

PUBLIC WORK SESSION  
OF THE  
BOARD OF SCHOOL TRUSTEES  
Elkhart Community Schools  
Elkhart, Indiana

**NOTICE OF MEETING CANCELLATION**

Date: Tuesday, March 24, 2026  
Time: 5:00 p.m.  
Location: J.C. Rice Educational Services Center  
2720 California Road  
Elkhart, Indiana 46514



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Superintendent of Schools

Posted and electronically delivered to News  
Media on Monday, March 16, 2026, and  
electronically delivered to Board Members and  
School Attorney on Monday, March 16, 2026.

NOTICE OF EXECUTIVE SESSION  
OF THE  
BOARD OF SCHOOL TRUSTEES

Elkhart Community Schools  
Elkhart, Indiana

Date: Tuesday, March 24, 2026

Time: 4:30 p.m.

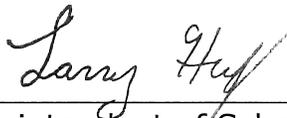
Purpose: Reference Indiana Code Section 5-14-1.5-6.1

(2) For discussion of strategy with respect to any of  
the following:

(E) School consolidation

(6) With respect to any individual over whom the  
governing body has jurisdiction

Location: J.C. Rice Educational Services Center  
2720 California Road  
Elkhart, IN 46514



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AGENDA FOR  
BOARD OF SCHOOL TRUSTEES  
REGULAR MEETING

Elkhart Community Schools  
Elkhart, Indiana

March 24, 2026

CALENDAR

Mar	24	4:30 p.m.	Executive Session, J.C. Rice Educational Services Center
Mar	24	6:00 p.m.	Regular Board Meeting, J.C. Rice Educational Services Center
Apr	21	5:00 p.m.	Public Work Session, J.C. Rice Educational Services Center
Apr	21	6:00 p.m.	Regular Board Meeting, J.C. Rice Educational Services Center

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- A. CALL TO ORDER
- B. THE ELKHART PROMISE
- C. INVITATION TO SPEAK PROTOCOL
- D. PUBLIC COMMENT
- E. MOMENT OF PRIDE
- F. ELKHART HIGH SCHOOL – ARTS AND COMMUNICATION SCHOOL OF STUDY REPORT
- G. MARY DALY ELEMENTARY SCHOOL REPORT
- H. EXCELLENCE OF ELKHART
- I. HUMAN RESOURCES AND TRANSPORTATION AUDIT UPDATE
- J. CONSENT ITEMS:
  - Minutes – March 10, 2026 – Regular Board Meeting
  - Claims
  - Fundraisers
  - Extra-Curricular Purchases
  - Gift Acceptances
  - Conference Leaves
  - Overnight Trips
  - Grants
- K. OLD BUSINESS

Contracts – The administration presents contracts for final consideration.

- Professional Benefit Administrators, Inc. (PBA)

Board Policy 2340 – Field and Other Corporation Sponsored Trips – The administration presents a proposed replacement for Board Policy 2340 – Field and Other Corporation Sponsored Trips as presented during the March 10, 2026, meeting for final consideration.

L. NEW BUSINESS

Personnel Report

Contracts – The administration presents contracts for initial consideration.

- IACE Travel
- MAZI Educational Consulting, LLC Amendment
- JWF Specialty Company
- Boys & Girls of Elkhart County Summer Learning MOU

First Student, Inc. Contract – The administration presents First Student, Inc. contract for confirmation only.

Board Policy 3213.04ACS – Student Staff Relationships – The administration presents proposed revised Board Policy 3213.04 – Student Staff Relationships for initial consideration.

Administrative Guideline 5112.01 – Kindergarten Early Entrance Requirements – The administration recommends rescission of Administrative Regulation JEA-1 – Kindergarten Early Entrance Requirements and presents proposed new Administrative Guideline 5112.01 – Kindergarten Early Entrance Requirements for initial review, and requests to waive second review.

Virtual School Proposal for Grades 6 – 12 – The administration seeks Board approval to submit an application to the Indiana Department of Education for an additional school number establishing a Virtual School Program beginning with the 2026-2027 school year.

Common School Fund Loan Application – The administration seeks Board approval to submit an application through the Indiana Department of Education for a low-interest loan for technology projects through the Common School Fund.

Apple Device Sales – The administration seeks Board authorization for the bulk sale of Apple devices, as they have reached the end of their lifecycle.

Cancellation of Teaching Contract

Finance Report

Insurance Report

Consolidation Update

M. INFORMATION AND PROPOSALS

From Superintendent and Staff

From Board

N. ADJOURNMENT

# MOMENT OF PRIDE



March 24, 2026

Niko Bahbah  
Graciela Gonzalez

# Chamber of Commerce

- February 24
- Levon Johnson
  - Met with 16 students
  - Panel discussion
    - What makes Elkhart a place you want to be?



# March Madness Book Brackets

- February 25 and leading up to Madness
- Student Athletes read to elementary students
- Shared favorite stories and made connections



# ISSMA State

- February 28
- Solo and Ensemble
- 90 EHS students performed
- 18 earned Gold “With Distinction”
- 31 events earned Gold
- 3 events earned Silver



Alyssa Aguilar, Choir  
Myles Aipira, Band  
Sabrein Ali, Orchestra  
Zahir Aydogdieyev, Band  
Ben Baltazar, Band  
Vivienne Balyeat, Band  
Coleman Bell, Choir  
Tanya Bello, Band  
Elizabeth Benavides-Romero, Orchestra  
Zion Bernal, Choir  
Martin Bonilla, Choir  
Keithen Box, Orchestra  
Isaac Brown, Orchestra  
Carmen Cantzler, Choir  
Tamaryah Carruthers, Choir  
Edith Castro-Hernandez, Choir  
Axel Coronado Fernandez, Band  
Kaley Craig, Orchestra  
Kaylee Cruz, Orchestra  
Juan Cuahitzo-Adame, Band  
Elle Davis, Band  
Keila DeLeon, Orchestra  
Jaden Mikel Detwiler, Choir  
Sean Dickerhoof, Choir  
Sean Dickerhoof, Orchestra  
Hayden Dinehart, Orchestra  
Alicia Dixon, Orchestra  
Lorelei England, Orchestra  
Evan Enriquez, Band  
Cristo Estrada, Orchestra  
Rowan Fann, Band  
Madelyn Fletcher, Band  
Kylee Floyd, Choir  
Aidan Fortin-Adams, Orchestra  
Vanessa Gallardo, Orchestra  
Yesha Granados, Orchestra  
Matthew Greene, Orchestra  
Zoey Gude, Band  
Diego Gutierrez, Band

Corgan Hammond, Choir  
Trenyce Harris, Choir  
Autumn Hayward, Choir  
TJ Howard, Band  
Kayle Hruby, Choir  
Ren Hunt, Band  
Abigail Juarez, Orchestra  
Nathan Kratzer, Band  
Lucy Kristoff, Choir  
Spencer Leininger, Choir  
Kristina Lemler, Choir  
Luna Londono Arevelo, Choir  
Owen Marks, Orchestra  
Fernando Marquez Pantoja, Orchestra  
Malaya Martinez, Choir  
Andrea Mbewe, Choir  
Cayden McCord, Band  
Evie McCormick, Orchestra  
Melloni Olinger, Choir  
Brittlynn Oliva, Band  
Isaac Olivares-Solis, Choir  
Ariana Oropeza, Orchestra  
Rodrigo Oropeza, Band  
Nicholas Overgaard, Choir  
Cordelia Padgett, Orchestra  
Cristian Padilla, Choir  
Korryn Parmer, Choir  
Jose Perez Gomez, Orchestra  
Charlotte Phillips, Choir  
Zy'Qwez' Platt, Choir  
Jasmine Robertson, Orchestra  
Rosell Robles, Orchestra  
Dohnavin Rohrer, Orchestra  
Daewynn Smith, Choir  
Emmalynn Staufenbeil, Choir  
Grey Stusman, Band  
Michael Tapp, Choir  
Lane Taylor, Choir

Rowan Ternet, Choir  
Sawyer Tibbetts, Band  
Arthur Todillo, Band  
Matthew Todillo, Band  
Blair Tufts, Choir  
Danielle Watson, Choir  
Nathan Welles, Orchestra  
Adalyn Woolsey, Choir  
Parker Wright, Choir  
Josie Zheng, Choir



# SAT Day

- March 4
  - 695 Juniors tested
  - Results should be available in a couple of weeks
  - Important to show proficiency as part of college readiness
  - e-Learning Day for all other district students allowed for teacher professional development and teacher proctoring of the exam



# Robotics Club

- March 7-8
- Robotics Competition
  - Mishawaka Invitational
- Runner up!!!
- Next competition
  - Lafayette - March 21
- Not possible with our volunteers!
  - 10 volunteers
    - Retired teachers
    - EACC
    - Biomedical engineers
    - Shield
    - PE Robbins Engineering
    - Sanders Pianowski
    - Notre Dame



# Blood Drive

- March 10
- Student Government
- Benefited the South Bend Medical Foundation
- Participants received treats after donating
  - Fair trade!
- 65 units of blood!



# Shrek the Musical

- March 13-15
  - Dress Rehearsal
  - Three performances
- More than 20 orchestra members
- More than 30 cast and crew members
- Successful and fun production!



# Future Business Leaders of America

- March 14
- Indiana State Leadership Conference
- Muncie, IN
- 4 first place finishers
  - International Business
  - Data Science and AI
  - Business Management
  - Technology Support and Services
- Dozens of Top 10 finishers
- All members qualified to attend and compete at the FBLA National Leadership Conference in San Antonio!



# Winter Sports Banquet

- March 16
- Celebrated
  - Basketball
  - Cheerleading
  - Gymnastics
  - Swimming
  - Wrestling
- Many Athletes Received Recognition
  - Sectional
  - Regional
  - State
  - Individual Team Awards



# Gates Scholarship Finalist

- Collin Khomphengchan
- 100,000 Nationwide Applicants
- 1,500 selected as finalists!
- Full cost of attendance not covered by other financial aid
  - Tuition
  - Fees
  - Books
  - Housing
  - Food
- Practice interviews
  - Mr. Eakins
  - Mr. Sassman
  - Mr. Shults



# Upcoming Events



- Spring Sports are underway!
- Coffee House Talent Show - March 26
- Military Ball - March 28
- Spring Break - April 3
- Foreign Exchange Students - April 13
- Financial Literacy Program (Lake City Bank) - April 14-15
- ISSMA HS Band Festival - April 24
- Prom - May 2

# Elkhart High School

## *Arts and Communication*



March 24, 2026



*Excellence of Elkhart*

ACADEMICS • ARTS • ATHLETICS

# Arts and Communication Office Team



**April Oppenheim -  
Principal**



**Amanda Wirt -  
Secretary**



**Allison Makowski -  
Counselor A-O**



**Christina Homes -  
Counselor P-Z**



**Cara Starzyk -  
Early College counselor**



**Amy Stine -  
Lead Teacher**



**Jami Presswood -  
Social Worker**



**Will Coatie -  
Security**



# Arts and Communication School of Study Team



**36**

**Teachers**



**3**

**Counselors**



**5**

**Support Staff**

# Arts and Communication Student Body

**Total Students - 422**

## Grade Breakdown

 Grade 12: **142**

 Grade 11: **144**

 Grade 10: **136**

## Gender Breakdown

 Male: **186 (44%)**

 Female: **236 (56%)**

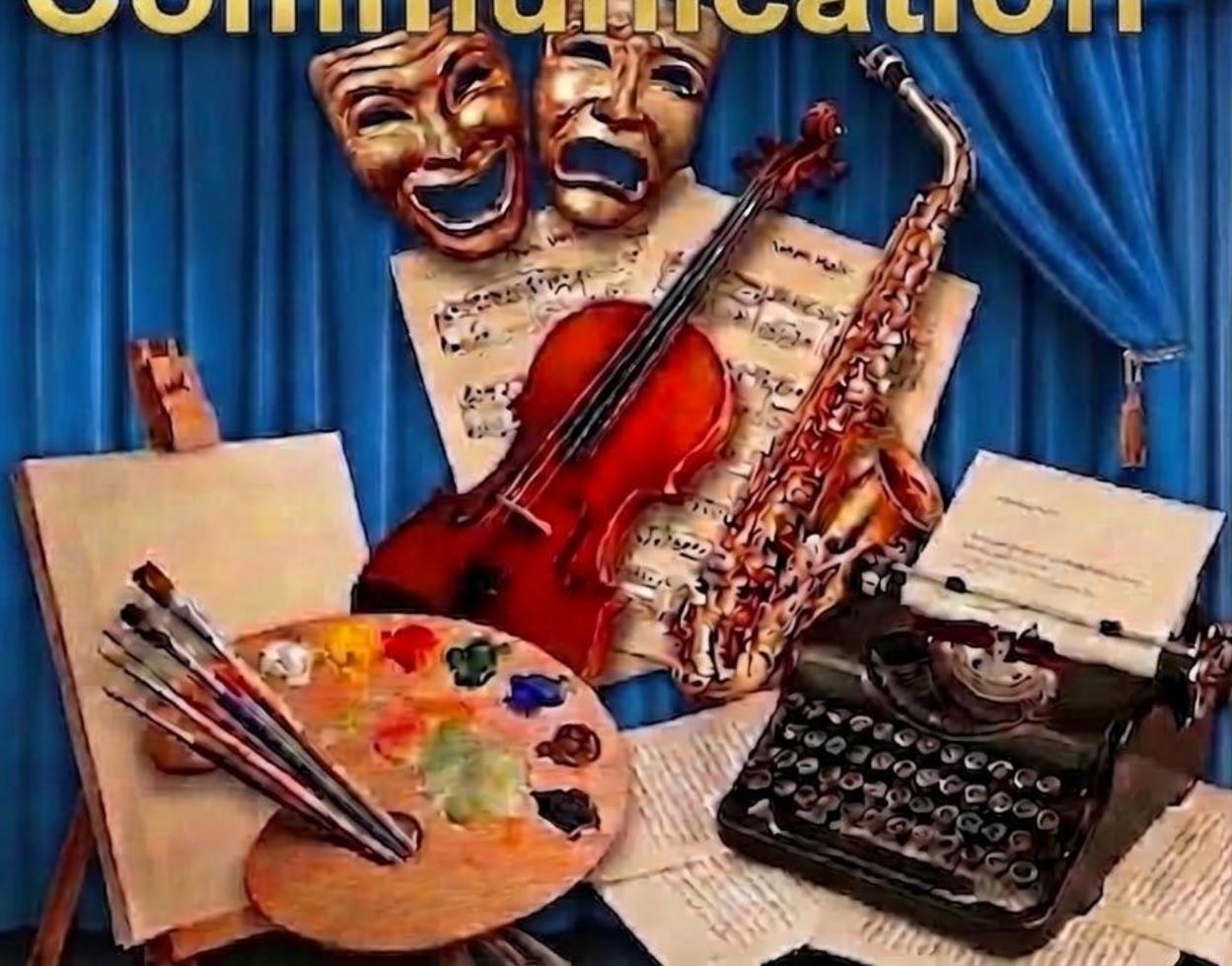
## Diversity

 Minority: **~62%**

 White: **~38%**

# Arts and Communication

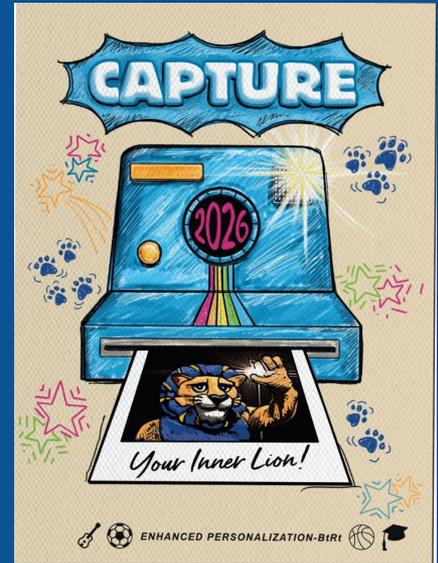
When students  
get involved,  
they show up  
and  
academically  
thrive.



Students enrolled  
in Yearbook and Magazine  
classes this school year.

First and Second Semesters = 23

Students for the school year = 23



# Students enrolled in Music Classes this school year.

**First Semester = 526**

**Second Semester = 531**

**Students for the school year = 1057**

Band, Choir, Orchestra, Jazz Ensembles, Piano,  
Music Theory, AP Music Theory





**2025 Pride of Elkhart**

# Band



Marching Band, Wind Ensemble,  
Concert Band, Jazz Band 1 and 2, Pep Band

# Choir



Chamber Choir, Intermediate Treble Choir, Advanced Treble Choir,  
Main Street Jazz, Madrigals/Gold Rush, Tenor/Bass Choir,

# Orchestra



Philharmonic,  
Symphony, Jazz



# Piano



# Students enrolled in Art Classes this school year.

**First Semester = 800**

**Second Semester = 778**

**Students for the school year = 1578**



Ceramics, Drawing, Painting, Digital Design,  
Photography, Sculpture, Visual Communication, Jewelry

# Art



Ceramics, Advanced Ceramics, Digital Design, Drawing, Advanced Drawing, Jewelry, Advanced Jewelry, Photo, Sculpture, Visual Communication

# Theater and Speech Team

Elkhart High School presents

## Twelfth Night

*Or What You Will*

William Shakespeare  
Adaptation by John Minigan

November 14 at 7:00 pm  
November 15 at 2:00 pm  
EHS Auditorium

\$8 General Admission  
\$5 Students/Seniors

Produced by special arrangement  
with Theatrofolk (theatrofolk.com)



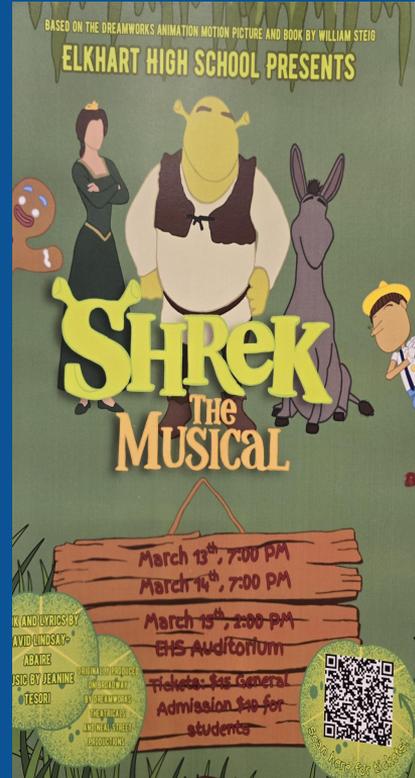
BASED ON THE DREAMWORKS ANIMATION MOTION PICTURE AND BOOK BY WILLIAM STEIG

ELKHART HIGH SCHOOL PRESENTS

## SHREK The Musical

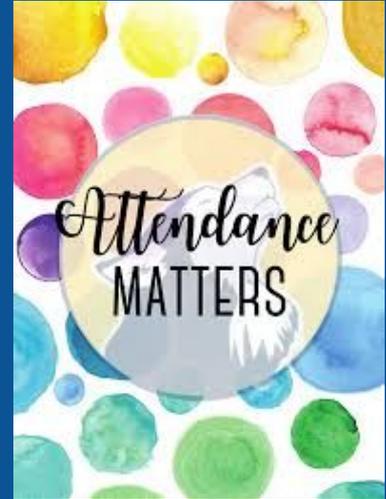
March 13<sup>th</sup>, 7:00 PM  
March 14<sup>th</sup>, 7:00 PM  
March 15<sup>th</sup>, 2:00 PM  
EHS Auditorium

Tickets: \$45 General Admission \$20 for students



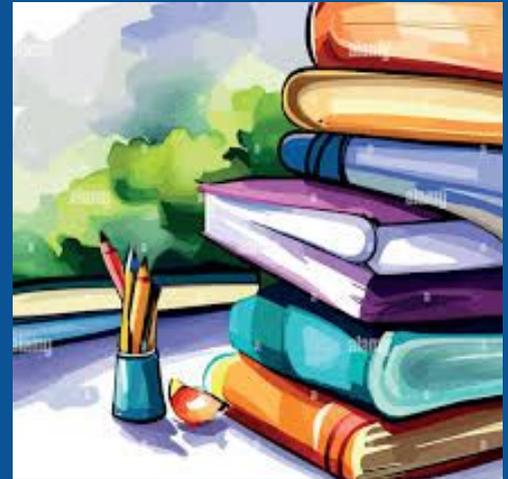
# Celebrating Attendance Rates

- **178 students have a 95 % (plus) attendance rate for this school year**
- **SoS Attendance Rate is 90.31%**  
(Aug. 14th-date)
- 39 students with perfect attendance semester.
- 10 students with perfect attendance Aug. 14th to present date.



# Arts and Communication Grade Point Averages

- 192 Students with a 3.0+ GPA
- This represents 47% of the Arts and Communication Students



# Students who are on track to graduate

Seniors

**97%**



of the seniors are on track!  
138/142

Juniors

**87%**



of the juniors are on track!  
125/144

Sophomores

**86%**



of the sophomores are on track!  
117/136



Not On Track Qualifiers:

- ⚠ Seniors less than 25 credits
- ⚠ Juniors less than 20 credits
- ⚠ Sophomores less than 8 credits

# Senior Plans and Achievements



**Scholarship Dollars Awarded: \$1,714,216.00**

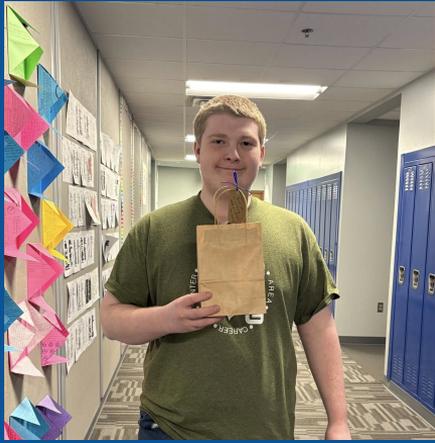


**21st Century Scholars: 20**

## Colleges Accepting Arts and Communication Students:

- ❖ DePaul
- ❖ Purdue University
- ❖ Indiana University
- ❖ Ball State University
- ❖ Loyola
- ❖ Western Carolina
- ❖ Goshen College
- ❖ Valparaiso University
- ❖ Saint Mary's College
- ❖ Western Michigan University
- ❖ Trine University
- ❖ Northern Illinois University
- ❖ St. Francis
- ❖ Indiana State University
- ❖ Hanover College
- ❖ University of Illinois, Chicago

# Celebrating Students



No Tardies, Perfect Attendance,  
PRIDE Award Recognition, 3.0+ GPA

# CIVIC ARTS PATHWAY

*Fine Arts, Band, Choir, Orchestra and Theatre*

## CREDITS REQUIRED

### FINE ARTS

- Intro to 2D or 3D Art
- Intro to Business
- Beginning Art (Painting I, Drawing I, etc)
- Advanced Art (Advanced Drawing, Advanced Painting, etc)



### BAND/ORCHESTRA

- Beginning Band/Orchestra - Both Semesters
- Intro to Business
- Intermediate Band/Orchestra - Both Semesters
- Advanced Band / Orchestra - Both Semesters



### CHOIR

- Beginning Choir - Both Semesters
- Intro to Business
- Intermediate Choir - Both Semesters
- Advanced Choir - Both Semesters



### THEATRE

- Theatre Arts - one semester
- Intro to Business
- Advanced Theatre Arts - Both Semesters
- Musical Theatre or Special Topics in Theatre - Both Semesters



## ADDITIONAL REQUIREMENTS

- Documented collaboration with community partners
- Create an E-Portfolio that includes:
  - 2 artifacts per year
  - Resume
  - Certificates
  - Authentic Industry Experiences
  - Internships



# Civic Arts Pathway

Elkhart High School  
Arts and Communication

## Students Utilizing the Civic Arts Pathway

- Band/Orchestra - 181 students
- Choir - 74 students
- Fine Arts - 91 Students
- Approximately 45 students currently enrolled as Music and Fine Arts Majors at the secondary level.

## Community Partners

- Conn-Selmer
- Goshen Theater
- Elkhart Civic Theatre
- Lerner Theatre
- Vala Marketing
- Midwest Museum of American Art
- Wellfield Botanic Gardens
- Quinlan and Fabish Music Company
- Walter Piano Company

## High School ISSMA District Contest Performances

- Thursday, April 23rd - Freshman Division Choir, Tenor Bass Choir and Cadet Choir perform at Concord HS
- Friday, April 24th and Saturday, April 25th - Freshman Division Band, Concert Band, Freshman Division Orchestra, Philharmonic Orchestra perform at Concord HS

## High School ISSMA State Qualifier Performances

- Friday, May 1<sup>st</sup> and Saturday, May 2<sup>nd</sup> Wind Ensemble and Symphony Orchestra perform at Penn H.S.
- Saturday, May 2<sup>nd</sup> Chamber Choir and Golden Chorale perform at Elkhart H.S.

## High School ISSMA Band, Choir and Orchestra State Finals

- All ISSMA State Performances take place on Saturday, May 9<sup>th</sup>
- Band State Finals performances at Lawrence Central HS
- Orchestra and Choir State Finals performances at Pike HS



Indiana State School  
Music Association

# Elkhart High School

**Many Lions, One Pride**



# Mary Daly Elementary School



## School Board Presentation

Shirley Elliott, Principal

Laura Christophel, Assistant Principal

March 24, 2026



## Student Achievement & Learning

### Goal #1

**Increase ILEARN ELA  
proficiency rate by 5.5% to  
17%**

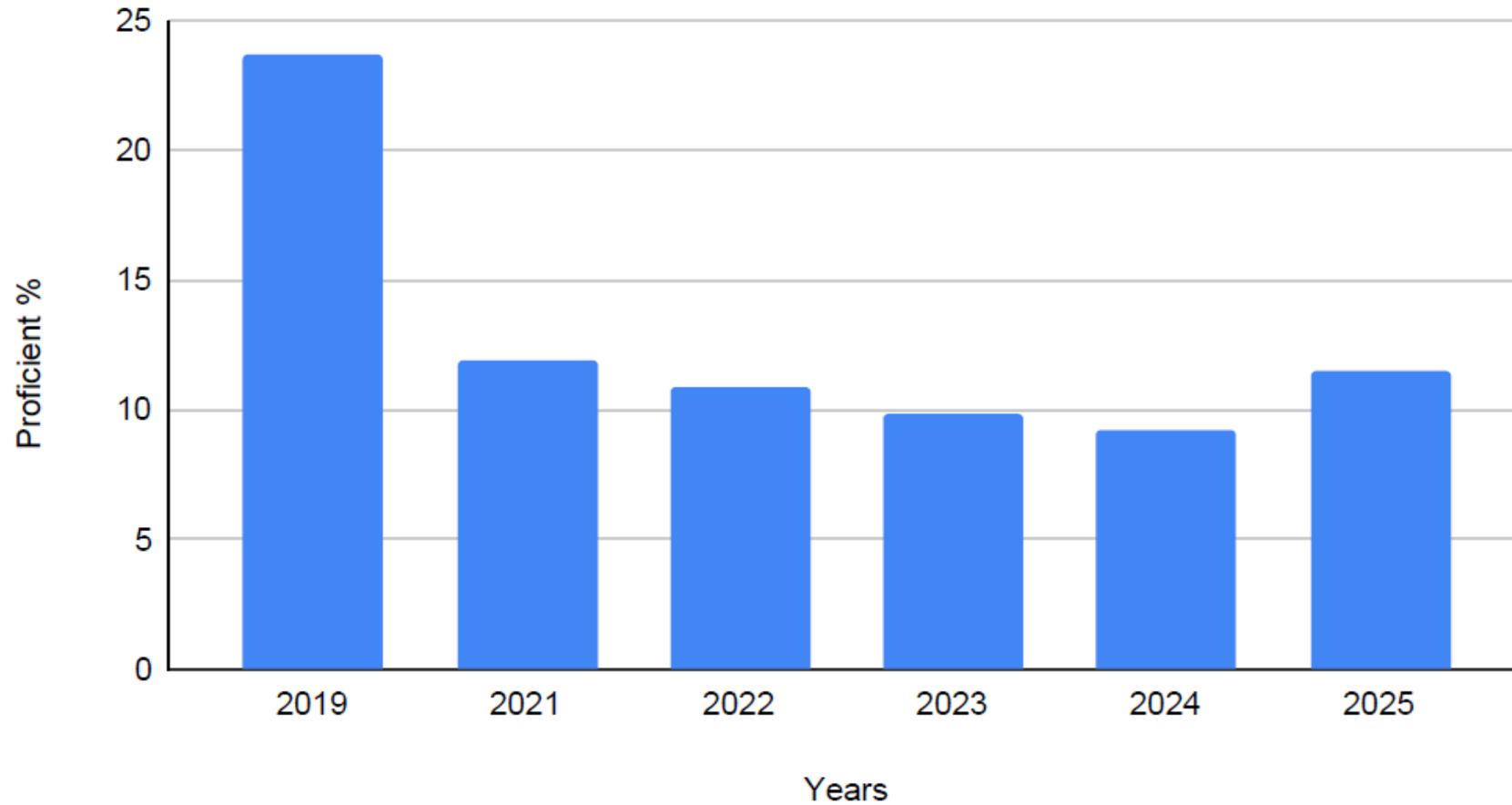
### Goal #2

**Increase ILEARN Math  
proficiency rate by 5.2% to  
15%**

# Student Achievement & Learning



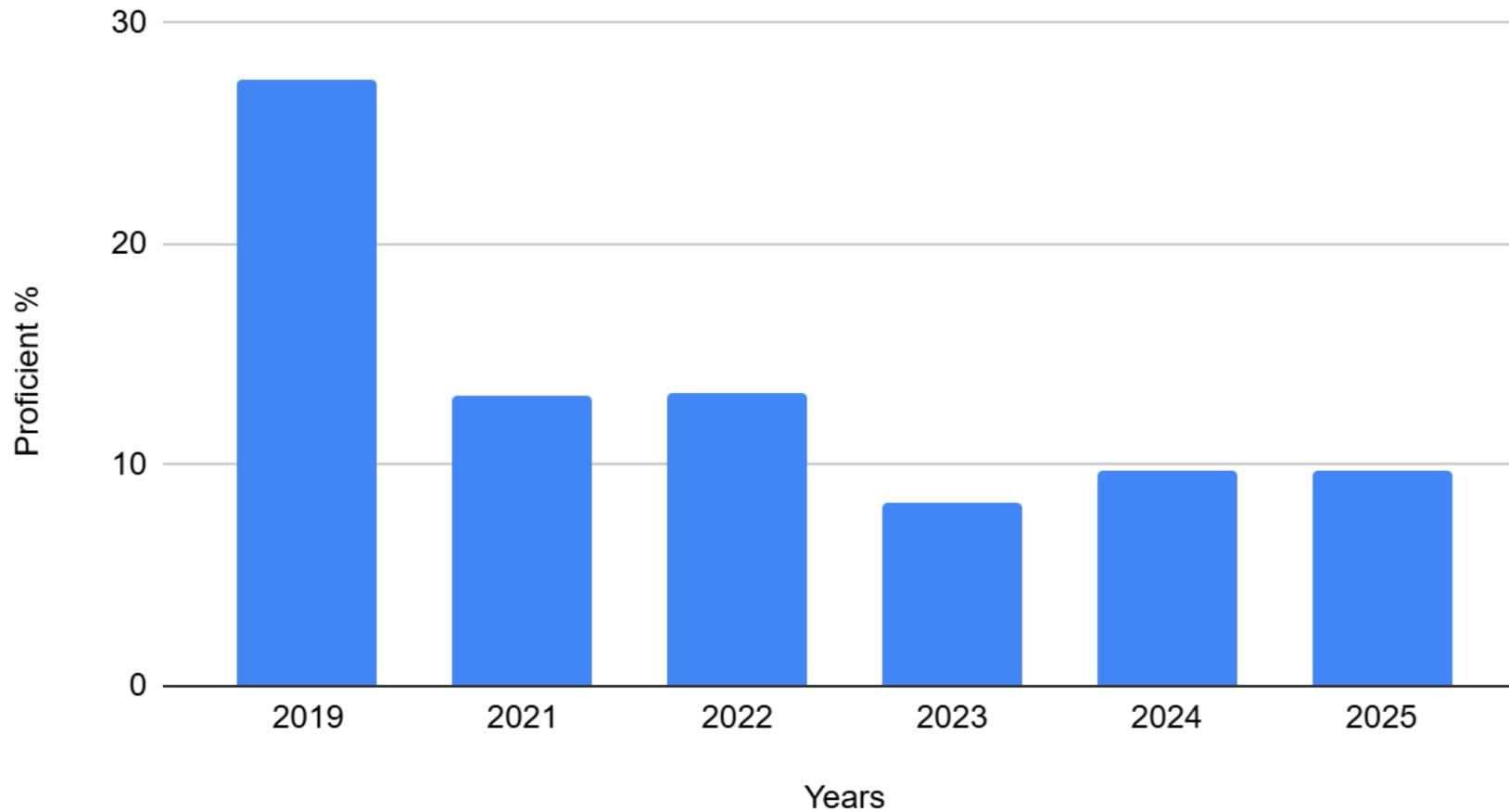
## ILEARN ELA



# Student Achievement & Learning



ILEARN Math





## Plan for Improvement

### Common Curriculum

- Higher rigor CKLA Knowledge
- DMR & Math Fluency
- Pacing guides from district
- PLC Collaboration

### Intentional Supports

- Tier 2 - University of Florida Literacy Institute (UFLI)
- Interventionist
- Time in schedule
- MTSS

# Goal #3

Increase  
IREAD  
proficiency  
rate to 80%



Mary Daly  
Elementary School



IREAD GROWTH

On Track for 80%!

Utilize Literacy  
Cadre Coach, Kim  
Oral Reading  
Fluency Measure  
LETRS Training  
Third Grade Team



# Attendance

2023/2024 = 92.19%

2024/2025 = 92.18%

August	95.93%
September	94.67%
October	93.32%
November	92.31%
December	86.8%
January	88.43%
February	89.21%
<b>% to Date</b>	<b>91.27%</b>





## Attendance Rate to 95%

- Recognizing attendance at quarterly awards assembly
  - 1<sup>st</sup> quarter 270 students
  - 2<sup>nd</sup> quarter 197 students
  - 3<sup>rd</sup> quarter 155 students
- February - Olympic Challenge
- March - March Madness

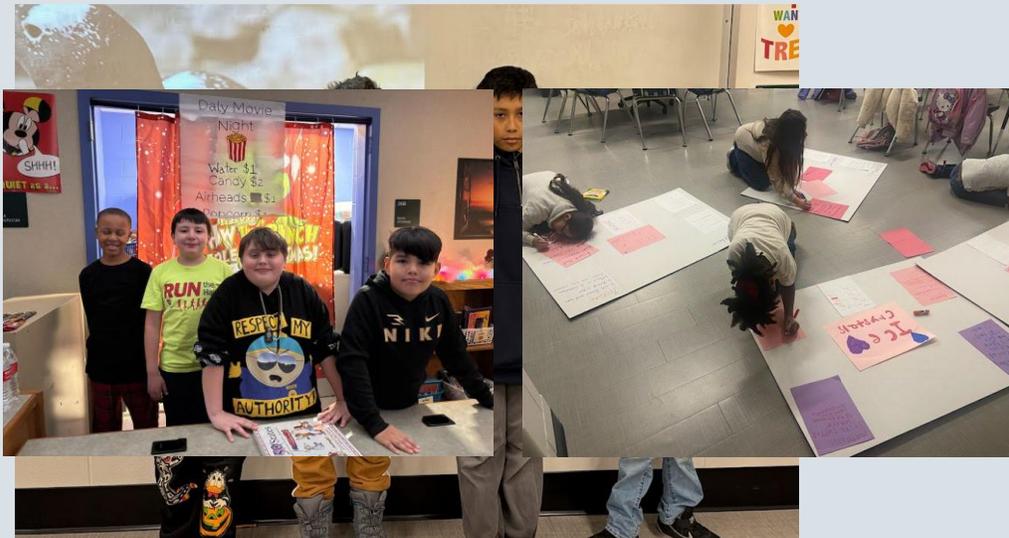
# Student Engagement





# Full Service Community Schools Grant (FSCS)

75 Students in after school clubs with wait list  
Increase in attendance on club days



# Mary Daly Reading Challenge

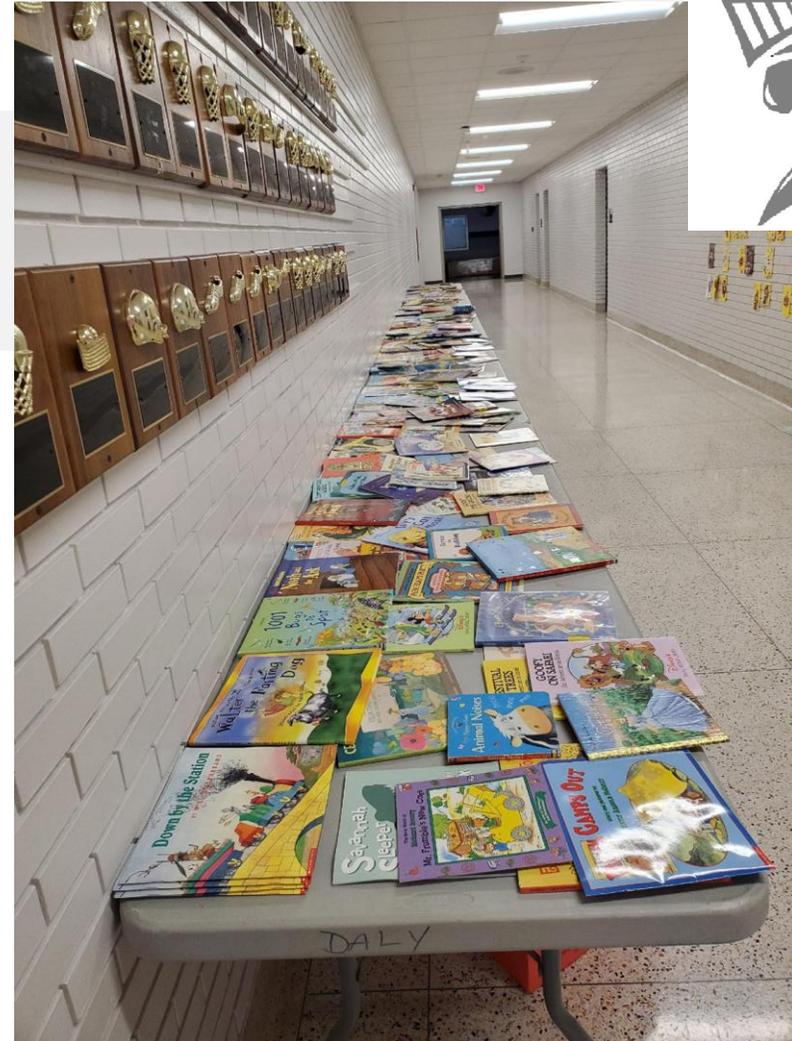


- **Mr. Charlie Gietzen, Librarian**, started the reading challenge to encourage students to read 25 books before the end of 2025
- Students read 2,237 books!
- Top readers read over 100 books!



# Book Drive

- **Miss Casey Saupe, SLPA,** organized a book drive so all students would get a free book to take home!
- She found businesses who would allow us to leave a box to collect new or gently used children's books





# School Activities



**Family Literacy Night (FSCG)  
Partnered with District EL  
Department**

# All Pro Dads & First Moms Event (FSCS Grant)





# Homecoming Parade & Track-or-Treat



# Community Connections



# National Junior Honor Society

## West Side

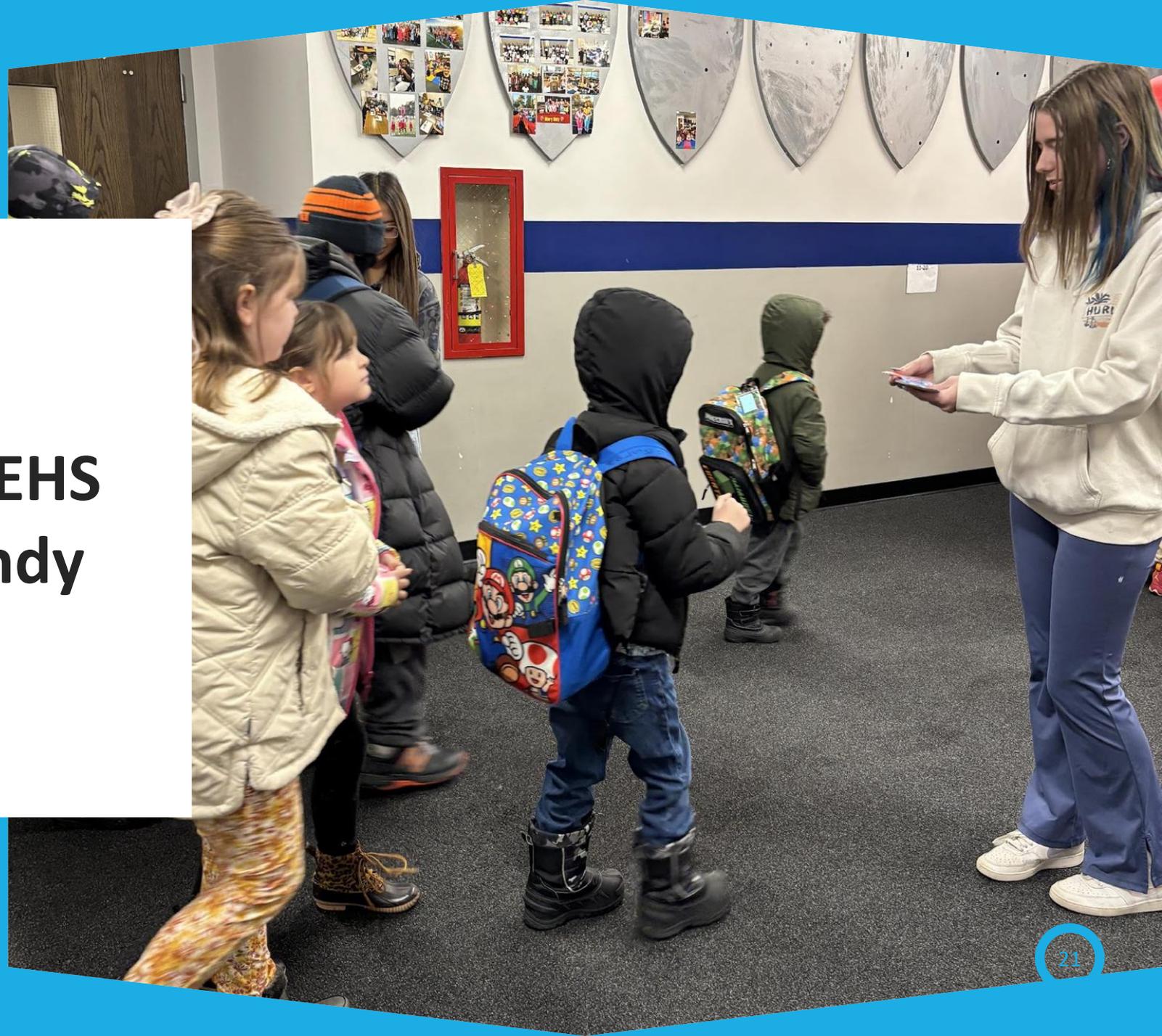


# Servant Leadership Class for Sophomores Athletes @ EHS





**Junior Class  
Government @ EHS  
handing out candy  
canes**





# Cadet Teachers @ EHS





# Early Childhood Interns @ EACC





# Purdue Extension/4-H Club



# Upcoming Events



## Fine Arts Nights (FSCG)

March 26th

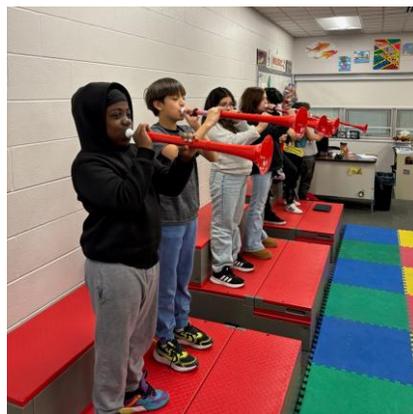
5:30 - 7:00

Art Gallery

Art-making creativity

Music Stations

Music Performances!



## Student of the Month Banquet

May 21st, 6:00 p.m.





## 18th Annual Daly Dash

5K & Fun Run/Walk

Saturday, May 2nd

9 am Start

Followed by Block Party on  
the Playground

Registration: \$25

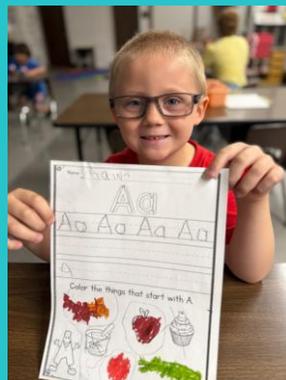


# Amazing Staff!





Thank you!



# Excellence of Elkhart

March 24, 2026



*Excellence of Elkhart*

ACADEMICS • ARTS • ATHLETICS



# ACADEMICS

## Elkhart FFA



**Ag. Business Management  
Demo  
3rd place Autumn**



# ACADEMICS

## ElkLogics





# ARTS

## Shrek the Musical





# ARTS

## Advanced Digital Design





# ATHLETICS

## Pole Vault Record



**Pole Vault Record!**

Madi Collins



# ATHLETICS

## Golf Practice





# FUTURE HAPPENINGS

- **March 26:** EHS Choirs Coffee House
- **March 28:** Annual Military Ball
- **March 31:** Pierre Moran Cookies and Canvas
- **April 3-10:** Spring Break
- **April 16:** Kindergarten Kick-Off

**As always, you can  
stay-up-to-date by  
following us on social  
media**



ElkhartCommunitySchools



Elkhartschools



Elkhart Community Schools



ParentSquare



MINUTES  
OF THE REGULAR MEETING  
OF THE BOARD OF SCHOOL TRUSTEES

Elkhart Community Schools  
Elkhart, Indiana

March 10, 2026

J.C. Rice Educational Services Center, 2720 California Road, Elkhart, Indiana 46514 – at 6:03 p.m.			Place/Time
Board Members Present:	Troy E. Scott Kellie L. Mullins Mike Burnett	Dacey S. Davis Eric Ivory Anne M. VonDerVellen Douglas K. Weaver	Roll Call
Board President Troy Scott called the regular meeting of the Board of School Trustees to order.			Call to Order
Board Member Anne VonDerVellen recited the Elkhart Promise.			The Elkhart Promise
Six (6) audience members addressed the Board during public comment regarding the consolidation, specifically Hawthorne and Woodland, and staffing reductions.			Public Comment
Mr. Matt Werbiansky, Principal of the Business and International Relations (B&IR) School of Study at Elkhart High School (EHS), provided an overview of the program, including staffing, student demographics, academic pathways, and student outcomes. He reported that the program serves approximately 390 students and is supported by 22 teachers, two counselors, an early college counselor, and support staff. While the program’s demographics largely mirror those of EHS, he noted a higher percentage of male students enrolled. Students participate in pathways such as accounting, business management, and entrepreneurship, and may also meet graduation requirements through dual credit coursework or participation in Elkhart Area Career Center (EACC) programs. In addition, students have access to industry-recognized certification opportunities, including Microsoft Office Specialist and QuickBooks. Mr. Werbiansky shared that approximately 219 students, or 56%, are enrolled in dual credit courses, and that over 95% of seniors are on track to graduate. He also reported that students have collectively received more than \$2 million in scholarship offers and have been accepted to a wide range of colleges and universities, including Purdue University, Indiana University, and other institutions across the country.			Elkhart High School - Business & International Relations School of Study Report
Mr. Werbiansky highlighted student involvement and achievement			

through Future Business Leaders of America (FBLA), which has grown to 37 active members, an increase from the previous year. He noted that 25 students are participating in the state leadership conference, where they compete in events such as role-playing scenarios and objective testing, while also engaging in leadership development opportunities. Recent accomplishments include state champions in banking and financial systems and business management, as well as student representation in state-level leadership roles. He also recognized student success in extracurricular activities, including individual state champion and runner-up honors in bowling and a state qualifier in wrestling. Additionally, Mr. Werbiansky emphasized the importance of community partnerships, particularly with Lake City Bank, which operates a branch within the high school, providing hands-on internship experiences, financial literacy opportunities, and support for school operations. He concluded by recognizing the strong, collaborative B&IR staff and their continued commitment to providing meaningful, real-world learning experiences that support student success.

Dr. Huff commended Mr. Werbiansky and the students in the B&IR for their accomplishments. In response to his inquiry, Mr. Werbiansky confirmed that students will be traveling to Muncie to participate in the FBLA state conference, with the potential to advance to national competition. Dr. Huff also noted the strong representation of female students in leadership roles within FBLA and emphasized the importance of continuing to promote opportunities within the program. He concluded by expressing appreciation for the work of Mr. Werbiansky and the success of the students.

Mr. Jeremy Bechtel, Principal of Woodland Elementary School, presented the Woodland Report and introduced Assistant Principal Nicole Serge, along with members of the Woodland staff in attendance. He expressed appreciation to the Board for its continued support and highlighted Woodland's strong sense of tradition as a neighborhood school serving generations of families. He noted that the school emphasizes a positive culture through daily routines, including the Pledge of Allegiance, the Rocket Pride student code of conduct, and the Elkhart Promise.

Woodland  
Elementary  
School Report

Mr. Bechtel reviewed the school's academic goals, which include increasing IREAD proficiency to 90% and improving ILEARN English Language Arts and Math proficiency rates into the 30% range. He reported significant academic growth, with English Language Arts proficiency increasing from approximately 16% to 27.7%, with projections exceeding 30%, and Math proficiency increasing from 17.6% to 24.8%, with projections around 32%. He highlighted notable gains among student subgroups, including increases in proficiency among Hispanic/Latino, Black, female, and exceptional learner populations. He also shared strong cohort growth trends, with current fifth-grade students more than doubling proficiency rates since third grade.

Mr. Bechtel reported that early literacy and foundational skills remain a priority, with kindergarten and first-grade students performing in the 67th and 69th percentiles nationally on winter NWEA assessments. He also discussed dyslexia screening efforts in grades K–2 and early success with second-grade students passing the IREAD assessment. Current projections indicate approximately 65% of students passing IREAD on the first attempt, with continued intervention and summer programming planned to support additional growth.

He attributed academic progress to a strong instructional focus on explicit teaching, teacher clarity, PLC collaboration, MTSS systems, and the application of professional learning, including LETRS training. Mr. Bechtel also highlighted improvements in chronic absenteeism, which has decreased significantly from approximately 23% to an estimated 13.5%, with a goal of reducing it below 10%.

Mr. Bechtel concluded by recognizing the collective efforts of Woodland staff, past and present, and emphasizing the school's commitment to continuous improvement, strong relationships with families, and a culture of high expectations and support for all students. A brief video was shown highlighting a Woodland pep rally held to build student enthusiasm in preparation for upcoming assessments.

Dr. Huff commended Mr. Bechtel for his leadership of Woodland Elementary School, recognizing his dedication, humility, and the positive culture established within the school community. He praised the efforts of Woodland staff, noting their strong impact on student achievement, including state-recognized growth in IREAD3. Dr. Huff highlighted the welcoming and supportive environment created for students and families, emphasizing the strong relationships with the community and the lasting influence on students. He expressed appreciation for Mr. Bechtel's commitment to students and staff, acknowledging his leadership and contributions to Elkhart Community Schools.

Wendy Wood, Director of Communication, shared some of the wonderful things happening in ECS during the Excellence of Elkhart, highlighting Academics, Arts, and Athletics.

Excellence of  
Elkhart

In the area of Academics, EMT students from the EACC partnered with third-grade students during their ETHOS Wind, Weather, and Water Unit, working alongside Nurse Parmelee of the Med Ed Foundation. The high school students led emergency response demonstrations and guided elementary learners through basic first aid practices, fostering meaningful cross-age mentorship while connecting classroom learning to real-world medical careers.

At EHS, Ms. Storer's Dual Credit Biology students recently took on the role of lab scientists by testing simulated blood samples to determine ABO and Rh blood types. Through this hands-on investigation, students applied their knowledge of genetics and immunology while developing

practical laboratory skills aligned to real-world scientific practices.

In the area of Arts, students at Hawthorne Early Learning Center strengthened their fine motor skills during table time by creating Presidents' Day crafts using colorful stamps, combining creativity with foundational skill development.

At Roosevelt STEAM Academy, kindergartners integrated art and geography as they learned about the seven continents and created their own globes. Students took great pride in showcasing both their creativity and their new understanding of the world around them.

At EHS, 90 music students performed at the ISSMA State Solo & Ensemble Festivals for Vocal and Piano and Wind, Percussion, and String after earning Gold Ratings at the district level. At the state level, 18 events received the highest distinction of Gold with Distinction, 31 earned Gold Ratings, and 3 earned Silver Ratings, an outstanding accomplishment reflecting the dedication and talent of our students and music staff.

In the area of Athletics, EHS senior Regan Iannarelli is a back-to-back Sectional Champion, demonstrating exceptional dedication and performance. Additionally, the gymnastics team earned a third-place finish at sectionals and will advance to regionals, reflecting the team's hard work and continued success.

Some upcoming events across Elkhart Schools include:

- March 11: North Side Bands & Orchestras ISSMA Preview Concert
- March 13-15: EHS Shrek Musical
- March 16: Winter Athletic Awards
- March 18: Freshman Division Choirs ISSMA Preview Concert

For more information about Elkhart Schools, follow us on social media and the ECS website.

By unanimous action, the Board approved the following consent items:	Consent Items
Minutes – February 24, 2026 – Public Work Session Minutes – February 24, 2026 – Regular Board Meeting	Minutes
Payment of claims totaling \$8,509,831.74 as shown on the March 10, 2026, claims listing. (Codified File 2526-134)	Payment of Claims
Proposed school fundraisers in accordance with Board policy. (Codified File 2526-135)	Fundraisers
ECS received the following donation: \$1,600 from Elkhart Education Foundation (EEF) to ECS to be used by social workers in support of the students they serve; \$500 from Edward Jones	Gift Acceptances

to EHS Theatre Extra-curricular to be used to purchase supplies, costumes, set supplies, snacks and decorations for the fall play and spring musical; \$1,000 from Get Wet For A Vet, Inc. to EHS AFJROTC program to be used to purchase supplies, snacks, and Military Ball, competition registrations and equipment for the cadets; donation of two (2) Challenger 10k 2 post lifts, with an owner estimated value of \$16,000 from Monteith's Best-One to be used for training purposes by the Automotive Technology classes; and \$975 from Elkhart Athletic Club to EHS Boys Track team to be used towards the purchase of training equipment for the program.

Confirmed submission of the following grants: Carl D. Perkins Career and Technical Education Grant hosted by Indiana Commission for High Education in the amount of \$815,539 to be used for large equipment purchases, staffing, professional development, and career exploration activities, and Indiana Connectedness Project hosted by Johns Hopkins University in the amount of \$3,000 to be used to focus on a cohort of sophomores and juniors to be ambassadors for new students entering EHS to develop a sense of belonging for those students. (Codified File 2526-136)

Grants

By unanimous action, the Board approved the personnel report as presented.

Personnel Report

Resignation of the following one (1) certified staff effective on date indicated:

Certified Resignations

Brooke Stevens – Social Worker at Beardsley, 5/29/26

Retirement of the following one (1) certified administrator effective on June 16, 2027:

Certified Administrators Retirement

Meredith Warnock – Supervisor of Early Childhood at HELC

Retirement of the following eleven (11) certified staff effective on the date indicated:

Certified Retirements

Susan Abel-Keller – Grade 1 at Bristol, 5/29/26 with 22 Years of Service

Lynda Atkinson – Kindergarten at Bristol, 5/29/26 with 33 Years of Service

Jennifer Doolin – Grade 3 at Beardsley, 5/29/26 with 29 Years of Service

Julie Gunn – Grade 1 at Osolo, 5/29/26 with 23 Years of Service

Jill Halloran-Barnes – Mathematics at Elkhart High ETI, 5/29/26 with 25 Years of Service

Jeffery Hatfield – Music at North Side, 5/29/26 with 30 Years of Service

Tracy Kelm – Grade 4 at Daly, 5/29/26 with 35 Years of Service

Donna Misura – Grade 3 at Beardsley, 5/29/26 with 41 Years of Service  
Jo Ann Paulson – Grade 4 at Beardsley, 5/29/26 with 37 Years of Service  
Jody Smith – Art at Osolo, 5/29/26 with 21 Years of Service  
Karin Wirick – Grade 1 at Woodland, 5/29/26 with 14 Years of Service

Transfer of the following five (5) classified employees effective on date indicated: Classified Transfers  
Angela Jones – Custodian at Woodland to Custodian at Freshman Division  
Jason Pressler – Night Custodial Supervisor at North Side to Head Custodian at North Side  
Beverly Robinson – Head Custodian at Woodland to Head Custodian at Daly  
Sondra Rodgers – Custodian at Bristol to Custodian at Elkhart High  
Vantha Seth – Custodian at Beck to Custodian at Freshman Division

Employment of the following two (2) substitute teachers effective with the 2025-26 school year: Substitute Teachers  
Lilly Grove – Substitute Teacher  
Jeanette Maya – Substitute Teacher

Employment of the following one (1) Claims employee in the 2025-26 school year: Claims  
Karen Allen – Claim Driver at Transportation

Employment of the following six (6) Coach in the 2025-26 school year: Coaches  
Shartay Bates – Head Girls Soccer Coach at Osolo  
Laramie Keim – Assistant Girls Tennis Coach at Elkhart High  
Amber Lundgren – Head Girls Soccer Coach at Pinewood  
Sean Olmstead – Assistant Girls Tennis Coach at Elkhart High  
Kristin Powell – Head Girls Basketball Coach 6<sup>th</sup> Grade at Middle Schools  
Cayla Shekell-Polston – Head Girls Soccer Coach at Beardsley

Employment of the following one (1) Coach in the 2026-27 school year:  
Grace Beck – Head Girls Soccer Coach at Elkhart High

Resignation of the following eight (8) classified employees effective on date indicated: Classified Resignations

Karen Allen – Bus Driver at Transportation, 3/5/26

Shamara Allen – Claim Driver at Transportation, 2/25/26

Carlene Duncan – Occupational Therapist at Pinewood, 5/29/26

Costas Hatzipavlidis – Head Girls Wrestling Coach at Elkhart High, 2/21/26

Daigien Morgan – Assistant Football Coach at Elkhart High, 3/2/26

Derria Pratcher – Bus Driver at Transportation, 2/27/26

Cody Smith – Head Custodian at Monger, 3/6/26

Tracy Wilmore – Food Service at West Side, 2/27/26

Termination of the following three (3) classified employees effective on date indicated: Classified Terminations

Tanisha Anderson – Bus Driver at Transportation, 3/10/26 in accordance with Policy 3139.01S

Matthieu Miller – Custodian at Monger, 3/10/26 in accordance with Policy 3139.01S

Kristian Sanchez – Paraprofessional at Monger, 3/10/26 in accordance with Policy 3139.01S

Revision of the following one (1) classified job description: Classified Job Description  
ENL Translator/Interpreter-Parent Liaison

The administration presented proposed revisions to Board Policy 2340 – Field and Other Corporation Sponsored Trips for initial consideration. Board Policy 2340

Dr. Huff provided brief closing remarks, noting the potential for inclement weather, and assuring that any school-related updates would be communicated promptly. He encouraged safe travel and shared that a human resources and transportation update will be presented at the next Board meeting. Dr. Huff also expressed appreciation to all presenters for their reports. From the Superintendent

Board Member Doug Weaver commented on the recent sectional game, commending EHS's team for their perseverance and effort. He noted the team's ability to overcome an early deficit and remain competitive throughout the game, ultimately falling short by a narrow margin. Mr. Weaver also recognized the coach, players, cheerleaders, and students for their sportsmanship and representation of the school and expressed optimism for the team's future. From the Board

The meeting adjourned at approximately 7:10 p.m. Adjournment

APPROVED:

Signatures

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Troy E. Scott, President

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Kellie L. Mullins, Vice President

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Mike Burnett, Secretary

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Dacey S. Davis, Member

---

Eric Ivory, Member

---

Anne M. VonDerVellen, Member

---

Douglas K. Weaver, Member





**BUSINESS OFFICE**

PHONE: 574-262-5563



**ELKHART COMMUNITY SCHOOLS**

J.C. RICE EDUCATIONAL SERVICES CENTER  
2720 CALIFORNIA ROAD • ELKHART, IN 46514  
PHONE: 574-262-5500

To: Dr. Huff

From: Ronda Ross, CPA  
Chief Financial Officer

Date: March 18, 2026

RE: Extra-Curricular Purchase

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The Business Office recommends Board approval to purchase the following items from extra-curricular funds:

<b>School/Account</b>	<b>Item</b>	<b>Amount</b>
PM/NS/WS/ Athletics	Football Helmet Reconditioning	\$2,501.25 (\$833.75/per)



DBA

**VICIS schutt TUCCI**

**Certor Sports, Distribution Center**  
9400 Bradford Rd, Plainfield IN 46168  
www.certorsports.com

**Phone: 800.426.9784**  
**Fax: 217.324.2732**  
**Email: customerservice@certorsports.com**

**Remittance Address**

Schutt Sports, LLC PO Box 88315 Milwaukee, WI 53288-8315

SALES ORDER NUMBER <b>2660761</b>		DATE INVOICED <b>02/19/26</b>	
PACKING SLIP NUMBER <b>1</b>		DATE SHIPPED <b>02/19/26</b>	
CUSTOMER PURCHASE ORDER NUMBER <b>26000313</b>			SOURCE <b>4</b>
SHIPPED VIA <b>FedEx Ground</b>		PPD <b>X</b>	COL
PAYMENT TERMS <b>NET 30</b>		TAX <b>0</b>	TAX CODE

<b>BILL TO</b>	26808 PIERRE MORAN MIDDLE SCHOOL 200 WEST LUSHER AVE ELKHART IN 46517 US	<b>SHIP TO</b>	26808 PIERRE MORAN MIDDLE SCHOOL 200 WEST LUSHER AVE ATTN: JEREMY SATTERFIELD ELKHART IN 46517 US
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LINE	PRODUCT / DESCRIPTION	QTY ORDERED	QTY SHIPPED	QTY B.O.	UNIT PRICE	EXTENDED PRICE	NET PRICE
001	R0001 RECON SCHUTT VARSITYHELMETS	6	6		45.00000	\$270.00	270.00
002	R0002 RECON SCHUTT YOUTHHELMETS	46	46		35.00000	\$1,610.00	1,610.00
003	R0027 RECON RIDDELL YOUTHHELMETS	2	2		35.00000	\$70.00	70.00
004	RRE RECON REPLACEMENTEQUIPMENT	2	2		0.00000	\$0.00	0.00
005	R0023 RECON INTERNAL PARTS	9	9		12.36000	\$111.24	111.24
006	JAWPADS RECON JAW PADS	3	3		2.67000	\$8.01	8.01
Chg	RS27 Recon-FG Redip Recon-FG Redip	3				54.00	
Chg	SFT FREIGHT FREIGHT	54				378.00	

Bill split 3 ways  
between NSMS, WSMS, PMMS  
(833.75) per school.

\* All invoices not paid within terms of invoice are PAST DUE and subject to a FINANCE CHARGE at a monthly rate of 1.5%, which is an ANNUAL PERCENTAGE RATE of 18%. Discrepancies with any shipment MUST be reported within 10 days of invoice date. Schutt Sports will not be responsible for any claim thereafter.

<b>SUBTOTAL</b>	<b>2,501.25</b>
<b>TAX</b>	
<b>DEPOSIT</b>	<b>0.00</b>
<b>DISCOUNT</b>	<b>0.00</b>



<b>TOTAL IF PAID WITHIN TERMS</b>	<b>2,501.25</b>
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Customer Copy

All amounts shown in US CURRENCY



**ELKHART HIGH SCHOOL**  
2608 CALIFORNIA ROAD • ELKHART, IN 46514  
PHONE: 574-262-5600



**ELKHART COMMUNITY SCHOOLS**  
J.C. RICE EDUCATIONAL SERVICES CENTER  
2720 CALIFORNIA ROAD • ELKHART, IN 46514  
PHONE: 574-262-5500

DATE: March 10, 2026

TO: Dr. Larry Huff  
Board of School Trustees

FROM: Phil Shults (Executive Principal)  
Brian Ketchum (Teacher/Sponsor)

RE: Unified Cornhole Extra-Curricular Activity Donation

Elkhart High School received a donation of \$1,900.00 to the Unified Cornhole Extra-Curricular Activity from Special Olympics Indiana. The donation will be used to pay for equipment, T-shirts and snacks for the participants. I am requesting approval from the Board of School Trustees to accept this donation and that an appropriate letter of acknowledgement and appreciation is sent to:

**Special Olympics Indiana**  
Attn: Mr. Jeff Mohler  
6200 Technology Center Drive, Ste. 105  
Indianapolis, IN 46278















**ELKHART HIGH SCHOOL**  
2608 CALIFORNIA ROAD • ELKHART, IN 46514  
PHONE: 574-262-5600



**ELKHART COMMUNITY SCHOOLS**  
J.C. RICE EDUCATIONAL SERVICES CENTER  
2720 CALIFORNIA ROAD • ELKHART, IN 46514  
PHONE: 574-262-5500

DATE: March 6, 2026

TO: Dr. Larry Huff  
Board of School Trustees

FROM: Phil Shults (Executive Principal)  
Farrah Burkhart (Teacher/Sponsor)

RE: FBLA Donation

Elkhart High School received a donation of \$500.00 to the FBLA Extra-Curricular Activity. The donation will be used to pay for conference registrations, awards, travel snacks and other related costs associated with competitions and learning activities. I am requesting approval from the Board of School Trustees to accept this donation and that an appropriate letter of acknowledgement and appreciation is sent to:

**Mr. Sid Shafer II**  
12974 Jefferson Blvd.  
Mishawaka, IN 46545



**ELKHART HIGH SCHOOL**  
2608 CALIFORNIA ROAD • ELKHART, IN 46514  
PHONE: 574-262-5600



**ELKHART COMMUNITY SCHOOLS**  
J.C. RICE EDUCATIONAL SERVICES CENTER  
2720 CALIFORNIA ROAD • ELKHART, IN 46514  
PHONE: 574-262-5500

DATE: March 16, 2026  
TO: Dr. Larry Huff  
Board of School Trustees  
FROM: Jacquie Rost, Athletic Director  
RE: Donation Approval

We are in receipt of an extracurricular donation in the amount of \$1,000.00 for the Softball team. This donation will go towards training equipment for the program and improvements to the batting cage.

I am requesting approval from the Board of School Trustees to accept this donation and that an appropriate letter of acknowledgement and appreciation is sent to:

Brolyn Auction  
2804 Jeanwood Dr. Unit 3  
Elkhart, IN 46514

Sincerely,

Jacquie Rost  
Elkhart High School, Athletic Director



Grant Approvals to Board of School Trustees - 3/24/2026

What is the title of the grant?	What is the name of the granting agency/entity?	Please list school/entity applying.	Individual/contact applying for the grant?	What is the amount applied for?	How will the grant funds be used and who will oversee the management of the grant?	Please explain how the grant funds will be used to support the district vision, focus, and goals.	Please outline the grant budget for the funds requested.	What is the grant submission deadline?
Indiana Digital Literacy Grant	Indiana Department of Education	Elkhart Community Schools	Kristin Sederberg	\$37,500	Dr. Rauch & Kristin Sederberg-The funds would be used to help renew IXL for the 2026-2027 school year	We would use the funds to help us renew IXL, which would help us supplement instruction and practice for both Math and ELA. IXL is an all-in-one tool that provides assessment, data, and instructional supplementation. Tools within IXL allow for the creation of common formative assessments, which help us to check on student learning progress and then provide additional support to students. IXL also has skill plans and practice items that align with iRead, iLearn, and the SAT's.	IXL-\$37,500	4/6/2026
Mock Interviews	Community Foundation of Elkhart County	EACC	Brandon Eakins	\$ 1,250.00	Funds will be used to feed participating business partners.	Mock interview days is intrical part in ensuring EACC students are college and career ready. Over 180 business partners contribute their time to helping students prepare for their future.	Food \$1,250	3/26/2026
<b>FOR CONFIRMATION ONLY</b>								
Welding Workforce Grant	American Welding Society	EACC	Brandon Eakins	\$37,000	Grant funds will be used to purchase a virtual welding unit that can be used for two purposes; career exploration and training. Brandon Eakins	Providing meaningful opportunities for younger students to explore EACC pathways is critical. The usage of virtual welder removes safety concerns for young explorers. Additionally, certification practice can occur on virtual welders providing meaningful feedback and reducing the volume of materials and supplies.	Equipment-\$32,500-virtual welder Supplies/materials-\$4,500	3/17/2026





DISTRICT COUNSEL/  
CHIEF OF STAFF

\*\*\*\*\*

**ELKHART**  
COMMUNITY SCHOOLS

**For Final Consideration**

**TO: BOARD OF SCHOOL TRUSTEES**

**FROM: W. DOUGLAS THORNE** *WDT*  
**DISTRICT COUNSEL/CHIEF OF STAFF** *JG*

**DATE: MARCH 20, 2026**

**RE: CONTRACTS RECOMMENDED FOR BOARD APPROVAL**

The Administration recommends approval of the following contracts. These contracts have been reviewed by the Chief Financial Officer and District Counsel prior to submission to the Board.

Contractor	Requesting Administrator	Description	Funding Source	Amount
Professional Benefit Administrators, Inc. (PBA)	Ronda Ross	Recommendation to approve proposed Plan Document and Summary Plan Description for Medical Flexible Spending Account, Dependent Care Flexible Spending Account, and Pre-Taxed Premium Plan to be administered by Professional Benefit Administrators, Inc. (PBA)	Self-Insurance Fund	No cost – part of employee benefit plan

WDT/crr

Cc: Dr. Larry Huff, Superintendent

Book	Policy Manual
Section	2000 Program
Title	Proposed - Replacement Policy - FIELD AND OTHER CORPORATION-SPONSORED TRIPS
Code	po2340
Status	Second Reading
Adopted	November 22, 2016
Last Reviewed	March 24, 2026

### **2340 - FIELD AND OTHER CORPORATION-SPONSORED TRIPS**

The School Board recognizes the value of organized trips or other excursions away from the classroom as a valuable part of the School Corporation's educational programming and a valuable opportunity to obtain additional educational experiences not offered directly in the curriculum offerings. These opportunities occur in four (4) primary forms addressed in this policy: a) field trips; b) extra-curricular/co-curricular program-related trips; c) overnight trips; and d) other Corporation-sponsored trips.

#### **Field Trips**

For purposes of this policy, a field trip shall be defined as any planned journey for one or more students away from Corporation premises, which is under the supervision of a professional staff member, approved by the Superintendent and furthers or supplements an integral part of a course of study as planned and incorporated into that course of study by the teacher.

Properly planned and executed field trips should cultivate new interests among students, help students relate school experience to the reality of the world outside of school, bring the resources of the community within the students' learning experience, and afford students the opportunity to study real things and processes in their actual environment.

Out-of state field trips that do not include an overnight stay must be approved by the Superintendent and the Board.

Field trips to destinations more than two hundred (200) miles from the Corporation must be approved by the Superintendent and the Board.

#### **Extra-Curricular/Co-Curricular Trips**

The Board recognizes that student trips will occur for reasons that are not directly incorporated into the curriculum as part of a class, but rather are part of the extra-curricular/co-curricular activities offered by the Corporation. For example, a Corporation athletic team may travel to away games or take a trip to an out-of-town tournament. Any such trips must be identified at the beginning of the activity for the school year or for the particular season. Extra-curricular or co-curricular trips shall be approved by the Superintendent, Building Principal, or athletic director in accordance with the same procedures used for approving field trips. In cases where such advance notice is not possible (such as travel to State tournament competition), the staff member responsible for such activity shall notify the Superintendent, athletic director, and building administrator of the activity and pertinent information.

Extra-curricular trips that extend to an overnight stay are considered overnight travel, other than IHSAA athletic teams participating in State tournaments/meets.

#### **Overnight Travel**

Overnight travel is defined as a field trip that involves one or more overnight stays. The Corporation views overnight travel outside of the Corporation related to the curriculum/program as an adjunct to that curriculum/program. As such, it is an important feature of the overall educational program. The Corporation recognizes the importance of overnight travel outside

of the Corporation to amplify and enhance studies that occur in the schools' classrooms through unique enrichment opportunities that are not available locally. Overnight travel shall be approved first by the Principal and Superintendent in accordance with the Corporation's overnight travel guidelines, and then must be submitted to the Board for final approval.

International field trips present special considerations that need to be taken into account when planning these activities. The Board must approve these trips to be considered Corporation-sponsored trips. The Board will approve only international field trips that are affiliated with a sponsoring or commercial organization that specializes in international travel and that is responsible for establishing the cost of such programs and for collecting payment directly from participating students or their parents.

Approval of international travel also shall take into account travel warnings for Americans to avoid travel to specified countries. These warnings are issued by the United States Department of State based on current conditions around the world and are updated as deemed necessary.

### **Other Corporation-Sponsored Trips**

Other Corporation-sponsored trips shall be defined as any planned student-travel activity that is approved as part of the Corporation's total educational program, but not a part of a particular course and not expressly connected to an established extra-curricular/co-curricular activity. These trips may include such trips as summer trip programs, youth service trips, and other types of day trips that are organized by or through school staff or facilitated in some fashion through the Corporation.

### **Trip Approval Process**

No staff member may offer or lead any trip as a Corporation-sponsored trip unless the trip has been approved in the manner prescribed in this policy.

Proposals shall include the details and the cost of the trip, identify any third party entities that will be involved in the trip, identify the curriculum-based purpose of the trip, identify what students will be eligible to participate, and any other pertinent information. If overnight, the proposal must describe how accommodations will be provided and how such arrangements will be supervised properly.

Any trip included in curriculum guides shall be considered to have been approved in advance. Each field trips not listed in the curriculum guide must be approved.

### **General Trip Provisions**

The Superintendent shall approve all ~~other such~~ trips.

Students may be charged reasonable fees for field trips.

Students on all Corporation-sponsored trips remain under the supervision of this Board and are subject to the Corporation's policies and administrative guidelines.

All trips must be well-planned, properly-timed, and related to regular learning activities or to Corporation goals and objectives. There cannot be "free time" assigned on any single day or overnight field trip; students must be accountable to a chaperone at all times; students must be accounted for and in their assigned rooms each evening.

The person who signs the application must be a teacher going on the trip. However, the application must be approved by a building administrator. This person will be known as the trip leader and is responsible for planning and conducting the trip and for implementing a security plan. For overnight field trips, the teacher must submit to the Principal a security plan that must be prepared prior to the commencement of the trip. This security plan must describe the manner of bed checks and must include emergency contact information detailing the itinerary (hotels/short-term housing rental, destinations, transportation company information, etc.) for administrators, school police officers or SROs, parents, and nurses. The security plan must detail the responsibilities of each chaperone with their student assignments for the length of the overnight trip at all times.

For overnight field trips, the following lodging rules shall apply:

- A. Students (and their parents/guardians) shall be held liable for any damage or loss of property at all times while on the trip.
- B. There are to be NO MIXED GROUPS in hotel/lodging rooms or short-term housing rental rooms; that is, no males in females' rooms or vice versa. If students want to be in mixed-gender groups, they will need to do so in the lobby or

- public area of the hotel or short-term housing rental.
- C. Students shall be in their rooms by curfew, which will be announced each night. Students may not leave their rooms after bed check. No exceptions will be made unless there is an emergency.
  - D. Students must be considerate and respectful of other hotel guests or the host/owner of the short-term housing rental. Unnecessary and loud noises, such as slamming doors, running in the hallways, and loud music, are forbidden.
  - E. No room service is allowed.
  - F. Students will neither open hotel/lodging or short-term housing rental windows nor hang/throw objects out of hotel/lodging or short-term housing rental windows.
  - G. Students are not permitted to change assigned hotel/lodging or short-term housing rental rooms.
  - H. Students are not permitted to invite or solicit unknown person(s) or anyone not associated with the tour to the hotel.
  - I. Students are not permitted to use facilities such as the pool or jacuzzi/hot tub unless a chaperone is present at all times.
  - J. Students are not allowed to leave hotel/lodging or short-term housing rental grounds without a chaperone.
  - K. Hotel/lodging rooms and short-term housing rental rooms are rented by and in the name of the school, not the individual students.

The Board does not endorse, support, or assume liability in any way for any staff member, volunteer, or parent of the Corporation who takes students on trips not approved by the Board or Superintendent. No staff member may solicit students of this Corporation for such trips within the facilities or on the school grounds of the Corporation without Board permission. Permission to solicit neither grants nor implies approval of the trip. Such approval must be obtained in accordance with this policy and the Corporation's administrative guidelines.

The Superintendent shall prepare administrative guidelines for the operation of both field and other Corporation-sponsored trips, including athletic trips, which shall ensure:

- A. the safety and well-being of students;
- B. parental permission is sought and obtained before any student leaves the Corporation on a trip;
- C. each trip is properly planned and, if a field trip, is integrated with the curriculum, evaluated, and followed up by appropriate activities which enhance its usefulness;
- D. the effectiveness of field trip activities is judged in terms of demonstrated learning outcomes;
- E. each trip is properly monitored;
- F. student behavior while on all trips complies with the ~~Student Code of Conduct~~ Rules for a Safe Learning Community & Good School Order;
- G. the staff member in charge shall have access to each student's Emergency Medical Authorization Form;
- H. provisions have been made for the administration of medication to those students for whom medications are administered routinely while at school;
- I. provisions have been made at the trip destination and in transportation, if and when required, to accommodate students and/or chaperones with disabilities;
- J. provisions have been made for the selection of lodging (for overnight trips) that provide a safe and secure environment.

A professional staff member shall not change a planned itinerary while the trip is in progress, except where the health, safety, welfare of the students in their charge is imperiled, or where changes or substitutions beyond their control have frustrated the purpose of the trip.

In any instance in which the itinerary of a trip is altered, the professional staff member in charge shall notify their administrative superior immediately.

### **Trips Not Sponsored by the Corporation**

No staff member, volunteer, coach, or other individual acting in some capacity for the Corporation may solicit students of this Corporation to participate in any trip not sponsored by the Corporation unless that individual has received approval of the principal and Superintendent to promote such trips within the facilities or on the school grounds. This includes summer trips abroad or other trips offered through a third-party organizer in which a staff member, volunteer, coach, or other individual acting in some capacity for the Corporation is participating as well as athletic activities outside the Corporation's athletic program.

If approval is granted to solicit students to participate, that individual must communicate clearly to parents that the trip is not Corporation-sponsored and that the individual is not participating within the staff individual's role representing the Corporation. Coordination and/or participation in such a program shall be consistent with Policy 3210 - Staff Ethics.

### **Transportation for Field and Other Corporation-Sponsored Trips**

Regular or special-purpose school vehicles shall be used for transportation on field and other Corporation-sponsored trips.

Transportation for all field and other Corporation-sponsored trips shall use vehicles owned or approved by the Corporation and driven by approved drivers. Exceptions must have the approval of the Superintendent.

The Corporation shall assume transportation costs for all field trips, subject to the provisions set forth below.

It shall assume the vehicle cost for all other trips, including co-curricular, athletic, and other extra-curricular trips, but a mileage charge will be assessed to cover the cost of the driver and fuel. This charge is to be paid by the sponsoring organization or from a designated fund.

Transportation may be limited by the availability of vehicles, drivers, and scheduling and will not be available when needed for general school purposes.

All field trips shall be supervised by members of the staff. All other Corporation-sponsored trips shall be supervised by either staff members or adults from the sponsoring organization. Any time students are on the vehicle, at least one (1) sponsor, chaperone, or staff member is expected to ride in the vehicle and to supervise students upon return to the Corporation and while they are waiting for rides home.

All students are expected to ride the approved vehicle to and from each activity. A special request must be made to the staff member or sponsor by the parent, in writing or in person, to allow an exception.

Corporation students not affiliated with the trip activity, incorporation students, and/or children of preschool age shall not be permitted to ride on the trip vehicle without prior approval from the principal.

No student is allowed to drive on any trip. An exception may be made by the principal on an individual basis provided the student has written parental permission.

The Superintendent shall prepare administrative guidelines to ensure that all transportation is in compliance with Board policy on use of Corporation vehicles and/or use of private vehicles.

Pursuant to State law, school buses may be used if the trip does not involve more than 200 miles of out-of-state travel.

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### ~~2340 – EDUCATIONAL STUDY TRIPS~~

~~Educational study trips may be permitted under rules established by the Superintendent of Schools. In giving approval for such trips, the Superintendent or designee shall give consideration to the educational value of the activity, safety of students, and cost in terms of time and money. School sponsored trips shall be under the direct supervision of employees of the Elkhart Community Schools who may be assisted by other adults.~~

An educational study trip is a school-sponsored trip in which students leave the school and its nearby surroundings and/or travel to another location for the purposes of studying and/or enhancing Elkhart Community Schools' presentation of the approved curriculum. Any overnight trip needs prior approval of the Board of School Trustees.

When students are to be taken on educational study trips, the student's parent(s) or guardian(s) shall be required to sign a permission slip. Generally, a permission slip shall be obtained for each trip. Signed permission slips shall be kept on file by the principal throughout the school year.

The Board of School Trustees may permit, by written authorization, the use of school buses for transportation of children and necessary adult chaperones to and from educational or recreational activities approved or sponsored by a political subdivision if:

- A. the transportation originates from a place within the geographical limits of the Elkhart Community Schools; and
- B. the trip, other than extended trips related to classes for school credit, does not involve more than 200 miles of travel out of state.

The Board does not endorse, support, or assume liability in any way for any staff member, volunteer, or parent of the Corporation who takes students on trips not approved by the Board or Superintendent. No staff member may solicit students of this Corporation for such trips within the facilities or on the school grounds of the Corporation without Board permission.

Permission to solicit neither grants nor implies approval of the trip. Such approval must be obtained in accordance with the Corporation's Administrative Guidelines for Extended Trips.

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Legal

I.C. 20-27-9-3



# Human Resources Department

2720 California Road • Elkhart, IN 46514

Phone: 574-262-5500

TO: DR. LARRY HUFF  
FROM: MS. MAGGIE LOZANO  
DATE: MARCH 24, 2026

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## PERSONNEL RECOMMENDATIONS

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### CERTIFIED

- a. **Agreement** – We recommend the approval of one (1) consent agreement.
- b. **Administrator Reassignment** – We recommend the approval of the reassignment of two (2) administrators for the 2026-27 school-year.
- c. **Retirement** – We report the retirement of one (1) employee who has provided thirty-two (32) years of service.
- d. **Separation** – We report the separation of three (3) employees.
- e. **Job Description** – We recommend the approval of one (1) job description.

### CLASSIFIED

- a. **Classified Staff Transfers** – We recommend the transfer of two (2) classified staff for the 2025-26 school year.
- b. **Substitute Teachers** – We recommend the employment of two (2) substitute teachers for the 2025-26 school year.
- c. **Claims** – We recommend the employment of two (2) employees for the 2025-26 school year.
- d. **Coaches** – We recommend the employment of ten (10) coaches for the 2025-26 school year.
- e. **Separation** – We report the separation of fourteen (14) employees.
- f. **Death** – We report the death of one (1) employee who has provided four (4) years of service.



DISTRICT COUNSEL/  
CHIEF OF STAFF

\*\*\*\*\*

**ELKHART**  
COMMUNITY SCHOOLS

**For First Consideration**

**TO: BOARD OF SCHOOL TRUSTEES**  
**FROM: W. DOUGLAS THORNE** *[Signature]*  
**DISTRICT COUNSEL/CHIEF OF STAFF**  
**DATE: MARCH 20, 2026** *[Signature]*

**RE: CONTRACTS RECOMMENDED FOR BOARD APPROVAL**

The Administration recommends approval of the following contracts. These contracts have been reviewed by the Chief Financial Officer and District Counsel prior to submission to the Board.

Contractor	Requesting Administrator	Description	Funding Source	Amount
IACE Travel	Doug Thorne	Recommendation to approve agreement with IACE Travel for the Japan student trip this summer. IACE responsibilities include acquisition of airline tickets to and from Japan, pre-trip support (Visa processing, collection of passport information, emergency contact information, etc.), and emergency support while participants are on this trip. The agreement also clearly states IACE takes no responsibility for any actions of third parties used during this trip.	Covered in full by participants going on this trip	\$32,439
MAZI Educational Consulting, LLC.	Michele Riise	Recommendation to approve amendment to current agreement extending the terms of the original agreement through July 31, 2027.	Title I, Title II, Title III, Title IV	\$36,000
ONC Benefits Administration, LLC. dba J.W.F. Specialty Company	Ronda Ross	Recommendation to approve proposed agreement with J.W.F. to serve as administrator of ECS Worker' Compensation Program.	Operations	Minimum of \$15,000 plus additional claims submitted

Contractor	Requesting Administrator	Description	Funding Source	Amount
Boys & Girls Club of Elkhart County	Dr. Amy Rauch	Recommendation to approve MOU with the Boys & Girls Club of Elkhart County for a 5-week summer academic and enrichment program for select students. ECS will be responsible for transportation of students, providing breakfast and lunch, and custodial services at Beardsley Elementary/Brady Center and Pierre Moran Middle School.	Operations	\$2,500

WDT/crr

Cc: Dr. Larry Huff, Superintendent



Book	Policy Manual
Section	3000 Personnel
Title	Proposed Revised - STUDENT-STAFF RELATIONSHIPS
Code	po3213.04ACS
Status	First Reading
Adopted	January 1, 2017
Last Reviewed	March 24, 2026

### 3213.04ACS - **STUDENT-STAFF RELATIONSHIPS**

The School Board wants to maintain a safe and healthy educational environment for students attending the School Corporation. The interactions between Corporation employees and its students are of paramount concern. This policy addresses appropriate boundaries between Corporation employees and its students.

#### **Sexual Relationships with Students Prohibited**

Sexual conduct with or sexual relationships with students by a Corporation employee are prohibited. Any teacher, administrator, coach, school official, or staff member who engages in sexual conduct with a student may be disciplined, up to and including termination. That person's conduct also may constitute the crime of:

- A. "sexual battery," under I.C. 35-42-4-8; or
- B. "child molesting" under I.C. 35-42-4-3 in the case of a child under fourteen (14) years of age;
- C. "child seduction" under I.C. 35-42-4-7; or
- D. "sexual misconduct with a minor" under I.C. 35-42-4-9 in the case of a child between the ages of fourteen (14) and sixteen (16).

The issue of consent is irrelevant in regard to the latter three (3) criminal charges. Any conduct that may constitute a crime shall be reported to local law enforcement.

Any employee accused of sexual conduct or a sexual relationship with a student may be placed on leave until school administrative proceedings are completed. Proven sexual relationships with a student, regardless of the age of the student, shall initiate the termination process for the employee.

#### **Allegations Constituting Criminal Conduct or Child Abuse/Sexual Misconduct**

The Corporation's administrators, including a Compliance Officer or designee, shall report to local law enforcement any conduct that may constitute a crime upon receiving a report of such conduct.

State law requires any teacher or school employee who knows or suspects that a child under the age of eighteen (18) is a victim of child abuse or neglect to report that knowledge or suspicion to the Department of Child Services ("DCS") immediately.

#### **Allegations made during harassment investigations:**

If, during the course of a harassment investigation, a Compliance Officer or a designee has reason to believe or suspect that the alleged conduct may constitute abuse or neglect of a child, a report shall be made to DCS in accordance with State law and Board Policy.

If, during the course of a harassment investigation, a Compliance Officer or a designee has reason to believe or suspect that the conduct reported may constitute a crime, a report shall be made to local law enforcement.

Reports made to DCS or to local law enforcement do not terminate a Compliance Officer's or a designee's obligation and responsibility to continue to investigate a complaint of harassment. While the Compliance Officer or a designee may work cooperatively with outside agencies to conduct concurrent investigations, in no event shall the harassment investigation be inhibited by the involvement of outside agencies without good cause after consultation with the Superintendent.

### **Inappropriate Boundary Invasions by Corporation Employees**

The Board prohibits inappropriate boundary invasions by a Corporation employee into a student's personal space and personal life.

Examples of inappropriate boundary invasions include but are not limited to the following:

- A. hugging, kissing, or other physical conduct with a student;
- B. telling sexual jokes to students;
- C. engaging in talks containing sexual innuendo or banter with students;
- D. talking about sexual topics that are not related to curriculum;
- E. showing pornography to a student;
- F. taking an undue interest in a student (i.e., having a "special friend" or "special relationship");
- G. initiating or extending contact with students beyond the school day for personal purposes;
- H. using email, text messaging, websites, or other social media services to discuss personal topics or interests with students;
- I. giving students rides in the staff member's personal vehicle or taking students on personal outings without administrator approval;
- J. invading a student's privacy (e.g., walking in on the student in the bathroom or locker room or asking about bra sizes or previous sexual experience);
- K. going to a student's home for non-educational purposes;
- L. inviting students to the staff member's home without proper chaperones (i.e., another staff member or the student's parent);
- M. giving gifts or money to a student for no educational purpose;
- N. accepting gifts or money from a student for no legitimate educational purpose (this does not include gifts given at Christmas or at the end of the year as a "thank you" to the staff member);
- O. being overly touchy with students;
- P. favoring certain students by inviting them to come to the classroom at non-class times;
- Q. pulling a student out of class to visit with the staff member;
- R. providing advice to or counseling a student regarding a personal problem (e.g., problems related to sexual behavior, substance abuse, mental or physical health, or family relationships) unless properly licensed and authorized to do so;
- S. talking to a student about problems that normally would be discussed with adults (e.g., marital issues);
- T. being alone with a student behind closed doors without a legitimate educational purpose;
- U. telling a student "secrets" and having "secrets" with a student;

Disciplinary action, up to and including termination, may result from the violation of the above-stated boundary invasions.

The School Board does not intend for this policy to interfere with appropriate pre-existing personal relationships between Corporation employees, students, and their families. In some situations (e.g., the student is a friend of employee's own child, the student is the child of a family friend, etc.), pre-existing relationships with and social connections to certain students will render appropriate certain activities, communications, and other conduct that would otherwise be inappropriate under the terms of this policy. Except as provided in the following paragraph, the School Board does not intend for this policy and any guidelines adopted under this policy to limit or constrain conduct, activities, or communications based upon such legitimate non-employment based relationships.

A Corporation employee who engages in activities, communications, or other conduct under the "non-employment relationship exception" identified in the paragraph above does so with the limitation that where there is a sufficient nexus between such conduct and the employee's professional responsibilities, the Corporation may impose lawful consequences for and issue lawful directives related to conduct that is inappropriate or that otherwise impairs the employee's ability to be effective as an employee. The same limitation applies to conduct that occurs off duty or outside the scope of the employee's job related responsibilities. Further, the consent or purported consent of the student and/or a parent or guardian, while certainly a factor in analyzing a Corporation employee's conduct, does not alone determine whether an employee has maintained appropriate boundaries.

Even where a pre-existing relationship does not exist, it is acceptable for Corporation employees to show students that they care. It is acceptable to high five, fist bump, handshake, or give a pat on the back. This list is not exhaustive and other situations involving physical contact between an adult and a child may be within professional boundaries (e.g. a kindergarten teacher giving a side hug to a student entering the classroom). The Board expects Corporation employees to exercise sound and context-sensitive judgement and seek input and guidance from an administrator. Even innocent contact between adults and students must always be nonsexual in nature, appropriate to the circumstances, and ambiguous in meaning.

#### **Allegations Involving Conduct Unbecoming the Teaching Profession/Suspension**

The Superintendent shall report to the Indiana Department of Education, on forms provided for that purpose, matters of misconduct on the part of licensed professional staff members convicted of sexual battery and, in accordance with Policy 41213121ACS - Personal Background Checks and Mandatory Reporting, shall suspend such employee from all duties that concern or involve the care, custody, or control of a child during the pendency of any criminal action for which that person has been arrested, summoned and/or indicted in that regard.

As a matter of professional ethics, staff members shall not use student relationships for any personal gain. Gifts, other than token gifts of little intrinsic value, shall not be accepted from students in school or school activities. Exception may be approved by the principal in cases of illness or retirement of school personnel. Gifts or gratuities to certified or support staff who receive pay for special assignments, including rentals, shall not be accepted. Student-staff member-parent relations shall not be exploited for the purpose of selling or soliciting goods or services. A teacher may tutor any student for remuneration, but when such tutoring is for a student assigned to that teacher, it must be specifically requested in writing to the principal by the parent. Such requests are to be on file in the school office.

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ELKHART COMMUNITY SCHOOLS  
KINDERGARTEN EARLY ENTRANCE PROCEDURE AND APPLICATION FORM

**PROCEDURE:**

~~Elkhart Community Schools will allow children who are at least five (5) years old on or before August 1 to enroll in kindergarten. Indiana Law requires school districts to establish a procedure for considering requests for early entrance to kindergarten from parents/guardians of children who turn five (5) after August 1. In Elkhart Community Schools, this process is as follows:~~

~~Parents/guardians of children turning five (5) years old August 2 through and including September 1, who want their children to enroll in kindergarten, should contact the office of Instruction and Learning Department, at 574-262-5720 to inquire about the early entry process. Elementary Instruction will provide a Kindergarten Early Entrance Application, which needs to be completed and submitted on or before May 31. Applications will be reviewed to gain information regarding a child's participation in Pre-K or other identified early childhood opportunities. Testing for early entrance into kindergarten will be completed during the month of June. Once notified of approval of the application, parents/guardians will be given instructions on how to register the child(ren) online for school.~~

**APPLICATION**

Child's Name \_\_\_\_\_  
\_\_\_\_\_ Last \_\_\_\_\_ First \_\_\_\_\_ Middle \_\_\_\_\_ (Nickname)

Date of Birth \_\_\_\_\_ (Please attach a copy of your child's birth certificate)

Name of Elementary School \_\_\_\_\_

Parent/Guardian Name(s) \_\_\_\_\_

Home Address \_\_\_\_\_

Telephone Numbers \_\_\_\_\_ (Home) \_\_\_\_\_ (Cell) \_\_\_\_\_ (Work)

**Please tell us about your child:**

**Early Childhood Opportunity History**

Has your child attended Pre-K or another early childhood opportunity? \_\_\_ Yes \_\_\_ No

If yes, please list the name of the program \_\_\_\_\_

How many days/weeks did your child attend the program \_\_\_\_\_

Pre-K Program Contact Name/Phone: \_\_\_\_\_

*\*Please note that the Program will be contacted as part of this process.*

**Social Emotional Development**

Has your child had opportunities to interact with children his/her age?  Yes  No

If yes, describe your child's interactions during these opportunities. \_\_\_\_\_  
 \_\_\_\_\_

Do you expect your child to have difficulty separating from you?  Yes  No

**KINDERGARTEN READINESS CHECKLIST**

Readiness for school involves many aspects of development. The statements below generally refer to characteristics of students ready to begin kindergarten. Please observe your child's current skills to give us more specific information.

**My child:**

Always	Sometimes	Never	
			Knows <b>right from left</b> hand, knee, leg, etc.
			Understands and uses concepts of <b>behind, in front of, under, above, over, below.</b>
			Understands the concepts of <b>morning, afternoon, evening, night, tomorrow, yesterday, and today.</b>
			Understands the difference between the <b>largest and smallest</b> object in a group.
			Uses complete sentences containing at least <b>five</b> words.
			Remembers and follows <b>three simple commands</b> given at one time and not repeated.
			Is able to verbalize anger and frustration instead of acting out.
			Is able to play cooperatively with other children.
			Is able to wash, dress, feed, and toilet self without help.
			Counts objects up to <b>10.</b>
			Can match numeral with correct quantity of items to <b>10.</b>
			Recalls the sequence of events in an unfamiliar story that has been heard only once.
			Is able to concentrate attention on a task without being distracted.
			Knows basic colors.
			Knows basic shapes.
			Can identify the difference between a <b>letter, word, and sentence.</b>
			Understands the difference between a <b>letter sound and letter name.</b>
			Can write own first name.



Book Administrative Guideline Manual- Active  
 Section 5000 Students  
 Title Proposed New - Kindergarten Early Entrance Requirements  
 Code ag5112.01  
 Status First Reading  
 Last Reviewed March 24, 2026

**5112.01 - KINDERGARTEN EARLY ENTRANCE REQUIREMENTS**

Elkhart Community Schools will allow children who are at least five (5) years old on or before August 1 to enroll in kindergarten. Indiana Law requires school districts to establish a procedure for considering requests for early entrance to kindergarten from parents/guardians of children who turn five (5) after August 1. In Elkhart Community Schools, this process is as follows: Parents/guardians of children turning five (5) years old August 2 through and including September 1, who want their children to enroll in kindergarten, should contact the office of Instruction and Learning Department, at 574-262-5720 to inquire about the early entry process. Elementary Instruction will provide a Kindergarten Early Entrance Application, which needs to be completed and submitted on or before May 31. Applications will be reviewed to gain information regarding a child's participation in Pre-K or other identified early childhood opportunities. Testing for early entrance into kindergarten will be completed during the month of June. Once notified of approval of the application, parents/guardians will be given instructions on how to register the child(ren) online for school.

**APPLICATION**

Child's Name \_\_\_\_\_  
 Last First Middle (Nickname)

Date of Birth \_\_\_\_\_ (Please attach a copy of your child's birth certificate)

Name of Elementary School \_\_\_\_\_

Parent/Guardian Name(s) \_\_\_\_\_

Home Address \_\_\_\_\_

Telephone Numbers \_\_\_\_\_ (Home) \_\_\_\_\_ (Cell) \_\_\_\_\_ (Work)

**Please tell us about your child:**

**Early Childhood Opportunity History:**

Has your child attended Pre-K or another early childhood opportunity? \_\_\_\_\_ Yes \_\_\_\_\_ No

If yes, please list the name of the program \_\_\_\_\_

How many days/weeks did your child attend the program? \_\_\_\_\_

Pre-K Program Contact Name/Phone: \_\_\_\_\_

\*Please note that the Program will be contacted as part of this process

**Social Emotional Development:**

Has your child had opportunities to interact with children his/her age?  Yes  No

If yes, describe your child's interactions during these opportunities. \_\_\_\_\_

Do you expect your child to have difficulty separating from you?  Yes  No

**KINDERGARTEN READINESS CHECKLIST**

Readiness for school involves many aspects of development. The statements below generally refer to characteristics of students ready for kindergarten. Please observe your child's current skills to give us more specific information.

**Social Skills**

My child...

Always	Sometimes	Never	
			Respects self, others, and property
			Expresses feelings and emotions with words, instead of acting out (including anger and frustration)
			Understands and demonstrates taking turns and is able to play cooperatively with other children
			Attends to a task for short periods of time
			Accepts/follows guidance (including "no" or when not given what is wanted)
			Manages transitions and adapts to changes
			Shows confidence and independence in choices
			Engages in play experiences with peers
			Remembers and follows <b>three simple commands</b> given at one time and not repeated
			Is able to concentrate attention on a task without being distracted

**Self-Help Skills**

My child...

Always	Sometimes	Never	
			Takes care of all toileting needs, including hand washing
			Feeds self independently using utensils
			Zips and buttons clothes and jackets
			Ties or fastens shoes
			Blows nose independently
			Shows basic safety knowledge
			Moves with respect to self and/or peers' personal space
			Knows <b>right from left</b>

**Fine and Gross Motor Skills**

My child...

Always	Sometimes	Never	
			Holds/uses writing tools

			Creates some letters, shapes, symbols, and possibly words with support
			Opens food packages and containers independently
			Runs, stops, hops, gallops, skips, and changes direction
			Coordinates movements to perform activities (games, sports)

**Foundation Skills**

My child...

Always	Sometimes	Never	
			Knows letters and sounds are used to make words
			Uses complex sentences when speaking (more than 5 words)
			Writes name
			Responds to given name
			Notices letters in his/her name, some additional letters or sounds, and symbols (stores, restaurants, etc.)
			Understands how to open a book and turn pages
			Rhymes to create new words
			Recalls the sequence of events in an unfamiliar story that has been heard only once
			Communicates through drawing and emergent writing
			Understands and uses concepts of <b>behind, in front of, under, above, over, below</b>
			Understands the difference between the <b>largest</b> and <b>smallest</b> object in a group
			Understands the concepts of <b>morning, afternoon, evening, night, tomorrow, yesterday, and today</b>
			Counts objects up to 10
			Can match numeral with correct quantity of items to 10
			Knows basic colors
			Knows basic shapes
			Can identify the difference between a <b>letter, word, and sentence</b>
			Is able to draw a <b>vertical line, horizontal line, and circle</b>
			Is able to draw a self-portrait with facial features and defined body (can be a "stick person")

Please submit information which will assist in identifying the skills your child has mastered, along with this application. This may include child work samples, Early Childhood Teacher Progress Reports, or other items you feel will help us being to get to know your child.

\_\_\_\_\_  
 Parent/Guardian Signature \_\_\_\_\_  
 Date

ACCOUNT BALANCES/INVESTMENT DETAIL  
February 2026

CASH:

Petty Cash	\$ 500.00
------------	-----------

BANK ACCOUNTS:

Lake City Bank – Accounts Payable	\$ (1,503,091.60)
Lake City Bank – Payroll Account	(41,305.31)
Lake City Bank – Flex Account	82,781.06
Lake City Bank – Merchant Account	175.00
Lake City Bank – Prepaid Lunch	98,891.40
Lake City Bank – Deposit Account	20,601,442.28

INVESTMENTS:

Certificate of Deposit	-
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**\$ 19,239,392.83**



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# MONTHLY FINANCIAL UPDATE

Ronda Ross, CPA, JD, MBA, M.Ed.L

Board Meeting

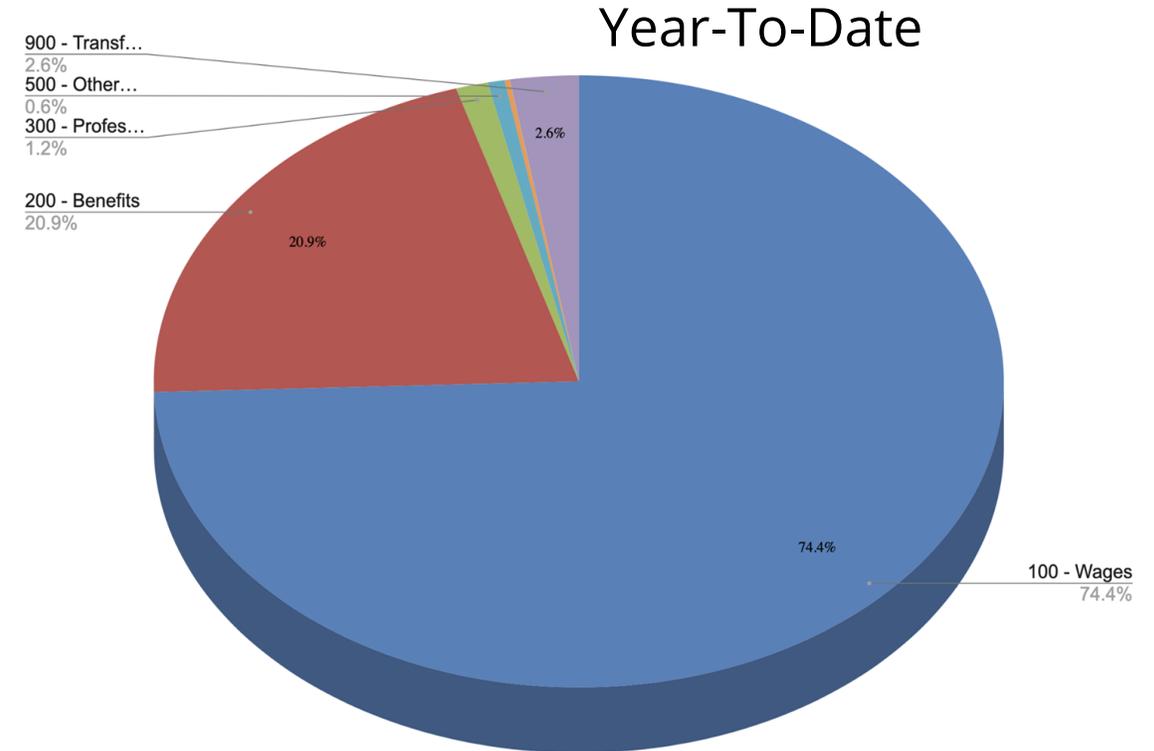
3/24/2026

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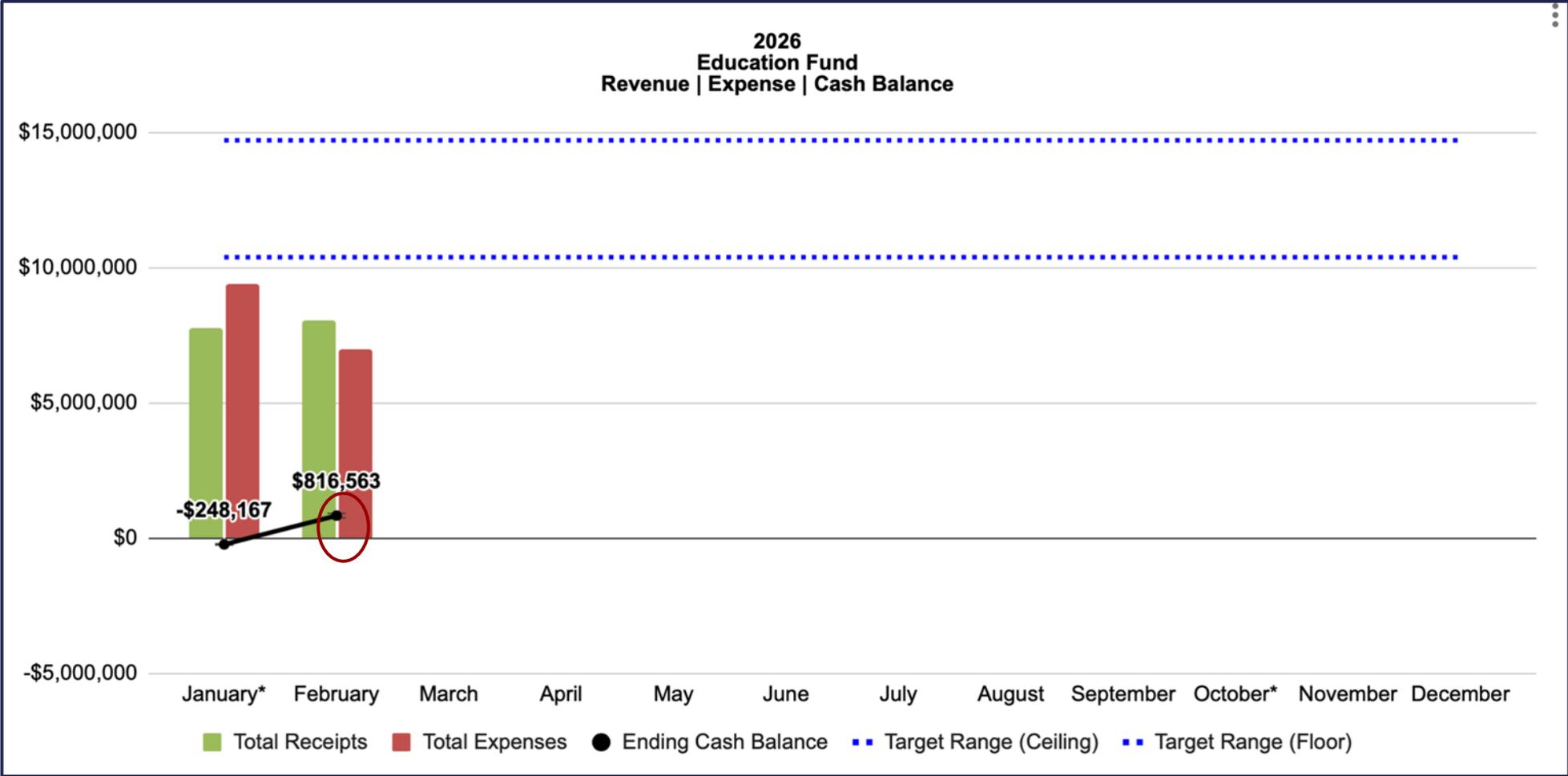
# Monthly Expenditures - Education Fund

	Budget	February	Total	Remaining Budget	Remaining %age
Beginning Cash Balance		(248,167.2)			
<b>Total Receipts</b>	89,485,000.0	8,041,900.8	15,818,798.7	73,666,201.3	82%
<b>Expenses</b>					
100 - Wages	51,000,000.0	4,925,268.0	12,196,879.8	38,803,120.2	76%
200 - Benefits	19,000,000.0	1,569,045.2	3,422,441.9	15,577,558.1	82%
300 - Professional Svcs	1,653,680.0	117,667.9	201,348.1	1,452,331.9	88%
400 - Purchased Property Svcs	-	-	-	-	0%
500 - Other Purchased Svcs	839,850.0	98,502.1	104,958.3	734,868.9	88%
600 - Supplies	1,003,050.0	13,800.7	30,714.1	975,205.0	95%
600 - Curricular Materials	1,601,000.0	551.0	1,016.3	1,599,983.7	100%
700 - Property	-	-	-	-	0%
800 - Other	35,000.0	41.0	1,035.3	33,964.7	97%
900 - Transfers	2,100,600.0	252,294.7	426,058.8	1,841,292.4	81%
901 - Transfers to Operations	9,000,000.0	-	-	9,000,000.0	100%
<b>Total Expenses</b>	86,233,180.0	6,977,170.8	16,384,452.6	70,018,324.8	81%
Net Revenue (Expense)		1,064,730.2	(565,653.9)		
Ending Cash Balance		816,562.9			





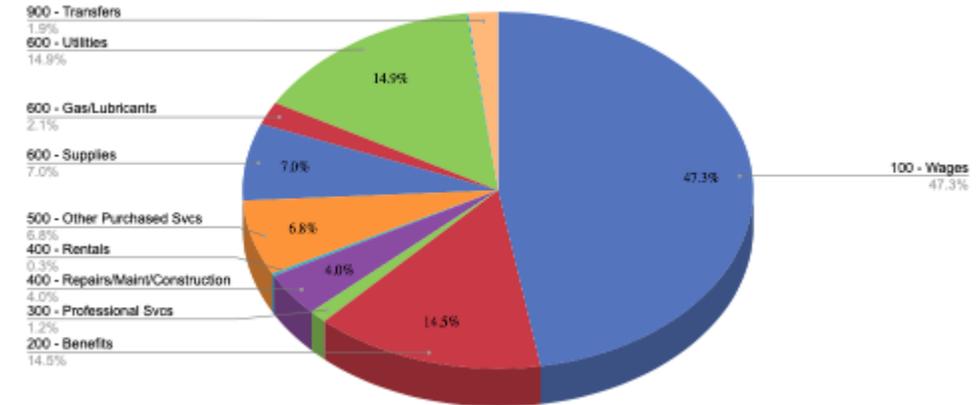
# CASH FLOW - Education Fund



# Expenditures - Operations Fund

	Budget	January*	February	Total	Remaining Budget	Remaining %age
Beginning Cash Balance		10,793,244	7,229,473			
<b>Total Receipts</b>	38,157,171	157,111	133,460	290,571	37,866,600	99%
<b>Expenses</b>						
100 - Wages	16,790,721	1,828,641	1,261,014	3,089,655	13,701,066	82%
200 - Benefits	5,459,964	508,390	441,166	949,556	4,510,408	83%
300 - Professional Svcs	1,586,000	50,432	25,568	76,000	1,420,709	87%
400 - Repairs/Maint/Construction	1,890,586	96,462	162,543	259,005	148,072	8%
400 - Rentals	82,100	13,507	3,388	16,895	55,675	68%
500 - Other Purchased Svcs	2,248,600	416,626	26,873	443,499	1,747,183	78%
600 - Supplies	3,671,250	256,933	199,686	456,619	1,532,435	41%
600 - Gas/Lubricants	795,000	68,544	67,287	135,831	42,713	5%
600 - Utilities	4,510,000	415,488	555,713	971,201	3,222,311	71%
700 - Property	242,000			-	242,000	100%
800 - Other	105,950	4,249	1,446	5,695	100,255	95%
900 - Transfers	775,000	61,611	61,611	123,223	711,389	85%
<b>Total Expenses</b>	38,157,171	3,720,882	2,806,297	6,527,178	27,434,215	72%
Net Revenue (Expense)		(3,563,770)	(2,672,837)	(6,236,607)		
Ending Cash Balance		7,229,473	4,556,637			

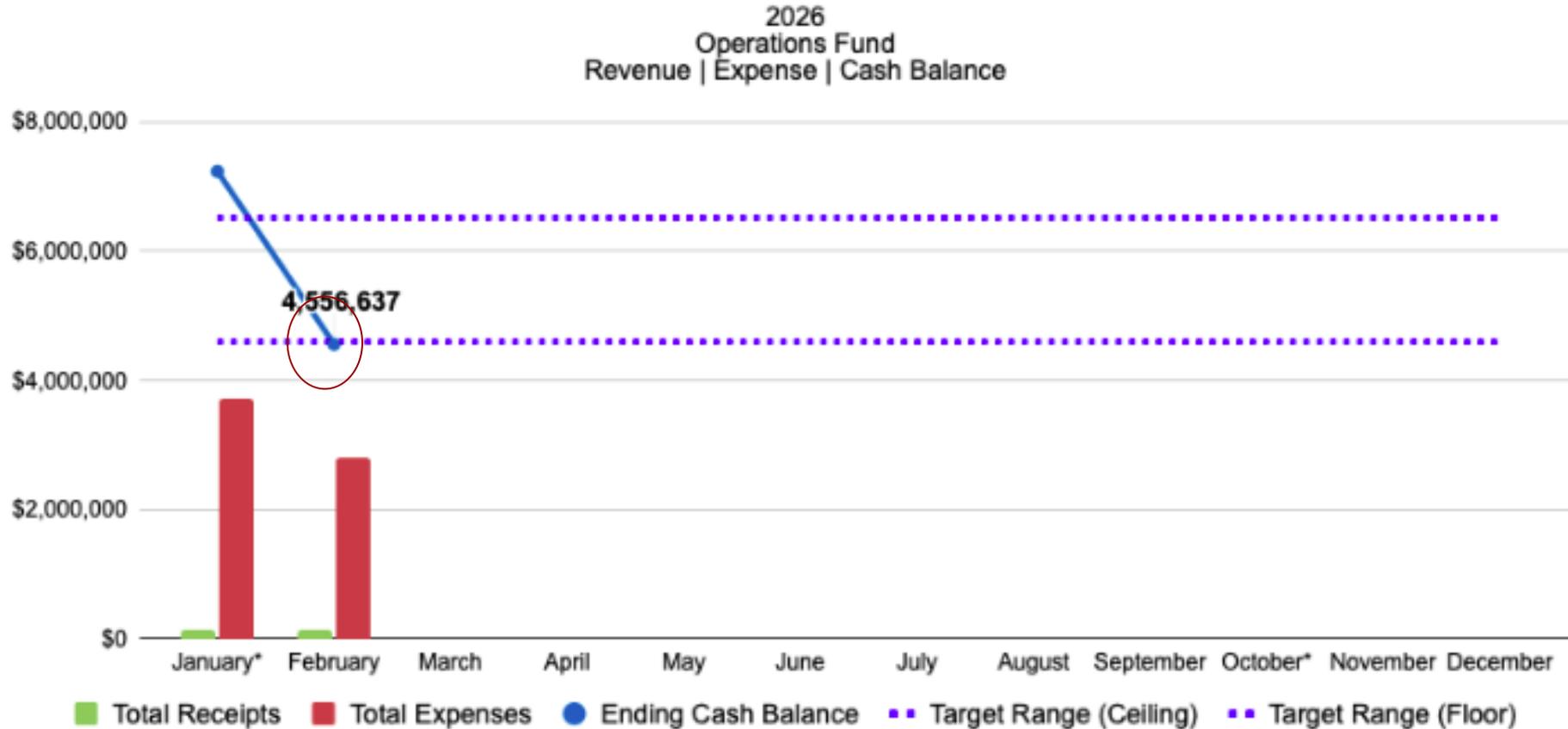
\*Indicates 3 payroll month



- Average monthly spend is about \$3M per month
- Utilities are trending high (winter)



# CASH BALANCE - Operations Fund



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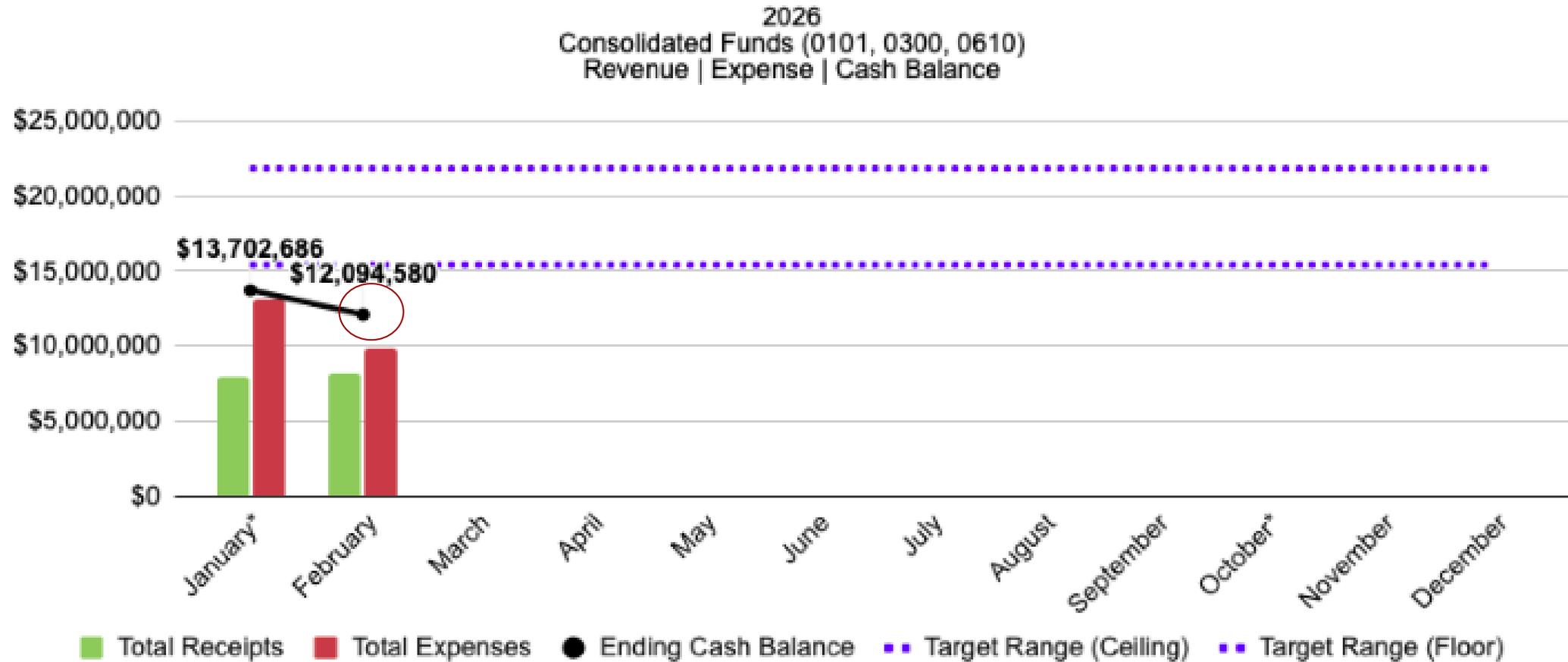
# CASH BALANCE \_ Rainy Day Fund

<b>Beginning Cash Balance</b>	<b>\$6,721,380</b>
<b>Ending Cash Balance</b>	<b>\$6,721,380</b>





# CASH BALANCES - Combined\*



\*Education, Operations and Rainy Day.

# CASH FLOW PROJECTIONS

Elkhart Community Schools		POLICY ANALYTICS LLC		PA			
Financial Update   January 2026		Education, Operations, & Operating Referendum Funds					
	2023	2024	2025	2026	2027	2028	2029
Beginning Cash Balance	27,290.7	24,212.1	14,581.8	12,175.5	860.2	(12,561.9)	(28,487.9)
<u>Cash Inflow</u>							
Revenues	117,403.1	119,590.1	119,845.9	119,860.2	120,844.3	121,411.8	123,315.1
Transfer In	9,953.8	9,636.7	13,840.4	-	-	-	-
<b>Total Cash Inflow</b>	<b>127,356.9</b>	<b>129,226.8</b>	<b>133,686.4</b>	<b>119,860.2</b>	<b>120,844.3</b>	<b>121,411.8</b>	<b>123,315.1</b>
<u>Cash Outflow</u>							
Expenditures	(118,065.6)	(128,088.9)	(126,138.0)	(127,691.1)	(130,712.5)	(133,712.8)	(136,790.2)
Transfer Out	(12,369.8)	(10,768.2)	(9,954.7)	(3,484.3)	(3,554.0)	(3,625.1)	(3,697.6)
<b>Total Cash Outflow</b>	<b>(130,435.4)</b>	<b>(138,857.1)</b>	<b>(136,092.7)</b>	<b>(131,175.4)</b>	<b>(134,266.5)</b>	<b>(137,337.8)</b>	<b>(140,487.8)</b>
Surplus (Deficit)	(3,078.5)	(9,630.4)	(2,406.3)	(11,315.2)	(13,422.1)	(15,926.0)	(17,172.7)
Ending Cash Balance	24,212.1	14,581.8	12,175.5	860.2	(12,561.9)	(28,487.9)	(45,660.6)
Ending Cash Balance + Rainy Day	33,003.3	22,565.5	18,574.2	7,259.0	(6,163.1)	(22,089.2)	(39,261.8)
				9,259.0	1,901.7	(7,761.7)	(18,466.6)

→ DEFICIT SPENDING

→ CONSOLIDATION



# SAVINGS Initiatives -

Item	Estimated Savings or Cost Avoidance (25-26 SY)	Notes
Curriculum Savings	\$390,000	(1) Solution Tree was not renewed, this curriculum served K-12; (2) Mastery Connect discontinued.
Reduced: Central Office & Building Level staff costs; Added Pays/ Extended Contracts; Sub Pay; Added Overtime and Comp Time Controls (including Time Clocks); Unfilled Vacancies	\$2,575,771	Aug. 1 - Jan. 31 24/25 SY vs. 25/26 SY (Education Fund and Operations Fund)
VEBA Forfeiture Dollars re-allocated to district	\$290,000	District and employee groups receive a pro-rata share of the re-allocation.
Excess Cost Applications	\$500,000	Recuperating costs of providing support for students with disabilities.
Utility Costs	\$80,000	Installation of LED light fixtures in middle schools and other buildings.
Professional Services	\$1,561,870	Cost avoidance through Dec. 2025.
<b>TOTAL</b>	<b>\$5,397,641</b>	Last report showed \$5,140,543 in savings.

- Other 25-26 SAVINGS INITIATIVES**
- Timeclock Software
  - Food Services Management Contract - Chartwells
  - **Consolidation**

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# ECS Finance Dashboard

[Link](#)

## ECS Funds: Purpose and Detail



### Education Fund

The Education Fund is the largest part of the school district's budget, making up about **60% of overall funding**.

[Learn More](#) →



### Operations Fund

The Operations Fund makes up about **17% of the school district's overall budget**.

[Learn More](#) →



### Debt Service Fund

The Debt Service Fund accounts for approximately **9% of ECS' overall budget**.

[Learn More](#) →



### Capital Referendum Fund

The Capital Referendum Debt Fund has a **budget, which is less than 1% of ECS' overall budget**.

[Learn More](#) →

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# INSURANCE UPDATE

Ronda Ross, CPA, JD, MBA, M.Ed.L

Board Meeting

3/24/2026

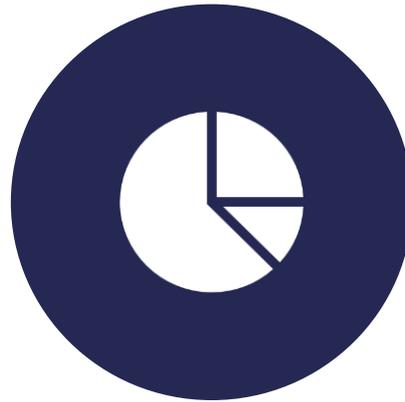
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# INSURANCE PLAN UPDATE



2026 Expanded Anthem  
Network



Loss Ratio  
54% (2026) vs. 85% (2025)



For **February**, our plan expenses were less than the plan premiums, leading to a favorable loss ratio.

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