

Kisha Perez:

All right, good evening, everybody. Give it about another minute or so here for folks to come in, then I'll officially call us to order. Thanks.

Ellen Chen:

Kisha. What is that tapestry behind you?

Kisha Perez:

Oh, it's the moon and pictures.

Ellen Chen:

Oh, okay. That's cute.

Kisha Perez:

Thank you.

Ellen Chen:

So like just for brochure meetings and stuff, I bought like... You know how those YouTubers have these ring lights. I bought a mini one that clips onto my desk and I'm like, "you know what? That does make it better." So I feel like such a social media person with this ring light, but I'm using it for Zoom purpose.

Speaker 1:

Ellen. We have to start a show. Look, we can host our own 30+ YouTuber show. I'm not presuming anything, you may not be 30+, but...

Ellen Chen:

And also it has a phone clip thing. So I can FaceTime people with this light on, hands free.

Speaker 1:

You go the fancy version, I need to [crosstalk 00:08:35].

Ellen Chen:

It was like 20 bucks from Amazon. Totally worth it. I heard about it from one of those Buzzfeeds, Amazon items that customers totally will recommend to anyone, right, so...

Aaron Bothner:

Okay folks, good evening. As interesting as that was, I unfortunately need to bring that to an end, so I'll go ahead. And it looks like if my counts, right, we do officially have quorum. So I will officially call the meeting to order it is 6:36. Let's start us off here by running us through the agenda high level as we usually do. And then we'll jump in. So, we have our customary opening items that we'll go through here. For the school update for this... So, one, really excited to have Malik with us for the first official board meeting. And so Malik, Kurt and Melissa decided to do their updates back to back, felt that that was better. So we'll do all three of those together in order there. After we wrap that, we'll move into the committee updates. So we'll do education committee followed by finance committee, followed by

external relations, public comments. And then we'll wrap up with board governance and executive session. Anything that needs to be on the agenda that isn't here?

Aaron Bothner:

Okay, great, great. So we will go ahead and get started then. So we're entering a new, I think kind of phase here as we head into, what I can't believe is the fourth quarter of this school year, and so I think when we first started this, I might've shared this with you all, but Jessica asked if I would share with what the mission envision means to me. And for those of us who are joining or for those of you who are joining for the first time, what we do at the beginning of each board meeting is have a board member or a senior leader talk for a minute or so just about what the mission and vision means to them personally, and why they're here. So I graciously agreed to share as Jessica requested and I'm excited to share as we enter, what I think is the next phase for us in this school year.

Aaron Bothner:

So many of you heard me say this before, but I think the rock for me that makes me want to do this as simply thinking about the opportunities that I had as a student and being so grateful for those, that wanting to do the day to day of this, to build an institution that will serve this community and our students for well beyond the time that any of us is here. I think the role that well-intentioned good serving institutions play in our lives is really critical. And it might not be the most poetic way to say it, but what makes me want to keep doing this, and aside from getting the opportunity to work with you all, is the hope that all of the little things that we do, whether it's fighting with technology to get into Zoom for 12 months in a row, now... This is our 12th remote board meeting, or ensuring that we're meeting everything in advance or whatever it is, all the little things that happen, all get aggregated into a much bigger hole.

Aaron Bothner:

And so that's why I'm here. And that's why I do this. And that is what our mission and vision means to me, because if we get the little things right, the mission and vision, the big thing happens for kids. So that is my reflection. And on that note, we'll go ahead and roll from that into the school updates. So what we're going to do, I think, for the time being here is... I think we're going to go with this sequence, but we'll see how tonight goes. As Malik gets up to speed here over the next few months, more and more of this will be driven by him and not me.

Aaron Bothner:

So you'll be hearing from me less and less, and by him, I mean him and senior leadership who were all with us here on the call. But what I wanted to do to start off here is I've had the benefit as had, as has [Anuj 00:13:30] of having weekly check-ins with Malik, since he joined officially a few weeks ago, It's been our third this past week. And what we wanted to share to start today is what board members... What communication systems we think make the most sense for board members to know how they should share information and also where they'll get information, so that we're all working from the same page. So I wanted to go through that right now. It's going to be a little bit of me talking. It's all logistics, but it's really important, so I'm going to repeat it a couple of times so folks know what we're going to do.

Aaron Bothner:

We'll see how this works and we'll adjust as needed but a couple of key touchpoints for everyone to think about. So first of all, I think as we work through this the next few months here and start to get ready for the school year, next year, Malik, Anuj and I are going to keep our weekly check-ins. That's been a really good system for us. So what that means for board members, committee chairs, other senior leadership that's with us, whoever you are, if there's something that you would like to pass along, but may not require direct attention with Malik, just would kindly ask you to share that with me throughout the week, so I'll make sure it makes it into that agenda. And we'll be able to work information that way.

Aaron Bothner:

Committee chairs were already doing a great job with this over the past month. So let's continue to do that. And I heard from a few non-committee chairs as well, so that's great. So that's the first kind of formal touch point we'll have. The second formal touch point will be of course,, these monthly updates where, what Malik is going to do, and he'll be able to talk about this a little bit more, but is to give high level updates on his 30-60-90 plan that was introduced to us as we went through the interview process and now it's going to be more or less what we're working from over the next three to four months. The third piece is, I'd asked over the last couple months for folks to take a look at the board on track resources for a board and CEO, since we're going to be in that model going forward and away from the CMO.

Aaron Bothner:

And there are two resources that I pulled out of there that I will email to the board, or maybe might have Melissa or Kisha send it. That will be the formal things that we will want to produce, that will be the core of the relationship between the board and Malik going forward. So I'll say that one more time. There's two things that we're going to produce over the next few months that are going to be the core of the relationship between Malik and the board going forward. The first of those, and I know a few of you were on the CEO line last night, or the CEO training with BoardOnTrack yesterday. So hopefully that was helpful. The first of them is what BoardOnTrack calls a CEO support and evaluation rubric. It is essentially a comprehensive game plan with the key metrics and objectives that Malik will be evaluated on or held accountable to by the board of directors. I'll send that around. It's very detailed.

Aaron Bothner:

And then the second is an annual timeline of board evaluation, and support of the CEO, which I think a few of you have also looked at. I think I like the timeline in general, and I'm seeing some nodding heads, so that's great. And so I'm going to send those around. The person driving all of this is Malik. So it's the CEO's prerogative to develop these metrics, vet them through the appropriate committees, and then ultimately have that approved by the board. So that's going to be what we're working on over the next few months. So I want to share the resources so folks have a concrete example of what we're, referring to in case this is new to you. And then also know that many of us have experience with other organizations, be they academic or other organizations.

Aaron Bothner:

This is all about to me, kind of aggregating best practices, just use as much jargon as I possibly can in one sentence. And so please do feel free to send over resources that you like, or tools that you like from other organizations you've worked with. BoardOnTrack is by no means the only place that we should draw from. So I think what I said to Malik is, I think the BoardOnTrack example is of the quality that the

board will be looking for, but, but ultimately it should be his, not what's in BoardOnTrack. So, so quick recap there, the formal communication structures that we'll have in place going forward will be the monthly updates in the board meeting. And Malik is going to have his 30-60-90 updated plan into the folder system that Melissa set up in BoardOnTrack.

Aaron Bothner:

You'll have that a few days in advance for, for the upcoming meetings, so that folks can take a look at that. They'll touch on some high-level updates in the meeting. And then otherwise I think best for board members, in particular, to streamline stuff through me or Anuj, so that we can address it on our weekly calls. And then lastly, of course, will be kind of the ultimate, what is ultimately produced that, like I said, is the core of the relationship between the board and the CEO. So that'll be the work of the next few months for all of us together. Within that, I know there's a lot of questions. Some of it is low hanging fruit. I know everyone's excited, frankly, for this next, after what comes next, which I think is great.

Aaron Bothner:

So we'll continue to work with everyone on what to prioritize when to get what done and a lot of that's driven by the school calendar, i.e. the budget is about to become a priority. So that'll take a lot of time, et cetera, but over the next few months, thank everybody for their patience, their thoughts and their contributions as we build that out. So that's the formal piece.

Aaron Bothner:

For board members specifically, Malik and I talked about, and I'll let him share more details if he has it today, but just finding opportunities to build kind of relationships with board members that aren't in formal settings. So I think that'll look like kind of one-on-ones over the next few months and just would ask board members to be a little bit patient with him as he gets his arms around everything there. But I know that's top of mind for both of us given that we have 12 folks here that he's going to be working with over time. So that's it for now. Before I officially welcome, Molly can turn it over to him, does anybody have any questions about what I said? Would anybody like me to restate what I just said at a high level? Or do we all feel like we're on the same page of just what the process is going to look like going forward?

Aaron Bothner:

Okay. Not as good as the check of understanding as Kurt showed in our retreat, but hopefully... I didn't hear anybody pipe up there, so, we'll, work from there going forward. And I know this is an opinionated group of people, so I have no doubt people will let me know if they have something share. So that's it for me. So Malik, we're really excited to have you here. And be starting off this next journey for us. It's all your show.

Malik Russell:

No pressure, no pressure. First thing I'd like to do is apologize for bringing back the mock turtle neck, looking like a poet from 1985. So I apologize for that and didn't realize we have this effect in the virtual world, but I had to go with it, pulls out a closet and like it, I'm going to go with it. So one, appreciate, Aaron, that introduction. And also, I think I started when I got the position by saying I'm excited and I'm excited to be here and I'm excited to be here because of the people here and because the mission and because of the commitment, and I'm just letting you know, every second of every day, every

conversation I have, every time I get a chance to talk to Kurt, every time I get the chance to talk to Melissa, every time I get a chance to talk to any staff member, I get more and more excited.

Malik Russell:

And so I don't know what I'm going to do. I need to do something to calm myself down, but I'm excited and ecstatic, and really just pumped about this opportunity, which it really is a great foundation, a great opportunity to, to push to the next level. So for tonight, I'm going to kind of keep it very large and obviously it's been only a short amount of time. And so I kind of want to tell you the things that I've been on the forefront of my mind and talk about how I've been thinking about the 30-60-90 day plan and kind of walk you through it. The first and foremost thing I have been thinking about and started with, was working with Melissa, working with Kurt, and really thinking about a vision, our foundational tenants of a vision that both respect and understand and celebrate the past and the history of this organization, as well as kind of also clarify some of the places that we want to go forward.

Malik Russell:

I am a person that falls to all marketing things, and so therefore I like to start with big rocks and I like to start with things of three. And so the three things that we've talked about that we really want to make sure that we are centered around as an academic institution, are rigor and, sorry... Self advocacy and community. And I want to kind of... You'll see in a document, I kind of explained a little bit about what that means because obviously those are big words and nobody would argue against them. In terms of rigor, I'm not talking about the concept of like strict or austere. I'm talking about truly creating a challenging environment that respects and reflects the belief that we have in our students and our community. Talking about rigor that really pushes our kids to a place that we know they can go to.

Malik Russell:

I'm talking about challenging academic work that pushes their thinking, their idea-making. I'm talking about really bringing and putting them in situations because we know they can succeed, especially without love and support. And so when I talk about rigor, I think about one of the greatest moments you can ever see in a child that light when it goes on, is when it goes through a childhood situation. When they have a challenging math problem, when they get an opportunity to write a challenging paper, and they didn't think that they could do it, they might've had some misconceptions, they might've not had the full confidence, but then they get it done. If you get a chance to see that child and that smile, that's better than any incentive that's ever been there. If you get an opportunity to see children really start understanding and maximizing their potential, and you can only do that through rigor.

Malik Russell:

And so at the heart of what we're going to be doing is creating a rigorous environment that is there because we know how much talent we have. We know how much talent is in these children and these families and this community. And we want to make sure that they get at bat to get a chance to really succeed and to really see themselves what they can do, right? Because the truth is that confidence cannot be created, it has to be earned. And we had to make sure that we believe in the kids and put them in situations to get those at bat so that as they continue to grow, as they continue to mature, they feel comfortable in that place. They feel comfortable knowing that they can do it. There's not a question, right? And so rigor is the first tenant of what we're talking about.

Malik Russell:

The second portion of it is self-advocacy. And self advocacy is the representative one on views and interests. That's a very simple concept. But a lot of the community that we've been there, a lot of people don't feel empowered to do that. I know empowerment has been one thing I've been on the forefront of this institution since the beginning. And I want these children to understand that they not only have the right to voice their opinions, their perspective. They not only have the right to look at situations and call them out for being morally wrong. They not only have the right to think about change. They have obligation. Their talent is too much to not give them the tools to be advocates. And you start with yourself and then you move to the greater community. You start with yourself knowing that, "Hey, my voice is heard. I am seen. I am important."

Malik Russell:

And going forward, giving of that kind of true, fundamental understanding. Again, we're not giving them anything. We're just simply pushing a varnish off a lot of institutional and generational racism has taken away from them. And a lack of opportunities taken away them. We want to make sure that they see that light and that they know they're being seen, that their voices being heard. And in every space they're in that they need to be able to voice that voice. And you just do it in a clear, concise, persuasive, and productive manner. And that's another portion of what we want to do.

Malik Russell:

The last portion and something I think that really resonated with me when I started the process and has continued to do so is community. And not community in just like the general idea of like, Oh, people wouldn't like interests and like goals and things of that nature. I'm talking about true community, pushing to this family concept. And understanding that in this community, this community would be creating, that every single student understands they'll be respected, loved, and supportive.

Malik Russell:

There'll be a generosity of spirit that goes to every single person that walks into this building that comes in contact with this community. And that is what I'm talking about when I talk about community. I also want to also push and it should all tie together. There's also responsibility to the community. Not to get too much into John Locke or things of that nature, like a social contract concept, but I'm saying there is this obligation that we also are pushing ourselves and it's our responsibility to support everyone else in our community, to respect the ideas of perspective, to listen to the ideas of perspectives, where people have community and understanding there's a generosity of spirit. And so I really want this community to be a two-way street and an understanding of one, feeling that support, love, and belief that you deserve.

Malik Russell:

That's your natural right. And also having a great understanding of how to also make sure that community is safe and that this community is truly ours. It's truly mine. It's truly Kurt's, it's truly Aaron's. It's truly every student, Isaac... a name that Kurt [inaudible 00:28:32], every student in the building, this is their community and they have the ability to change and make it what they want and we want it to be great. And so I spent a lot of time thinking about these three kinds of themes and making sure that that is the message that we are going to put that as the start of the building, the foundation that really continue to build on all these three tenants. As part of that, I also kind of-

PART 1 OF 5 ENDS [00:29:04]

Malik Russell:

As part of that, I also kind of moved a little bit with some big things I want to get done quickly, and everything I get done, I'm going to be thinking about those three tenants. And I want by the end of these 90 days, every single person understands and can tell us when you go and you talk to any person's organization, what are we about? They will start with these three tenants. So I'm going to be repetitive, I'm going to be consistent, I'm going to be deliberate with making sure that these three tenants come through everything we do. As a start, one of the things that first in my mind is really figure about the org chart. Org chart is not a very sexy concept to talk about, is that something that we think about, oh, I want to see org chart, but it does say who we are, it says what we value. It says the people that we put in these positions, and what we describe their position to be is what we value.

Malik Russell:

And so we're going to spend a lot of time, we've already started on it. Nica and Melissa are really, there's been a lot of time, so we're thinking about the org chart, thinking about what we want to say with our org chart what we want to say without personnel. This is a community of people and you have to have the right people. You have to have the right people in the right position so you're doing the right thing. And that's what we're really going to be thinking about that org chart from that perspective. Additionally, when thinking about that, ultimately we think about hiring protocol, what we value? Making sure we're thinking about we're doing it in a way that's consistent with our values.

Malik Russell:

I also want to have strongest introductions. I want people like me, like me a lot. I don't need to be like, but I want to make sure that people know upfront who I am. I want to make sure that I'm consistent and start with the first step of who I am and what I'm about? And so that's another thing the first day I was going to do that. I also want to make sure that we're focused on the high school, really dig in and jump into the high school with two legs, two arms. And that just really go into the deep end and go through that and really starting that with Kurt leading me on that as well as Melissa as well, and really thinking about the high school and making sure that I keep really focus on what was there? What is there? Where we want to go?

Malik Russell:

And then also just given the time, I also wanted to start thinking about testing protocol and what are we going to do and how are we going to be flexible and adaptable as testing season is coming up and thinking about that, that's also something that's going to be on the forefront of my mind. As I go to the 60-day portion of it, my big idea is I want to do, I want to finalize that org chart, and then also start getting into, making sure that the conversation is irrational with the budget, because we really needed to get that right as well. When to start the interview process, especially for our high level, high impact people in the organization, making sure that we really get moving on that.

Malik Russell:

And then we're going to finalize the budget. As soon as entire time through the 30 to 60 days, really thinking about every opportunity that we can to have the entire staff to start internalizing it. We are not waiting for that next year, we are not doing that. We are starting this process now, right? We are going to be starting this internalization of the vision and the foundational things that we do from day one and we've already started it and we will continue to do it. And then as I get into the first 90 days, obviously want to finalize all those things and really finalize those highest. We start bringing that community in

and start thinking about what we're going to be doing from next year to make sure that everything things we do go with our vision, we're focused on that vision.

Malik Russell:

So when do summer trainings is going to be focused around that vision, how we allocate our time? How we allocate our resources? Everything focused on that vision, really having a strong plan that anytime that you asked me, "Hey, why are we doing this?" I need to be able to tell you that a tenant of our vision that's in there, that's the consistency that I'm looking to really push through in that first 90 days. And so there is also other things in this and I'm sure it will change, but I thought like today, I wanted to take time and real time to talk about this on a more broad perspective and thinking about what we want to look up. And you can't start to know what you want to look like unless you start making those foundational things that we are about. And so that's kind of where we are right now.

Malik Russell:

Again, I appreciate you guys listening to my preachy spiel and you will hear it more and more often, I am fine with that. And so we're going to continue it and also make sure that my actions follow my preaching. And so with that, I'm done with my portion and with the more pragmatic portion and also definitely much more dome portion. I'll turn it over to Kurt.

Kurt Davidson:

Right. Good evening everybody. Okay. I'm going to jump right on in. Today's theme is very much around reopening being that we are returning to in-person learning on Monday. Tomorrow morning, we have that 7:30 arrival for all staff, and it's going to be a little bit of a push, I've tried this week twice and made it on-time once. So we're going to, hopefully tomorrow when we have the entire staff coming in, my goal was to be there before seven o'clock. Thank God we have Kisha who is the early bird in the group that serves as inspiration for me very much. So we're going to really, I wanted to walk through with you all a little bit of our presentation, Melissa, would you mind giving me screen-sharing abilities? Okay, perfect.

Kurt Davidson:

Just a very brief version of the presentation we're going to be giving staff tomorrow. I'm going to move through this quite rapidly, but want to make sure everyone is aware as to where we are when it comes to return for school. This is also in the packet, so if I'm moving a little too quickly it is in the packet, more on track under my section as well. So our return to school learning, one thing we really wanted to highlight is the CDC new recommendations that came out on the 14th of February, really positive things on our side. That we were really happy now that CDC has transitioned and we're in a place where it's a much less political document. We're really excited to see the guidance that the feds have released for us to show what it means to truly reopen the school.

Kurt Davidson:

And the biggest highlight they had was the several mitigation strategies that every school, no matter what level they are on should be participating in to ensure that everyone is safe. So the first set of those were around like distancing masks, hand-washing all of the things that really excited to share. We've been ahead of the curve on all five areas. And these are the things that we did back when we opened the first time in October and continued through November. And this is a huge testament to the great work that Kisha and Melissa, the entire team did to ensure that we were really going above and beyond

what is required and what is needed for school safety there. So we have the hand sanitation, we have the social distancing throughout, we have the protected spaces in the classrooms. That's a picture from our actual classroom there, along with the health screener that we do every single day to track everything that's going on. And we're really confident in our mitigation efforts, I'm really proud of the work that we've done to go above and beyond.

Kurt Davidson:

And with this, my hope is to really share data around how safe schools have been. So the CDC is part of the pediatrics, the Journal for the American Academy of Pediatrics. They have a new study out that went through North Carolina's reopening in the fall that really showed a comprehensive study of nearly 100,000 students and staff. It really showed that within this, there's no evidence that any in-school transmission involves students infecting teachers or staff, which is a really amazing study to hear. And this is really spacey, you see in a very reputable journal. We really want to share that with staff around the safety and how schools are among the safest places you can be. And then we really want to connect with our staff around the current landscape. So we're a DOE authorized school, so DOE schools have been on and off, but they have been reopened for weeks now.

Kurt Davidson:

Our new CDC guidelines are very promising for schools. And as seen before, we've been doing a lot of really great work when it comes to ensuring that we are fulfilling all the guidelines going above and beyond. One of the examples is the Bronx is officially in a yellow zone according to the CDC, which is yellow means in between 5% and I believe 7% positivity. However, we are following all the metrics for an orange zone, which is a higher level of positivity there. So we're trying to go above and beyond to be extra safe and secure for everything there. We're really excited that vaccines for teachers are widely available, and many of our teachers have been taking advantage of this opportunity as well. And then with the rise of vaccinations, we all know that the city has lowered the emphasis on positivity rate.

Kurt Davidson:

As more people get vaccinated, if you're vaccinated you're much less likely to go get a test. So that in there is going to be down for those who are not ill. And therefore there might be a positivity rate that is a little higher there. So we've seen with the city has not shown as much emphasis, you see it the movie theaters opening and restaurants reopening, things like that. And I think really getting into the most important part around the science, around the kids and our kids really are needing the in-person interaction. There's the social emotional need. We speak with our kids non-stop. We've seen impact on academics. We're really seeing a need for our students to be back in school. We have a wonderful YouTube video, 40 seconds. I'm going to skip through it's in the packet. Feel free to look at it, it's very cute.

Kurt Davidson:

But really want to also highlight around the vaccine, and a lot of the opportunities there. Another really exciting study came out of Israel, I believe it was just over a week ago around they're showing initial studies, initial indications that the vaccine is not only stopping you from getting sick, but it's also slowing the spread dramatically there, and we really wanted to highlight that for our staff and the positives around that. And then really getting into the nitty gritty around things of real life is our school is up for charter renewal next year. We have to have really great evidence that are we as a school, as an entity are demonstrating amazing results for our scholars inside our building, much more than anywhere else

there, and that is the priority that's why we do our work. We are here for our kids and their academic success.

Kurt Davidson:

And I'm sure you also may have heard in the news this weekend, the new administration has shared, they will likely not be granting any waivers for state assessments this year. So whether it's on time, but likely delayed, there's probably going to be some form of a state test, it's going to be in a new way, but we have to be prepared for that. And we also have other metrics such as our interim assessments and our iReady assessments and attendance that we have to continue showing that. And very candidly, right now we're not demonstrating enough evidence from the second IAS and our iReady's there. And a lot of that is due to our students, you're taking a state test length assessment and your home, you're taking six hours to finish an assessment. That's a really long time, especially when this triple link that takes you when you're in-person and there's the monitoring and there's less distractions there.

Kurt Davidson:

So we're really hoping that this will give us a boost to really push our students in-person to really be able to demonstrate the growth that we are seeing in inside the classrooms day to day. But when it comes to being able to exercise an assessment, there are a lot of challenges there. And then again, getting back to the kids, this is the most important thing we think about the future in five years, where we all are going to remember 2020, but will the entities that our students who are current seventh graders who are applying for college, are they going to be looking back and be like, well 2020 was that year, it's 2025 now, I'm not sure about that.

Kurt Davidson:

And for so many kids and you look at the studies where students who in wealthy areas, just as Malik was sharing, our kids deserve just as much as anybody else and our students aren't in the Hamptons with a private tutor that they brought out with them from the city to live in the summer house with them. Our kids don't have those opportunities. And ultimately we're competing and our students are competing against the world and our kids deserve more than anyone else the opportunities that many students who come from different backgrounds and live in different zip codes do have. And just on this wanted to really highlight connection. I'm actually going to pull up on my phone, so I give the credit to the right folks here.

Kurt Davidson:

On Monday, we had our visit from a group organization that Ms. [inaudible 00:43:26] our school social worker has a connection with it's called helping the youth, Max the barber there, and his assistant Rihanna came in and, and gave professional hair cuts to, I believe it was 13 of our scholars. These are scholars that are of greatest need in the community. You have Isaac on the left, you have Carter, then you have, I believe that's Bakari in the center. You have Isaiah in the MVP and then I think that is allergy who has probably grown a foot since I last seen him. All students, we all know, and just the impact of them coming in the school and seeing our school as a home and receiving the service was insanely impactful on everything that their life and what they need.

Kurt Davidson:

And when we think about ROI, and this is really what I want to share with our staff, these, again, all the young ladies as well, but these gentlemen are really why we do the work and we are here for them. And

I really hope to instill that among everybody. I'm going to not necessarily highlight like this, but just details on our safety measures, give you all an opportunity to take a look, it's in the slides as well. But again, a wonderful highlight to Kisha, Melissa, the entire operations team, we have a very safe environment in the school going above and beyond. And we're really confident in all the metrics that we have done.

Kurt Davidson:

The last thing I'll close on is with staff, we're also emphasizing the incredible importance for them to make sure they are following all of the regulations there, no hugs, that's something that's very hard for our staff and we're really going to be holding them accountable to that. So that's where we are with the reopening. We had a presentation yesterday. We kind of seventy-five families. We're currently going through the data to match them to grade levels. So we see where the most involvement is, but we had 75 families attend a Zoom last night, where we went through a similar presentation, more family facing of course, along with having a representative from the health department, share questions there. So we're really confident that we've set everything up to return to in-person learning.

Kurt Davidson:

And then the second thing I want to touch on, and just for reference also want to highlight some great work of the team. Joi is on this call. She is in an administrative leadership program, she's our director of instruction for humanities. And she and Nica her colleague for STEM participated in the education committee call this week. And within your packet, there is their presentation, they presented to the ed committee where they really outlined and all the work that they have been doing as we have attempted to transition our action planning from interim assessments into an online remote consideration and the work that they've been doing with our partnerships.

Kurt Davidson:

And just a couple of things to highlight here is really our goal has been to be very targeted in our corrective action. And that is reteaching and instruction. Our corrective action is really important because that is where you're going in and you're working to support kids exactly on what they did not do well on. And so we took the data less than stellar data on ITU. Obviously we know that the remote status students are still getting used to typing long essays on a computer in a short time period. They're still getting used to showing their work digitally using Chromebooks that have varying levels of reliability. But we have been seeing some positive success in that when we're giving greedy teaching quizzes. So it's important that you're teaching and you're correcting the instruction. So our students make mistakes for the reteaching this area, but it's also important to follow up, to see if students are actually retaining what you're reteaching or it's just pointless.

Kurt Davidson:

So we are seeing some promising results in these interim corrective instruction quizzes that our team has been putting in place. And then we've really been working hard on the intensive coaching specifically in the area of data, looking deep into student work and having opportunities in the areas that we know have been having some gaps. So for example, in the data dashboard, you could see sixth grade is something across assessments that is a cohort of students that is struggling right now. So Joi and Nica, in addition to Liz, our director school culture, because with COVID, everything is interconnected. They have been working really hard on developing comprehensive plans for the sixth grade team, also in consultation with myself and Adonai, the AP for the lower school.

Kurt Davidson:

So really trying to wrap this up here, my hope in sharing this is really connecting it to all of what Malik shared beginning, this passion that we have for students. We are here to really give them and all of our families, the opportunity to have an amazing experience and the importance of us having an in-person learning experience is there. You're seeing all of the data, you're seeing everything there. And our goal is to ensure number one, we're safe above anything else. And then number two, our students are having a high quality, rigorous experience where they are truly competitive with the top schools in the city and the country there. So that's it from my report this month. I think it might've been somewhat shorter than it had been before, Melissa could correct me, I don't know.

Aaron Bothner:

Yeah, I can't wait to see the video.

Kurt Davidson:

It's 40 seconds, I'm not the hype man. Great. Melissa.

Melissa Alston:

Okay. My presentation is very short. It is really based on a quarterly updates. I really don't have anything new from what I report it like at the board retreat this month and continuing down. So it's really the same beams because the things that I'm working on most recently are there are our long projects that span multiple months. So I made a summary based on my team and what they're working on. This is what you've seen in the past where we're working on these things from January to March was the next step of items that we were working on. And then again, I look ahead for what is to come for April to June. So overall, we are really getting into the nitty-gritty of creating lots of documents for the Lassen policies and procedures. So we're really, really in depth with that.

Melissa Alston:

And then also the manager of talent acquisition and marketing is really building out a lot of her protocols for hiring. And she just did her first exit interview, that is not something that lighthouse was doing. So I'm just continuing to push the bar there and making sure that we are collecting all the data that we are able to in order so that we can be reflective and continue to push forward and improve. And then obviously Kisha's big focus has been safety reopening, but as Kurt said, and thank you, Kurt for the recognition, as Kurt said, we are really have been doing those things already. Sorry, my alerts are going crazy. We really been doing all of these things since the beginning, but we have really been working to refresh everyone on what the protocols are. And then Latoya who's on the call has really been working on what the bones of the scholar family handbook is going to look like and getting us up to speed on ed law 2D, which has to do with data privacy and security. So getting us compliant with that. So that's my update.

Aaron Bothner:

All right. Thanks to each of you for taking us through each of those. Does anybody have any questions for Malik, Kurt or Melissa as we look to wrap this portion of the agenda for the evening? Okay. Great. Great. Thanks to the three of you for taking us through all that and look forward to seeing us continuing to move the needle for March. Allen. You are no, sorry... I skipped over to used to my waist and she sat my waist Kisha. I'm sorry.

Kisha Perez:

It's okay. Good evening everyone. This month, we have not seen any new movements. So for lower school, we still have 483 scholars who are enrolled and we have 201 for the high school. We have started calling potential scholars who have a sibling and also have a priority, which is an IEP or an L student. So if you can see on the, on the bar graph, I have created... Thank you, Melissa. We see that there's about four applications of scholars in kindergarten who have an IEP. We have started calling the parents to confirm that they're a sibling. That means calling them to confirm with a birth certificate and hoping that they would bring in their IEP just so that we can get started. So this showed a little bit of what K through 12th grade looks like for IEP and L students. Does anyone has any questions? I've also added the regular bar graph that shows how many applications we have for the month compared to last year. Any questions?

Aaron Bothner:

Melissa, actually got me thinking about this, we were talking about exit interviews. Kisha, do we have a way to track by grade level, I guess probably both when we're recruiting and also when scholars might leave us, why that is?

Kisha Perez:

Yes, we do. Usually they leave... I'm sorry. You mean new potential scholars or you mean scholars that are already in the school?

Aaron Bothner:

Both. So like why someone would pick another school over us, especially the ones that get close to picking us, and then why students leave in the school, which is what I think he was starting to answer?

Kisha Perez:

So for potential scholars sometimes is the location. And what we found recently is that some schools are open Monday through Friday. So when we informed them that we're only open Monday through Thursday and Friday remote that's when they'd be like because of work or whatever else they have, so that's mostly for the new scholars. And we have started to notice that some of the old scholars that we already have, have also done the same thing, but we have been pretty good at keeping our scholars for this year as well.

Aaron Bothner:

Okay. Thanks.

Kisha Perez:

So that's what I have so far for enrollment and lottery updates. And also we do have our own internal tracker. So I work very closely with our operations associate Diana [inaudible 00:56:22]. And we have our own trackers and we track any withdrawals that we get for the year and also withdrawals from anyone who comes in new and withdraws the same time.

Aaron Bothner:

Go ahead.

Kisha Perez:

So for facilities updates. So there's a delay again with a TCO, something the expediter notified us after we contacted her. So again, there has been objections from SPNY regarding the fire safety and evacuation plan. The architect is working on it, and I'm working closely with Linda to get every single sorted, I guess or now. Justin, so we have any updates from SPNY. She says they're taking extremely long on every single case. She says other schools are having the same issues. So that's the update I have so far.

Aaron Bothner:

Okay. And for the folks, not in the day-to-day on this, can you tell them who Linda is?

Kisha Perez:

Actually, Linda is the project manager. So she works with us with Lighthouse. So Monica was giving us the updates, so Linda will be giving us the updates now.

Aaron Bothner:

Got it.

Jessica Boulet:

And can I ask? When you say the architect is working on it, I'm just curious, if this is kind of a big change or if it's just something little or?

Kisha Perez:

I'm honestly not too sure.

PART 2 OF 5 ENDS [00:58:04]

Kisha Perez:

I'm honestly not too sure. I remember from last month they also said the same thing that something was not approved from our evacuation plan, so we had to give it back to the architect. So it's not really on us, as the operations, it's mostly what Lighthouse had to do with it, so yeah.

Jessica Boulet:

Thank you.

Kurt Davidson:

I just would like to note on the school side of things, this is, Kisha and Melissa are very well aware of our passion around this. Especially given that spacing is already quite tight and we're going on a year now with this. And from the school side, we are quite concerned around the lack of action on LAJ's side on this, being that we are in a pandemic and we really need to be spread out and this space is a necessary space there and it's now been I believe 13 months that the facility's been complete as well, so just wanted to know that.

Aaron Bothner:

The holdups with, is it with the architect or is it with the city because the city taking because, you know what I mean?

Kisha Perez:

Mm-hmm (affirmative). So I think it's the architect. Well, it was FDNY at first and then it was given to the architect and now I believe it was the FDNY.

Aaron Bothner:

Okay.

Kisha Perez:

And then lastly, the ribbon ceremony that we're still hoping to have it soon and I don't have any new updates on that this month.

Aaron Bothner:

My favorite item.

Kisha Perez:

Hopefully soon. Very, very soon they started opening restaurants, the school they're opening, hopefully, fingers crossed.

Aaron Bothner:

It will happen, we will make it happen. Any questions for [Zikish 01:00:30] Kisha, was that all?

Kisha Perez:

Yes, thank you so much.

Aaron Bothner:

Great. Any questions for Kisha? Okay, thanks Kisha as always. Okay, I've got this right now. Ellen, you're up.

Ellen Chen:

Thanks Aaron. So the IA data I went into were both up in a dashboard. I know that [Hemit 01:01:06], his team have worked extremely hard with extracting key information from the data in order to adjust instructions per class. And I want to also mention that it's not only them trying to get as much information, but also teaching our teachers how to understand data and apply it usefully, effectively. Rather than just say, "Okay, here's what you want me to present, but I don't really know what they're used for." I think that that's very important, so Kurt, thank you and your team so much. So yes. I highly recommend for the Board to take a look at the data dashboard. I know that we're also trying to get some comparisons for this year as well, is that right Kurt?

Kurt Davidson:

I believe in the data that in support, we were able to fix the formula and things been updated in there, so it should be good.

Ellen Chen:

Thank you, thank you. I will be the first one to check that.

Kurt Davidson:

And thank you to Latoya for that. [crosstalk 01:02:21]-

Ellen Chen:

Oh, absolutely. Thank you so much if she's on. Big shout out. So yes, please take a moment to take a look. The numbers may not be pretty right now. As Kurt mentioned that with this whole remote thing, it's just not working for our kids. But we are we're, well Hemit and his team are working extremely hard to get a better understanding of what needs to be changed in order to adapt to current environments. So if you have any further questions, please feel free to reach out to myself or Kurt.

Aaron Bothner:

One thing I know Malik and I have spent a lot of time talking about is now that we have done this, ensuring that it's consistent over time and so Latoya yes, thank you so much for making sure this is in front of us each month. Though I think what I've passed along to Malik is that a big topic of conversation among Board members over the past year or so has been building out consistent year over year data, a topic that Ellen has not let me forget about, so I appreciate that. So as we build into next year, that's something that a lot of you have talked to me about and I wanted you to know that that's made its way certainly to Malik too. Thanks Ellen.

Ellen Chen:

Thank you very much. You know how I like to bug you when I want to get something done, so thank you.

Malik Russell:

Clearly you did a really good job because that is a large portions of our conversations on tracking the data, so-

Ellen Chen:

Yeah, yeah.

Malik Russell:

... thank you for that, I appreciate that.

Ellen Chen:

No, also Kurt and Latoya for being on the ground to do so, yeah. Consistency is huge, right? If we want to present a convincing story we need to have consistent data. So if anyone were to question anything, we have our answer, right? So that is huge to me and I know that in the long run we'll be better off that way.

Aaron Bothner:

And if we haven't done it already would be good to have [inaudible 01:04:55] get some eyes on this too because hopefully this is going to be a good source of information for the renewal application as we go

here. So if there's anything that we need to be tracking now that we're not, let's get started on that. Okay, thanks Ellen. Anything else of note out of the ed committee that the Board should be aware of in the coming months?

Ellen Chen:

Nope, not at this moment.

Aaron Bothner:

Okay, all right. Any questions for Ellen for ed committee? Okay, great. Shanta, you're up.

Shanta Pressley:

Good evening everyone. All you guys laid back, hi. All right, so quick finance committee update. So general updates, we are at the end of our transition of accounts. So we have been notified by all financial institutions, Chase and Bank of America that Melissa and I are authorizers and signers on all accounts and that Melissa is the authorizer and signer on the Chase credit card. We are also at the end of our Avid integration and we will be live with QuickBooks and Avid as of Monday, March 1st. Another update on the PPP application, last month we were delayed due to account access, but now there is a pause because Chase is not accepting applications until early March.

Shanta Pressley:

So they are waiting on their revised guidance from the SBA. So once that is completed, Fourth Sector, our financial service company will submit the applications, but I will keep you all updated until this is completed and hopefully forgiven. And as the agenda said, I'm giving you a Syracuse University update. So I am proud to announce that we have satisfied the Syracuse super balance for all of our scholars. They are now able to register for any other super offered programs and receive their transcripts with no issues. So I would like to give a big, big shout out to Melissa and Kisha for stepping up and having complete this in a two week time, so thank you both so much for doing that. Any questions on the general updates? All right, so now we will move on to the January financials and we will hear those from Eugene, who is a part of Ford sector.

Eugene Mew:

Good evening everyone. The financials as were reported to the finance committee this past week or as such, cash position as of currently or as of January 31st was \$8.9 million, which includes an investment balance of \$5.2 million. This past Monday we also received the fifth installment of the per pupil funding and that was another \$2.2 million, which adds one that's above the 8.9 million reported. Some of the key metrics to report, the current ratio is 3.65, which is very good exceeding 1.1. The debt to asset ratio is 0.27, which is still very good. The key variable in that component is the PPP loan, which will eventually be turned into revenue, so that will go away. We also have, the school has budgeted, as Kisha mentioned earlier, 676 scholars, but that's a conservative budget because we understand that we expect more than that when we were at 686 as of January 31st, as Kisha reported we're at currently at 684 scholars.

Eugene Mew:

So apparently we have a net surplus of \$1.8 million against the budget amount of \$28000. If we look a little deeper into the statement of activities, we had total revenue of \$8.3 million. We forecast and

we've amended several times, but we expect to receive a surplus in that area alone of \$185000. Salaries and benefits are currently at \$3.7 million. We expect a savings of \$287000 at year end. The other and operating expenses are pretty much in line with expectations and as well as depreciation as well. So we expect and we've amended the budget to expect a net surplus of \$339000, but we've also because of some of our savings that we're recognizing, we expect to expend capital of \$410000, which are primarily computers for staff and scholars.

Eugene Mew:

Looking at the balance, is there any questions on the statement of activities? Looking at the balance sheet real quick, we have a surplus in cash from June 30th to now of \$1.7 million. Again we've received our March and April per pupil funding, which is not included in these numbers currently. So our cash position is very strong at this stage of the game, liabilities are very minimal. Again, the largest number is the PPP loan, which at a certain point in time we expect to be forgiven and will become revenue as opposed to a liability. And that is pretty much all I have for the financials for January. Are there any questions?

Shanta Pressley:

I'd just like to add that, thank you to Ford sector. This is their first month providing financials. They've done an excellent job. We received this same financial report last Thursday and asked a number of questions, not only about the transition but looking ahead and doing a multi-year plan. So with the finance committee, we didn't have any major questions or anything to bring to the Board. So if no one has any questions here, I would move that we accept the January financials that has been shared.

Jessica Boulet:

I'll second.

Anju Khatiwada:

I'll second.

Shanta Pressley:

Thank you news Anju for the second, so I'll ask the question-

Anju Khatiwada:

And I'm an aye.

Shanta Pressley:

... all in favor? Thank you, Anju. Aaron?

Aaron Bothner:

Aye.

Shanta Pressley:

Jessie?

Jessica Boulet:

Aye.

Shanta Pressley:

Ellen?

Ellen Chen:

Aye.

Shanta Pressley:

Tim?

Tim Bryan:

Aye.

Shanta Pressley:

Khari?

Khari Shabazz:

Aye.

Shanta Pressley:

Michael?

Michael Dorrie:

Aye.

Shanta Pressley:

Aluta?

Jessica Boulet:

Reminder-

Shanta Pressley:

Aluta?

Jessica Boulet:

... if people could use their videos please to the extent possible?

Shanta Pressley:

Thanks Jessie. Aluta?

Aluta Khanyile:

I'm iPhoning, I'm sorry. I'm in transit.

Shanta Pressley:

Thank you. And Kamaria?

Kamaria Brisseau:

Aye.

Shanta Pressley:

And I am aye as well. Thank you all so much. Ford sector, thank you for your time. We look forward to the continued partnership [inaudible 01:13:39]. All right, next on the agenda is the investment policy review. So it's our practice to review the investment policy annually in February. So during this review, nothing has changed. However as we transitioned to an independent charter school and on board and Ford sector, we would like to have them reevaluate our investment policy and as they familiarize themselves with the investment portfolio and have access to all the accounts if needed, we will submit a new policy or revisions that can be adopted by the Board. So any questions on that or the review?

Shanta Pressley:

Awesome. So as it relates to the investment policy, I'm asking for two votes this evening, the first one is to approve the investment portfolio and I'm just going to, so it is available. I believe it's at the end of the agenda. So if you haven't had an opportunity, please review it, but I'm just quickly going to give you the options that we have to invest in. I have a list here. So it's US government securities and agencies, interest bearing CDs and savings accounts, commercial paper, state and local government taxable and tax exempt debt, registered investment companies or mutual funds. So this is by law what we are allowed to invest in. So with these being the only instruments, I am asking for your vote to approve the current investment options that are listed within our investment plan.

Ellen Chen:

I'll second that, and I'm an aye, oh.

Shanta Pressley:

Thank you, Ellen. Ready for the question, Aaron?

Aaron Bothner:

Aye.

Shanta Pressley:

Jessie.

Jessica Boulet:

Aye.

Shanta Pressley:

Anju?

Anju Khatiwada:

Aye.

Shanta Pressley:

Tim?

Tim Bryan:

Aye.

Shanta Pressley:

Khari?

Khari Shabazz:

Aye.

Shanta Pressley:

Michael?

Michael Dorrie:

Aye.

Shanta Pressley:

Aluta?

Aluta Khanyile:

Aye.

Shanta Pressley:

Kamaria?

Kamaria Brisseau:

Aye.

Shanta Pressley:

And I'm an aye as well. So thank you so much. My second vote for this evening, I am asking as we've done in the past to appoint the finance committee to serve as the investment advisory committee as well and the purpose of this committee is to review the investment portfolio and ensure that the composition of that portfolio is as we state, it will be within our policy. So just a reminder of who is on the finance committee. It is Tim, Ellen Kamaria, Khari, Aaron and myself. So I would like to move that we appoint the finance committee as the investment advisory committee.

Ellen Chen:

I will second that and I'm an aye.

Shanta Pressley:

Thank you, Ellen. All right, ready for the question, Aaron?

Aaron Bothner:

Aye.

Shanta Pressley:

Jessie?

Jessica Boulet:

Aye.

Shanta Pressley:

Anju?

Anju Khatiwada:

Aye.

Shanta Pressley:

Tim?

Tim Bryan:

Aye.

Shanta Pressley:

Khari?

Khari Shabazz:

Aye.

Shanta Pressley:

Kamaria?

Kamaria Brisseau:

Aye.

Shanta Pressley:

Michael?

Michael Dorrie:

Aye.

Shanta Pressley:

Aluta?

Aluta Khanyile:

Aye.

Shanta Pressley:

And I am an aye as well. Thank you so much and we will keep you updated if there are any major changes to the investment policy, not the investments. What's next? The budget update. So I would say about 89% of the 2021-22 budget is complete. The missing piece is the salary pay scale, which we have previously talked about I'm past months and that is currently being worked on by Melissa and her team. Malik is now on board and fourth sector as well. And as a finance committee, we had a conversation about this at the beginning of the month and we gave some guidance. So I'm sure by April we will see a well planned out budget that we will be ready to vote for in May. Malik or Melissa, is there anything you want to add to the budget update?

Malik Russell:

No, I'm fine, thank you.

Melissa Alston:

[inaudible 01:18:47].

Shanta Pressley:

Awesome, thank you for that. Last thing, strategic initiatives. So as a finance committee, to be honest we've been focused on the transition. So now that we are at the end of that process and getting into a groove, we will start focusing on our strategic initiatives. Once so we can grow a metropolitan soon to be nuance in this generation. So I have had conversations with Melissa and Kurt about short-term and long-term goals. I look forward to having that same conversation with Malik as he gets acclimated into his role, but we have thought through some ideas.

Shanta Pressley:

I have had a conversation with Ellen as the education chair and looked to have a similar conversation with Aluta as external relations chair so that we can engage companies to sponsor programs and scholarships while scholars and potentially to have programs for our parents as well so we can engage them to be a more of an active part of their children's education. So as we come up to a year of setting these goals I hope to have a full plan on how we can implement and achieve some of the strategic initiatives that we set last June. And that is it. Questions, comments, concerns? [crosstalk 01:20:20]?

Ellen Chen:

You've done a lot of work Shanta, you and the team. Yeah, oh yeah.

Jessica Boulet:

I also wanted to say Eugene, I thought that was a great financial walkthrough. I loved it. Thank you so much. Great job, Shanta and the committee and everyone for bringing on you all. Didn't think I would be excited about a financial update, but here we are.

Shanta Pressley:

Thank you so much for that, Jessie. To Ford sector, to Eugene and Rob, they've been on with us since November, December, just listening, but I just want you guys to know that that is the second compliment that we have received outside of a public space, but in regards to the service and work that you guys have been doing. So thank you so much, we appreciate you and it's a great decision bringing you guys on.

Ellen Chen:

Oh yes Rob, thank you very much for really entertaining me with all my questions. Some are hard questions, so I truly, truly appreciate the work that you and your team have put into. And Bob and Melissa, thank you guys again for really working through that pay scale. Very important to keep our quality teachers on and in our school for as long as we can.

Speaker 2:

We appreciate the feedback and thank you very much and this has been like a great partnership for us. It's not often that you get such an engage finance committee and Board and Melissa and her team have been awesome thought partners for us as well. So we appreciate it and we're happy to move forward.

Shanta Pressley:

Right. And I'll also like to add going forward, they're going to start implementing our financials into their model, so we get graphs and charts and stuff like that, so I'm excited for that.

Ellen Chen:

I'm super, super excited for that. Super excited for that.

Eugene Mew:

[inaudible 01:22:44] are coming.

Shanta Pressley:

All right.,So that's it for the finance committee. Thank you all for your time. I tried not to take too much of it.

Aaron Bothner:

Thank you, Shanta And all for taking us through all of that. I only have two things to add mostly to relay conversations that Malik and I have already started to have so folks know. One is around how and when we decide to spend money out of our capital accounts. We all might I'm sure recall that we were having this conversation headed into COVID. We were advised at that point that probably good to hold on any big spends just because we didn't know what was coming in terms of revenue in the years ahead. So that will be revisited, not just as Shanta mentioned by looking at the investment committee, but also through developing a multi-year capital plan for the school. That will take time to get through, but that is where we're headed. With that, Aluta and I caught up briefly this afternoon about fundraising as well, since all of these things work together. Aluta, are you in a place where you want to share a little bit of where we're headed over the next three months or would you like me to do that? I'll take, I'll take-

Aluta Khanyile:

Sorry [Rodney 01:24:15], I'm actually going through baggage claim right now. I'm in the airport, I'm traveling but yes. Aaron, please can you?

Aaron Bothner:

Yeah sure, sure. So we touched on this, I think it was the retreat. We need to adopt a fundraising philosophy as an organization. This is new to us and what that means is there are pros and cons to fundraising. A lot of it's tied up in how you do it, not just in raising the money but also in how we would decide to spend money that's fund raised. So it's just something that we need to align on as an organization. Folks have various degrees of exposure to that throughout the organization. So given that it's new, going to find space to do two things over the next three months, one is to get an introductory level of education out to those who feel they need it on the Board and also in the senior leadership on how fundraising has historically been done in charter schools, what role is played, that kind of thing.

Aaron Bothner:

To be working on that and then secondly, we'll be us adopting a formal fundraising strategy. And so Malik and I, I've let Malik know that that's where we are. I know Malik has some of his own experience to bring to the table there and then all of that would ultimately get vetted. As overall, we've grown accustomed to care, that'll get better through the external relations committee and then ultimately approved by the Board. So that is one of the strategic goals that we set out last June and so we'll be in a position where my goal is that going into the next school year, we know what our fundraising philosophy is at a minimum and how we're going to be using it or at least how we want to think about using it going forward.

Aaron Bothner:

So that is where that's at as of today and that's all I have about that. So fundraising, to recap the two additions I had there, the fundraising conversation is starting with us trying to get a philosophy in place over the next few months. Number one, and number two, thinking through not just the investment policy, but also a long-term capital deployment strategy as well. I know it's not color coded graphs, but it's very exciting, I promise you. Okay, that was actually, Aluta unless you have something to add, no worries if you can't talk right now. That was the external relations update too. So unless Aluta I think is probably good, that brings us to the public comments portion.

PART 3 OF 5 ENDS [01:27:04]

Aaron Bothner:

Good. That brings us to the public comments portion of the evening. Do we have any members of the public with us this evening that would like to address the board?

Dan Pasek:

I'd like 30 seconds or 60 seconds, Aaron, if you got it.

Aaron Bothner:

Yeah. Do you want to do it now Dan? Or is-

Dan Pasek:

I don't know. I don't remember the guest policy. Technically, I'm a guest, but I just want to give you-

Aaron Bothner:

You can interrupt me whenever you... No. If it's topical, that's fine. Otherwise, let me make sure we don't have any members of the public, Sophia dialed in.

Dan Pasek:

Good. Yep.

Aaron Bothner:

Right. As the member. Right. As I said that. So welcome Sophia. Let's see. I'm not hearing or seeing any members of the public with us this evening. So we will move on. Move on into board governance, Jessica.

Jessica Boulet:

The vote. I move to approve the minutes from January and side note for you Kisha. I know I didn't write you back, but I did go in and make the updates on the minutes myself. Thank you.

Kisha Perez:

Thank You.

Jessica Boulet:

But yes. So I move to approve the minutes from the January meeting.

Anju Khatiwada:

[inaudible 01:28:16]

Jessica Boulet:

Thank you Anju. All right, Aaron.

Aaron Bothner:

Aye.

Jessica Boulet:

Shanta.

Shanta Pressley:

Aye.

Jessica Boulet:

Tim.

Tim Bryan:

Aye.

Jessica Boulet:

Ellen.

Ellen Chen:

Aye.

Jessica Boulet:

Khari.

Khari Shabazz:

Aye.

Jessica Boulet:

Kamaria.

Kamaria Brisseau:

Aye.

Jessica Boulet:

Michael.

Michael Dorrie:

Aye.

Jessica Boulet:

Aluta.

Aluta Khanyile:

Aye.

Jessica Boulet:

And Sophia.

Sophia Huda:

Aye.

Jessica Boulet:

Just in time for the most important vote of the evening Sophia. Thank you for your support. All right. So next, executive director evaluation tool. I don't know if there's anything particularly new about this and I think we also covered last month that we're going to be developing one. Aaron, was there something specific you wanted to mention about it?

Aaron Bothner:

No. This is just another name for what I mentioned upfront. This is the thing that's going to get developed over the next few months with Malik. So that's it.

Jessica Boulet:

Yeah. So this may be a standing update. Secondly, reflections on the board self-assessment. I think we shared some of these reflections last month. I don't even know what happened in the last month, what a month. So the governance committee went through some of the top line reflections that we gleaned from the board self-assessment that you all feel about some really interesting stuff that was previewed with you all at the professional development day. But I think at a high level, the board is... We've got our basic logistical and compliance aspects down, we've got a shared vision, we have good communication for the most part.

Jessica Boulet:

And I think looking into the next year on a high level... The self-assessment sort of brought out different ideas and different things that can be taken on at a committee level.

Jessica Boulet:

And so a lot of those reflections are going to be integrated into the committee work. On sort of a granular level going forward. Big picture what I got out of it is that building on the foundations that we've created ourselves over the last year, I think what we'll be doing is clarifying and refining sort of expectations on an individual and a group level.

Jessica Boulet:

So, thinking about how are we defining our trustee role for ourselves, especially given how many organizational shifts we've gone through and are going through even as we... Gone through and are going through generally speaking also. Also continuing education for trustees, what do we need to know to do our jobs better and ongoing reflection.

Jessica Boulet:

Secondly, sort of a concrete planning aspect, like putting together plans for ourselves on the individual level, on the committee level, what does that look like? What's useful and accountability, that's what a plan is for to reflect back on it. And are we doing the things that we want to be doing? And are we on track for that?

Jessica Boulet:

So that's big picture what's going on there and I'll skip down a little in the agenda to the strategic goal update as well, strategic initiatives update, because that is a lot of what the governance committee update is. I think you've all seen what the governance committee has been working on in relation to our strategic goals.

Jessica Boulet:

A lot of that was to do with setting up the PD day, reflecting about whether that's what we want, Constance's leadership on the DEI type stuff is also something that's been a part of governance committee conversations and is very important to our strategic goals and sort of just setting agenda for

the governance committee itself has propelled forward. Like some of those goals that we set out for ourselves.

Jessica Boulet:

So over the next quarter, leading into the June meeting, conversations on the governance committee are going to start to be a little bit more forward-looking and it's like, how are we thinking about setting up ourselves for the next year. As you all can probably tell already from the number of times that, June and next year plans have come up already in our conversations in this meeting.

Jessica Boulet:

So I think that's everything under that. And then a mid-year principal evaluation. We have been moving forward with it, had some great conversations with [inaudible 01:33:43] with Lighthouse, with the governance committee and we're going to be finalizing that looping in Malik and having final conversations around or not final conversations, but connecting all the dots that have been laid out there this month just didn't happen in time for this meeting, but everyone will be hearing about that next month as well.

Jessica Boulet:

And that is a wrap for me. And I think Aaron, that leaves you, unless you have something to add on any of that, with the board statement announcing executive director.

Aaron Bothner:

Okay. Yes. So, the only thing I have to add to that is just like at the school level now is the time to start planning for next year. Now is the time for committee chairs to start planning for next year. So what that means is going back to... So remember it's committee chair's prerogatives to develop the goals for their committee for the upcoming year based on the strategic plan that was passed by the board last June.

Aaron Bothner:

So wherever we are in that evolution for your own individual committee, committee chairs should be looking to go back to that, look at what we've accomplished this year or have not and kind of develop a plan going forward. Ideally, not ideally Jessica developed a tracker about a year ago now for all of that. And then priorities kind of got decided for us starting last March. But we will get back to that. Like Jessica said, we will get more forward-looking here.

Aaron Bothner:

So adding probably details Jessica to comment, as you think through now, how you want to track and kind of the details of that. But, committee chairs start to think through your own process who you need to talk to, what other committees do you need to work with? What needs to happen offline, also with me working with Malik and Kurt and Melissa to go through that process. We've all seen that it takes time to just get through everything that needs to happen there.

Aaron Bothner:

So I would give that some thoughts and reflection and I think maybe Jessica, by March, we can have more details or have that tracker back in front of folks.

Aaron Bothner:

So people at least know what we're talking about here. And as soon as we can get that incorporated, that'd be great. The goal would be that's in front of the board every month. So we're spending less time in the meeting and actually talking about just status updates and more time on anything of substance that we would need to address. And that's how that'll be used going forward.

Aaron Bothner:

So it has been a year. So I figured I would just get everyone up to speed, but really just want committee chairs, especially since you've all been in your roles now for almost nine months to be thinking about that. So that either committee chairs who are continuing next year or you're ready to go as of July or you're ready to pass the baton to whoever will be coming in next, which we'll start to have those conversations over the next few months too.

Aaron Bothner:

So that's it to add. Thank you for thinking about how to turn what Jessica said into action over the next few months. So that we hit our objectives.

Aaron Bothner:

The last piece of this is a board statement. So Malik, Kurt and Melissa have been working through communicating with all of the schools stakeholders about Malik joining the school including I believe a town hall that was held with staff within the last couple of weeks. Someone correct me if that's wrong.

Aaron Bothner:

But what I do want to do just from the board is issue a joint statement with Malik to the school community, just announcing he's here. That is linked in your agenda up above, under the executive director update. So if you didn't get a chance to look at that, if you could do so briefly, but I just want to get a board vote on that so that Malik and I can go ahead and sign that and get that ready to go.

Aaron Bothner:

The other thing that I wanted attention in conjunction with that is the reminder to everybody that our hearing got scheduled a little bit rapidly, but did get scheduled for next Thursday. I'm sorry, not hearing, the public meeting got scheduled, which is what needs to happen before we go in front of the Board of Regents to approve the material changes that we're making this year. So the shift away from Lighthouse, the addition of an executive director being the main two.

Aaron Bothner:

So that is coming this Thursday, Melissa, Kurt have done a great job, organizing all the details for that. For board members who would like to be there, Melissa has already put that on your calendar. It's just an observation. So as show of support kind of thing, Anju and I will make a brief introduction, but most of the talking and it's very fairly brief this, the school presents for about 10 minutes. Most of that will be led by Kurt and Malik.

Aaron Bothner:

So if you can make it next Thursday, it'd be great to have folks there. And that will be a critical step towards formalizing all this. Any questions about all of that?

Aaron Bothner:

I think for most of you, I introduced that that was going to be happening at the international development earlier in the month, but those are really the last two steps in the process here. And of course, Dan and [Nora 01:39:48] will be at there and Nora has been in every step of the way, has a lot of experience with this.

Aaron Bothner:

Okay. So any objection to taking a vote on me signing a statement on behalf of the board, just announcing that the addition of Malik to the school and that we're excited that he's here? Okay. So a proposal to allow me-

Jessica Boulet:

I have a question.

Aaron Bothner:

I knew it. I saw that look on your face. What's up?

Jessica Boulet:

The look where I'm looking for the unmute button?

Aaron Bothner:

That would be the one.

Jessica Boulet:

I was wondering in terms of our messaging. In this letter, Mr. Russell served as a successful turnaround principal at a well-known Brooklyn-based charter school network. That's awesome, obviously, but is that in line with how we've been messaging in general? Like, I don't know, transition away from Lighthouse and that kind of thing?

Aaron Bothner:

Sorry. I'm fighting technology. I think that that's more speaking to his experience-

Malik Russell:

I can-

Aaron Bothner:

Yeah. Go ahead Malik.

Malik Russell:

I mean, if you think that it does because it wasn't meant to imply anything about, it was more just, "Hey, here is just kind of a resume talk through his educational experience in different situations." It wasn't in any way meant to... So as I think, like I said he co-founded two highly successful schools just wanting to give like a myriad of experiences.

Malik Russell:

But if I can obviously take that out easily if you think that implies something that was more just talking about varied skillsets within the educational space.

Jessica Boulet:

I guess for me, I definitely love that part of your skill set. Obviously it's a great thing to advertise. It was just the phrasing that struck me a little bit like that. I don't know if anybody else feels anything about it.

Aaron Bothner:

It sounds like that's an easy tweak. So we can minimize that in the final wording, Jessica.

Jessica Boulet:

Sure. Yeah. Or rephrase or anything. I don't know. Yeah.

Aaron Bothner:

I see what you're getting at. Yeah. That's a good point.

Jessica Boulet:

Cool. Thanks

Shanta Pressley:

Quick question. Are we still using Lighthouse? Can we drop Lighthouse and just use Metrolopolitan?

Aaron Bothner:

For this school year, we are still operating under that name. That is tied to the... But we need the Board of Regents approval, Shanta.

Shanta Pressley:

Yeah, true. Okay. Thanks.

Aaron Bothner:

Okay. If there's anything, any other word smith or anything like that, feel free to ping Malik and I but otherwise in general, this is the sentiment we want to capture. Is anyone not comfortable moving to vote on that at this point? Okay.

Aaron Bothner:

So a proposal to authorize me to sign a statement on behalf of the board.

Anju Khatiwada:

I second [inaudible 01:43:48].

Aaron Bothner:

Thanks Anju. I got to go through folks. Jessica?

Jessica Boulet:

Aye.

Aaron Bothner:

Ellen.

Ellen Chen:

Aye.

Aaron Bothner:

Khari.

Khari Shabazz:

Aye.

Aaron Bothner:

Shanta.

Shanta Pressley:

Aye.

Aaron Bothner:

Tim.

Tim Bryan:

Aye.

Aaron Bothner:

Kamaria.

Kamaria Brisseau:

Aye.

Aaron Bothner:

Michael.

Michael Dorrie:

Aye.

Aaron Bothner:

Aluta.

Aluta Khanyile:

Aye.

Aaron Bothner:

And Sophia.

Sophia Huda:

Aye.

Aaron Bothner:

Great. Did I miss anybody? Any abstentions? Any objections? Great. Okay. All right. Jessica, if there's nothing else for you, I wanted to give Dan the opportunity to jump in with his updates too.

Jessica Boulet:

Yeah, absolutely. I'm all done.

Aaron Bothner:

Great.

Dan Pasek:

Thank you, Jessica. Thank you, Aaron. Every month leading up to your September 30th renewal, which is seven months from right now, we want to stop in and give you an update on what we're hearing with the first decisions. Late February, where the first decisions not by your authorizer, but the first COVID renewal decisions with no scores and that's important to you and to everybody.

Dan Pasek:

So you'll be a COVID decision with two sets of no scores in large part, none in 20 and scores in 21 that might be for a test that is taken after you turn in your renewal or something if they delay it to the fall. So I think the validity of the 21 tests will be questionable at best for the authorizers to make hard and fast decisions on.

Dan Pasek:

So in large part, we're looking at this as despite the fact that you might sit for some tests that counts for the 20, 21 school year. It's not going to be heavily weighed in your renewal decision. Meaning your 2019 scores will be missing two follow-ups in large part to go right into your renewal decision.

Dan Pasek:

So what will become important with two sets of scores missing what we've heard so far and seen so far have been lots of questions about enrollment. I think Kisha was talking in her enrollment report about where have the students gone or where are we? So there's going to be a lot of talk about how many students do try to enroll for the next five or six years, certainly the size of your school and marrying that with finance. So that's obviously a big executive director tasks front and center for Malik to begin working on if he hasn't already.

Dan Pasek:

And the other thing would be, what are you going to look like after COVID? I think somebody mentioned that some schools, Aaron are going to need to present data that COVID learning. We did lose a lot of ground during COVID learning for a variety of reasons. Some populations don't live and work at home as well as others and yours might be one of them.

Dan Pasek:

So if that's the case, then it's up to Malik and the team to really bring back with real gusto in this renewal application. What exactly are you going to look like for the next five years when you do return, how fast you're going to be able to catch kids up and how are you going to use your newfound resources that you should have to really move the school into a higher achievement spectrum, which we've talked about since we first met last summer.

Dan Pasek:

So far it's been enrollment and it's going to be about what the condition of new Austin next generation will be when they get there in October 2021 for their visit. The renewal application will be submitted September 30th. It'll be full of great information, not too much on the past, but quite a bit on the last year we've all spent together and certainly about the future, but really for the authorizer, they're going to have to see something really strong on the ground when they get there in October because no renewal application ever compares to the visit lately.

Dan Pasek:

So the visit in October will be largely what you're going to inspire their confidence with. I'll update you each month for two minutes or less. And if anybody has any questions, I'll certainly answer them now or next month.

Khari Shabazz:

Hey Dan, this is Khari. Have you seen what you would consider a quality post COVID plan, in terms of language have you seen anything on that you think you'd want to share, or do you have any thoughts on what that should look like? I mean, you might not be able to answer that right now, but in terms of the planning part, but have you seen any language that looks solid to you?

Dan Pasek:

Yeah. The last two have been better than the first two. So yes, I will share and I always will always will share and they would want me to share, frankly, it's good for their business to share that. So I'll share with you the whole board when I tighten up the language a little bit and make sure I've redacted certain things, the best plans we've seen in terms of who comes back.

Dan Pasek:

Well, they both happen to be Khari schools that... One actually did probably better than anybody I've seen in New York city about handling COVID, attendance and tracking and keeping kids engaged. And the other was, pretty much a colossal failure in their own words. And they said we have to come back differently. So that's a great question and we will get you that. And we owe you that

Malik Russell:

I would say this to continue on that same point, the ones that you felt were less impactful and less powerful, what would you use to describe them?

Dan Pasek:

Very mundane Malik. Things that you would populate with anybody's plan about kids need to see their teachers. I don't mean to be too hard on them, but everybody says those types of things kids need to see their teachers. They need to be with their friends. That's not a plan.

Dan Pasek:

A plan is a master schedule that has a different set of... I went to the accountability committee meeting last week [inaudible 01:50:16] and we talked a little bit of in terms of how I believe that school's going into their September, excuse me, their October visit with this authorizer would be smart to not really look like they ever stopped in June. Offer some sort of really aggressive summer school that looks more like an Academy that's voluntary, but not so much voluntary.

Dan Pasek:

You're coming here to get caught up type of thing. Not really, you can't really couple data that Kurt could show data that says this didn't go super well. Our kids didn't necessarily do well at home for these 12 or 13 months or at that point 18 months almost. And then we took the summer off at 21. It's probably not going to be a great look.

Dan Pasek:

So, Malik you and I can talk about that with Kurt and Melissa, about what plans we put in front of the boards are you put in front of the board with our assistance to say what are the best renewal candidates probably going to do this summer and they're probably going to stay in session for some large part of it.

Dan Pasek:

The other answer Malik would be that the other low hanging fruit that schools have submitted that they didn't get much of a good emotional reaction from the authorizers. So far I talked about the master schedule, but they had exactly the same master schedules in the past. So they basically said, "We're just going to roll it out and roll up our sleeves and try harder and catch up, but it's not going to work." And I think the authorizer sees right through it.

Khari Shabazz:

Would they be impressed with a social emotional plan to go with that COVID plan or are they were strictly looking at academics and logistics?

Dan Pasek:

No, I think if you already have an SEL program, that's pretty well regarded then dropping it and saying we got to go, all academics would be more problematic than anything. So I would keep that in there, the bluff or the red flag for the authorizer is when a school that does no SEL at all, all of a sudden wants to do it next fall and all of a sudden overnight can be good at it and it's not going to fly.

Dan Pasek:

So I would encourage New Austin considering you have a fairly substantial SEL approach is to come in hard with both an academic shifting in the schedule and to say we're also going to have to be there for kids, because they're going to be in some sort of mild shock to come back to school after almost a year and a half off. So it's another good question, but if you do it well already keep it in there, but you're going to have to couple that with some really strong academic plans. Probably starting more like July, rather than September.

Dan Pasek:

Malik. We're going to spend a lot of time on this one. Okay. I know-

Malik Russell:

I'm already caught up. I was going to take more time on it, but I can't wait to start talking to him about it. Appreciate it.

Dan Pasek:

All right. Thank you, Aaron,

Jessica Boulet:

If I may ask Dan, I know that you've mentioned that we have as a board, a branding conversation to have about the school. Is that upcoming soon? What can we expect in this next month on that?

Dan Pasek:

Yes. I would love to have that branding conversation about how you would like to identify your school to your friends and colleagues. If you stood outside on the street and said, "That's your school, what can you tell me about it?" What I'm going to push you and I'm sure you want me to push you is a renewal brand is something that has some real traction behind it.

Dan Pasek:

So it's not a school where the kids try hard and those types of things, it's got to be something that you are really known for that other schools don't obviously do. These examples are so important for the renewal because we watch this re-authorizer behavior all the time and because I think you need it for yourself as you start a new school as an independent. You can be a brand to Malik directly.

Dan Pasek:

I would say the Success Academy Charter Schools are Malik, their brand is success. I mean, quite literally, they do well. And they are unapologetically saying, "Our thing is we do well." Well, when you don't have an obvious academic record of accomplishment, I'm talking 80 and 90% passing. And you're more with the rest of the pack. You're going to have to identify to the authorizer as something. Something's got to stand out so you can recruit teachers and other board members who believe in it.

Dan Pasek:

And the reason I push people on the brand thing so importantly, is because people start to get very tired and apathetic after years and years of not having one. It just becomes tough to just say, what is the real difference between our school and the high schools around us, or the, excuse me, the kid that [inaudible 01:55:17] around us.

Dan Pasek:

I mean, do we really separate ourselves from the pack and as your renewal consultant, and now that you have an ED, I will say that it is probably one of the most important things we can talk about in the next 30 days. Is to say, "Are we going to be a college readiness school with great outcomes that we can help you at pass consulting define what great college readiness looks like? Are we going to be a high-end social, emotional learning environment where kids are doing civic projects and things like that?"

Dan Pasek:

It's got to be something. And we're still searching for that. And you have a great excuse not to have that written down at this moment. It's because you've been pretty busy. So yes, Jessica, in the next 30 days, I would love to start that conversation and whatever committee you'd like, and we can help you work through that with Malik.

Jessica Boulet:

Yes, so...

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Dan Pasek:

We can help you work through that with Malik.

Jessica Boulet:

Yes, so we have a Board that's all very excited to talk about that and is going to show up with lots of ideas. So just putting that on people's radars for this moment that that's happening this month.

Dan Pasek:

Thank you. Thank you for doing that and advocating for that because it does need to happen.

Jessica Boulet:

Does anybody else have anything, any questions for Dan on this topic, any of the topics he covered? Then to tie up the governance committee updates, I know Ellen had asked to move her strategic goal quarterly update down to the governance committee section, so Ellen take [crosstalk 01:56:58]/

Ellen Chen:

I am new to this new format, so all right, now I know. Thank you, Jessie. So just want to give the Board a heads up here. I recently had the opportunity to talk to a good friend of mine about our school and the timing aligns with him wanting to raise funds for an athletic event that he's participating in. So he's open to support our school and has requested us to provide a proposal and I thought that this would be a great prototype for us to use as a start to really get into the process, the protocol of how to fundraise as a newly independent charter school.

Ellen Chen:

So I have asked, I know Kurt, Melissa with their wishlist from last year that we put a pause on, to really rethink through that list and have asked Dan to provide us a learning deck of what fundraising should be

like for charter schools? What is our philosophy? What should be our target or goals? So that is coming up in the next couple of months, so I'm really excited to start this. And then this will be a great framework for any external relations projects in the near future.

Aaron Bothner:

Thanks, thanks Ellen. And thanks for bringing the opportunity to the organization. This just popped up within the last 48 hours, so a little early in the game to give a lot of details at this point, but folks know where we're headed and what better way to do it then than by actually just rolling up our sleeves and doing it, so?

Ellen Chen:

Absolutely.

Aaron Bothner:

All right, okay. That is going to bring us to the end of the public session for this evening. So before I am going to propose an executive session for the Board of Trustees. Before we do that, is there any portion from senior leadership or otherwise that's on, excuse me. Is there any question, is there anything from senior leadership or any stakeholders that are on that we need to address right now?

Aaron Bothner:

All right, folks. Tribute to You All, that is a very welcome development that we are ahead of schedule significantly this month. So want to thank everybody, all the committee chairs for all the work that you do to get prepared to get here for senior leadership for everything that's happening behind the scenes right now to make the transition back into the school. Any change is a tall order, starting with getting out of bed at 6:55 so you can roll into the school at 6:59, based on Kurt's timeline. And otherwise-

Kurt Davidson:

[inaudible 02:00:30] with a five. I know. Jessica, my feelings exactly.

Aaron Bothner:

So we will, like I said, lots of exciting stuff to come. Everyone's done a great job being proactive in their communication to me, please continue to do so. You know that I will call you back as soon as I possibly can and otherwise have a great evening and have a great month as we welcome spring. For the Board, I'm going to propose, give me two seconds here for me to get the language up. Going to propose for us an executive session, that we move into an executive session. Our proposed executive session for discussions regarding proposed, pending or current litigation relating to litigation threatened by a former employee. Do I have a second for that motion?

Ellen Chen:

Second and I'm an aye.

Aaron Bothner:

Thank you, Ellen. Jessica?

Jessica Boulet:

Aye.

Aaron Bothner:

Shanta?

Shanta Pressley:

Aye.

Aaron Bothner:

Tim?

Tim Bryan:

Aye.

Aaron Bothner:

Anju?

Anju Khatiwada:

Aye.

Aaron Bothner:

Khari?

Khari Shabazz:

Aye.

Aaron Bothner:

Kamaria?

Kamaria Brisseau:

Aye.

Aaron Bothner:

Michael?

Michael Dorrie:

Aye.

Aaron Bothner:

Sophia?

Sophia Huda:

Aye.

Aaron Bothner:

Did I miss anybody? Any objections? Any abstentions? Okay, Ellen-

Jessica Boulet:

Aaron? If you could just make sure to send the exact language of that motion to Kesha? If you haven't already, that'd be great.

Aaron Bothner:

Yes, I will do that. Thank you. Let's see Ellen, do folks have an executive session login?

Ellen Chen:

Yes. I believe you guys all should have that in your inbox.

Aaron Bothner:

Okay, great. So if you're not joining us, have a fantastic evening. Thank you so much. I'm sure you'll hear from me in the next week. And if you are, I'll see you over at exec. Melissa, let me make sure. I'm sure. Let me make sure I've got this...

Aaron Bothner:

Stop here. Where is, there we go. For some reason, the control pane is not popping up, but are you showing as a? Okay.

Melissa Alston:

[inaudible 02:03:11].

Aaron Bothner:

Perfect. I'll talk to you tomorrow.

Melissa Alston:

Thank you.

Aaron Bothner:

Have a good night.

Melissa Alston:

Good night. (silence)

Aaron Bothner:

Thank you everyone for your participation over the past month. As I shared to open the meeting, but I'm going to remind everybody again, communication structure going forward, kindly let Anju and I know of anything that doesn't require immediate attention with Malik. We'll continue to bring it up on our weekly check-ins. Hope to get some of you individually involved in those as topically makes sense, so that'll be coming too. As soon as we wrap up here, I will send to the timeline and the resource

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document, what have you that I referenced. At least everyone has a concrete example of what we're talking about and otherwise Malik is going to start to schedule the informal conversations in the coming month. So that is where we're headed from here. Any questions before we adjourn?

Jessica Boulet:

Did we vote to come out of executive session?

Aaron Bothner:

No, I will do that. So one proposal is a vote to end executive session.

Shanta Pressley:

Second.

Jessica Boulet:

I think I can vote aye for that, despite the verbiage.

Aaron Bothner:

All those in favor.

Kurt Davidson:

Aye. [crosstalk 02:21:59].

Aaron Bothner:

Any opposition? Any abstention? A proposal to adjourn?

Shanta Pressley:

Second.

Kurt Davidson:

Second, aye. [crosstalk 02:22:07].

Aaron Bothner:

Have a great evening everybody, I'll see you all. [crosstalk 02:22:11].

Shanta Pressley:

Bye.

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