. As her review approaches, I endorse her as a highly deserving candidate for acknowledgment and continued support.

Sincerely,



Par and Jill Tolles



THOUGHTFUL DEVELOPMENT



University of Nevada, Reno

October 23, 2023

President Elizabeth Smith
Washoe County School District Board of Trustees
425 East 9th Street
Reno, NV 89512

President Elizabeth Smith:

It is with pride that I write this letter in support of Superintendent Susan Enfield. Since Dr. Enfield started her work in the Washoe County School District (WCSD), she has demonstrated a strong commitment the students, staff, and community she serves.

Superintendent Enfield has been an incredible partner as we work to strengthen strategic partnerships between the University of Nevada, Reno and the WCSD. Together we have opened five Collegiate Academy programs in WCSD. Aimed at promoting equitable access to higher education, the Collegiate Academy program gives high school students the opportunity to take college level classes at a fraction of the cost, allowing them to enter college with up to a full year of credits already taken. Superintendent Enfield is one of the key reasons this program has been so effective, stemming from her desire to improve access to education across the State of Nevada.

Thanks to Superintendent Enfield, high school teachers in WCSD are also benefitting from the Collegiate Academy program with each participating teacher receiving a \$3,000 stipend per year as well as one-on-one mentorship from a University of Nevada, Reno faculty member.

I also would like to commend Superintendent Enfield for her commitment to collaboration to ensure the teacher shortages are adequately addressed across the entire state by working with our College of Education and Human Development, preparing our students to enter the WCSD upon graduation.

Superintendent Enfield has been an innovative and inspiring leader who has made an incredible impact in her short time here in our community. The Wolf Pack Family is better off thanks to Superintendent Enfield, and I give her my strongest support during her annual evaluation this year.

Thank you and Go Pack!

Sincere regards,

Brian Sandoval

Office of the President
Clark Administration, Room 201
University of Nevada, Reno/0001
Reno, Nevada 89557-0061
(775) 784-4805 office

From: Joy Heuer
Sent: Tuesday, October 24, 2023 9:42 AM
To: Public Comments
Subject: [EXTERNAL] Support of Dr. Enfield

Hello,

I have had the pleasure of working with Dr. Enfield since her arrival to northern Nevada. In my experience, she is top notch! Her message is consistent and her love for our kids is evident. I appreciate her willingness to listen and her drive.

Thank you Dr. Enfield, you are a shining star and a champion for our education system.
Joy Heuer