

Aaron:

Good evening. Giving folks a few minutes here to get logged in. And as soon as we get to quorum, we'll get rolling.

Latoya:

Good evening, everyone.

Aaron:

Thanks Latoya. I'm glad I'm not just talking to myself over here.

Latoya:

No, Aaron. I'm here

Aaron:

Can always count on you.

Malik:

Hey, Latoya, thank you for turning on your camera. I felt lonely.

Latoya:

Hi, Mr. Russel.

Aaron:

I'm going to intentionally keep mine off now.

Malik:

I wanted that. I wanted that response. Oh yeah, I was expecting it from Kahari, but I wanted that response. That's the kind of space I was looking in.

Aaron:

Kahari didn't blink. I don't know if I'm looking at his picture.

Malik:

Oh, he blinked. He blinked.

Aaron:

I know we're I think a little bit shy of quorum at the moment. Do you want me to run through agenda and hold off on kicking off like we talked about? Or how would you like to work this?

Malik:

Yeah, let's just start on agenda. We'll hold off on kicking off a little bit. And then hopefully as we get quorum we'll do the official start and we'll go that way.

Aaron:

Okay. And Melissa and team for what it's worth, this worked flawlessly. I don't know what the fix is because it still says Matt LCS on the URL, which is what I thought the problem was. But whatever you did looks to fix that, so thank you for getting that resolved.

Malik:

We just yelled at the computers for long periods of time and they worked.

Aaron:

That's my strategy usually, but for some reason people don't like that. So before we jump in here, I'm going to run through a couple, I think changes in approach to the board meeting. But I'll wait to do that till we have a few more folks here. So in the meantime, I will go through the agenda here quickly. So usual cadence for the evening, there are four typical opening items with a slight update and change to the reflection that we've been starting with. We'll move into the school update hearing from respective leads of the various departments on where we're at on major items. For the board, either ones that require current attention, a few that will require attention I think later this year. Finance committee through educator through external relations committee updates will follow followed by public comments, a few governance items. And then what I think will be probably a 15 to 20 minute executive session and we'll close out. If anybody had anything that is missing or otherwise they feel should be added here?

Aaron:

Okay, great. And then Sophia will be here shortly. Michael said he's in a zoom where he doesn't see anyone. Melissa, maybe if you want to resend him the link or have somebody resend the link. I'm a little confused why Jessica's not on video because I recall her talking about how important video is for our governance obligations.

Jessica:

The meeting hasn't started yet.

Malik:

Fire. You don't want that smoke, Aaron. You don't want that smoke.

Aaron:

Always with the technicalities. Let's see here, all right, I'm just doing a little outreach here. I know Ellen was not able to make it in and Constance will be joining us a little bit later, so those two I know. Okay, Kamara should be here any second.

Speaker 1:

Hey Melissa, here's a question for you while we're waiting, what was the name of the gentleman that was helping us with the tech stuff, that helped set up emails and all of that? Is he the person to reach out to still for calendar issues? Because I want to share my Nuasin calendar with my work calendar and I can do that, but I cannot see ... it just says busy. It doesn't actually show what the events are. Is there somebody I can reach out to for that?

Melissa:

Yes, that would probably be the person, but we have a tech person in house and I'm happy to set up a meeting where he could, instead of having so many back and forth things, he can kind of like help you with that.

Speaker 1:

Cool.

Melissa:

Is it best for him to email you or call you?

Speaker 1:

Yeah, email probably.

Melissa:

Of course, he'll email you tomorrow.

Speaker 1:

Cool, thanks, Melissa.

Melissa:

Of course.

Aaron:

Okay, 1, 2, 3, 4, 5, 6, 7, 8. All right. All right, folks, that brings us to quorum. So I'll officially call the meeting to order. It is 6:40 PM. Good evening, everybody. Welcome to the September 2021 board meeting for the Nuasin Next Generation charter school. We already reviewed the agenda, so folks who have any comments on the agenda, put them in the chat. Otherwise we're going to get rolling here. We're starting with our usual opening here with a couple revisions.

Aaron:

So first of all, I wanted to just talk more generally. I have what I think is going to be good news for everybody here. You've had the extraordinary sacrifice of having to listen to me talk a lot for the last 24 months, and I'm going to be doing a lot less of that. So more of the facilitation as you probably have noticed is getting turned over to Malik to really be running the meetings, which is a much more, I think, traditional way of handling a board meetings. That allows me, of course, to participate and allows you to not hear from me all the time. So just so folks know that that's happening and why that's happening. So Malik will be a lot more involved in setting the agenda and figuring all that out. So any agenda discussion items, things like that you have going forward, please make sure that they go to him and feel free to CC me so I'm in the loop and making sure that everything is coordinated across board meetings, but that's going to be kind of more where we're going from here. So we'll be working on that transition.

Aaron:

And then with that, we are also transitioning in if you saw the agenda, well I hope you saw the agenda, for this board meeting I had Malik and team add our new mission and Malik's three pillars to the top of this so that we're always grounded in who we are as an organization and why we're here and what we're trying to accomplish. So as we've been doing, we're going to start off with that reflection, but we want to make sure that we're grounding that now in our new Nuasin mission and pillars, so we're going to do that. Malik asked me if I would kick off that new framework today, which I was honored to be asked to do. But before I jump into that. Malik, anything to add on how we're going to approach board meetings going forward or anything I just touched on?

Malik:

No, I think you kind of touched on most of the things. I do want to talk about the opening. The opening going forward will be an opportunity for [inaudible 00:15:20] where we get a chance to read silently as a group, the mission and focus on what that mission is. One board member per board meeting well then be assigned one of the pillars and to think about what resonates with that pillar for themselves and their own life, as well as for the school and as a board member. And so the idea is to kind of constantly going back to the mission and the values to make sure that we are always looking at the map as we try to steer our course. And so that's kind of what this is going to be. From the agenda standpoint, please bear with me, I'm trying to make sure that transparency and clarity are up front and obviously feel free to reach out with any agenda items that you want in advance and also feedback on things that you want in the future.

Malik:

So with that, I think Melissa, if you can share the screens or if you see the mission and everybody just take one minute to kind of read the mission and just think about it. Okay, all right. That's one minute. Appreciate you taking that time. And Aaron, if you would now, Aaron has graciously agreed to be our Mayflower of sorts, I'm sure he likes that name. And if he could read, he is going to do rigor. So if you could read out the pillar of rigor and then kind of discuss those with us what kind of previous discussed. Appreciate that. Thank you.

Aaron:

Sure, yeah. So rigor, we use the word rigor not in the stringent or inflexible sense, but in the sense of an unyielding need to challenge and push our students because we understand and believe in the potential, talent, and ability of our scholars and community. We challenge our scholars to build their confidence and help them realize what they can achieve. And so I want to talk about a couple of pieces of language in this that resonated with me, and then what I think this means for me as a board member, as part of our organization. So the two words that jumped off the page are inflexible and unyielding. And I feel like the concept of rigor is often talked about on a spectrum that goes from free flowing to rigid, where rigid is considered rigorous and free flowing is not. And to me, unyielding, inflexible and free flowing, i.e., empowering, creating community, creating confidence in our students to me are actually two truths that are true at the same time.

Aaron:

And so what I love about this definition is that I think it brings all of that to life and gets away from the past ways that we've had to think about rigor in education that just are inaccurate and don't allow for a truly rigorous experience for kids. And I think that that's really critical because when you dig into, and the greater kind of meaning of that to me, is that when you dig into what rigor is, and you look at all the

frameworks that are out there for it, typically the piece of cognitive ability that is at the highest of the rigor scale is creating. And creating is something that is producing something new. And I know I'm stating the obvious there, but the reason that's important here is because we are creating something new. There is not an education system that our students have seen that is equitable, that is why all of us I think are here.

Aaron:

And what is so great about this definition and the use of rigor is that in order to create something new, we as adults, we as board members have to create something new and have to be rigorous in our own thinking. And that by doing that and by doing in our own roles, whatever role that may be, we're actually modeling that and doing that alongside our students. So all of the reasons we've had not to do rigor in the past, just aren't true and this definition and our pursuit of it is wrapped up to me in our larger mission of being an equitable school in an inequitable system and making that system more equitable over time.

Aaron:

So I was very humbled that Malik actually asked me to talk about this one, because it's one of personal importance to me just because I want to re-imagine rigor and what it can truly mean for kids. In terms of what it means for me as a board member, I think that it means three things. I think it means in my role, I need to be a really good listener. I need to think harder and I need to prepare for board meetings. So when I talk about listening, our job as board members involves listening to a lot of different stakeholders about the day-to-day of the school. So we're not there on for as much stuff, and so the first part of my job involves being a great listener and a rigorous listener, so that I'm really understanding what is going on so that I can make the best decisions in my role that I need to make. When I say think harder, I mean hard challenges, creating something new require harder thought, requires you to dig in, requires you to re-imagine things, repurpose things, be open to new ideas, engage with the people around you who might be talking about things that you've never thought of before in ways you've never thought about. And that's a really powerful thing.

Aaron:

And then the last part is prepare. And this I think people have heard me say more, but we have to do the little things as board members. We have to read the agendas. We have to make sure we read the minutes, which I know everyone is on top of here. We have to make sure we read the board members and read the board materials in advance, and we ask questions in advance. We have to do the little things that board members are required to do in a rigorous way so that all this comes together. So rigor from board member all the way throughout the organization to student all happens in an ecosystem and all happens together. And my hope is that each of us in whatever our role is, wants to be the best example that we can be of rigor is so that our students see it and learn from it.

Malik:

All right, thank you. I appreciate that. As a Mayflower, you did a great job. We do appreciate the thoughtful nature and really thinking about both the mission and the pillar. I do think it's important for all of us always think about a personal why and thinking about how that helps us in our role. And so I do appreciate that as well as obviously how it affects the school. Okay, so I think now we can go to the calling of the meeting to order if you'd lead us in that. Aaron, do we need to officially call the meeting to order? You're on mute.

Speaker 2:

He already called it.

Malik:

Oh, he did. Okay, sorry, I apologize.

Aaron:

Yeah.

Malik:

All right, so then we can go straight to, they've had a school update, which is going to be started by me. The first portion is going to be kind of five pieces I hit on today. The first part is going to be a renewal update, a quick evaluation update, then a succession plan update, and a staff update and a data update. So on renewal, which is obviously on top of minds of everyone, the dates have been somewhat finalized. We've got a lot of different movement from Lori and the DOE charitable association, but we believe that there's going to be four days, the 15th, 16th, 17th, and 18th. The 15th there's going to be a virtual visit with the sped team. The 16th will be in-person visit as well as the hearing. The 17th will be a virtual leader visit, a follow-up as well as the board meeting we have and additionally the board interviews, which we'll be doing that same day. And the 18th is now going to be a virtual debrief next step and follow up. And so that's what we currently have, but once everybody just maintaining being flexible and something that we've got a lot of changes, especially recently. So we just want everybody to kind of know that that's on their board from 15th to 18th of November. That's when all the activities will be occurring.

Malik:

And one of the things that we decided to do as a group is do some pre runs, three pre runs with our staff and teachers. We know Kurt has been through the process before and knows the questions that are going to be asked. And so we are going to kind of do a dry run regarding those questions with both leadership and teachers, to make sure that we really feel good about going into that more. Does anyone have any questions regarding the renewal and or information updates? And also Kurt and Melissa, Keesha, anything to add on let me know.

Speaker 1:

Not a question, Malik, but just a FYI for board members. We're also going to have just kind of informal meeting where we will talk through what that looks like for us when we meet with, I think it's going to be Laurie. It was Laurie last time. Tim, myself, and Aaron have all been through it, so we kind of know what questions are asked. So be on the lookout for a note from me. We'll have that set up at some point prior to November 15 through 18.

Malik:

I appreciate that. I think that makes a lot of sense as well.

Aaron:

And for board members, I think Melissa already sent around calendar invites, so just flagging that for everybody. It does run into the holidays and I know that scheduling time gets busy, so just kindly try to

be mindful of that. The more board members we get to the interview, the better. This is one of the few touch points, if the only, the authorizer has with us to route any particular charter term.

Shante:

If we are virtual, is that okay or do we need to be in person?

Speaker 1:

It's virtual.

Aaron:

The whole thing is actually virtual, Shante, this year. Yeah.

Shante:

Great, thank you.

Malik:

All right, great. Appreciate that. Appreciate your thoughts. And we will be continually giving information both at board meetings. And if something comes up, obviously we'll do it between board meetings as well, because obviously it's something that's top of mind for us and we're very focused on it. The next thing I want to go to quickly is the evaluation process. I know that we had an opportunity to vote on and pass the evaluation tool regarding my evaluation and also leads into the principal evaluation, leader evaluation and teacher evaluation, and those are all in process. To give you idea of what timing was, the original timing was this month, but based on the timing of us having a chance to one, present that to the board, but also spend some time with Aaron and Jessica from the governance committee.

Malik:

The first touch point that you'll see as a board will be in the October board meeting. And that will be the narrative, the same schools that we've kind of discussed as well as the priorities for the three priorities for the year and the outcomes that are associated with those priorities. And so just want to put that so that you guys will be seeing some version of that at the next board meeting and more information regarding confidentiality and how we discuss that and visit with that will come prior to that. Obviously we're working closely with Aaron and Jessica, especially Jessica from the governance committee, as that will be her primary focus. She'll be the lead on that portion of it.

Malik:

Anyone have any questions regarding the evaluation tool or the process as we go forward? I'll take silence as a no, which I like that always. Next I want to ...

PART 1 OF 6 ENDS [00:30:04]

Malik:

Which sound like that always. Next, I wanted to talk about the succession plan update. I know this is something that's been on the board's mind and it's something that's on our mind. And so today is going to be the first portion of us kind of introducing you to the board and kind of our thoughts about how we want to approach it as an organization and why succession planning is important to us and kind of what

thoughts we have as we build a strong structure to make sure that we have strong succession plans throughout the organization. And that goes from a board level to a legal level, to a executive director level. And so want to kind of just talk to you about why it's important us, how we're approaching it, and give you a timeline of when you will see a version of succession plan for you to have a chance to socialize as well as vote on.

Malik:

Okay. So the first slide, thank you. So what is the importance of a succession plan? And so you know this is really important to me, because I went outside of my three rule and went to four. So, that's always a big deal. And so the first one truthfully is development, right? As an organization, growth of development is fundamental. What do we do? Not only to create, but to maintain, we must make sure that we are able to sustain excellence throughout [Nuasin 00:31:28]. And part of that, meaning that we need to obviously identify great talent, [inaudible 00:31:35] develop that talent. And also this is something that I think Khari will definitely recognize, this idea of making sure we are in the talent multiplication business. Scholars are at the root of everything that we do. For us to make sure that they grow and have all the opportunities, we need to make sure that the development and identification are at the forefront of that, or of our talent.

Malik:

And so the second reason why it's really important to us is that we are forward looking. Next generation is not just an add-on. One of the things that I think kind of always kind of resonated with me was this idea of, it's not just about starting something, but about continuing something going forward. And so making sure that there's a legacy for our scholars and for our families and in [inaudible 00:32:27] community that goes way beyond us. And so as we are obviously focused on the present, which hopefully our conversations do, we simultaneously have our eyes fixated on the horizon and looking for the best talent and the best innovation that we need. And so we are always looking for our mission and for the lawyers out there, we are not literalists.

Malik:

We know that our mission is one that kind of goes throughout time, and that needs to be thought of in different context of the world that we're in. And so we need to like make sure that we aren't just looking at the words of the mission, but how they live in the society and the context that we live in. And so part of, "we are forward looking," [inaudible 00:33:06] looking at how our mission grow as our community grows, as our school grows, and in looking for that. And so that succession plan is part of that. Thinking about who are the right people for the next step is really important to us.

Malik:

Culture. As a culture. I think if you aren't thinking about succession, if you aren't thinking about who are the next great talents that we want to push our organization, then we aren't getting the best. And so we need to make sure that we have a culture that every leader in the building, every person in the building, knows that we are about innovation, creation and looking forward.

Malik:

And part of that means that our general job is to make sure that we are identifying, developing, and retaining great talent. And we need a culture of that, which actually pushes everyone to be their best and push forth their best ideas. And then last, not least, it's about the mission. We hear about all the

people, but it's about the mission. For this mission to live in multiple contexts, and for it to extend way beyond us, we have to always be thinking about how it is going to live in the future. And so it's not about... Obviously we always value our people, but the mission is at the core of everything that we do. And we want to make sure that we are always putting the right people in the place to fulfill our mission, regardless of time, [inaudible 00:34:33]. Next slide, please. Thanks.

Malik:

So now I've reverted back to my three concept. One, it talks about what we have, and also want to appreciate the work that was putting into kind of some success plan ideas. One, we have an attempt for a clear process on how to proceed when a critical leadership position is vacant. Ensures that a coverage plan is in place in the event of a vacancy of a critical leader at Nuasin. These things are still critical to what we want to have and what we need to have. We want to make sure that we are doing more than that. And in doing that, we will fulfill these as well as allow us to kind of grow and extend beyond. And so what we want is a plan that specifically outlines a roadmap to building a culture around growth and development. And growth and development doesn't mean just expansion.

Malik:

It means actually growth in our skillsets and our ability to impact our community in a really impactful way. A culture, an outlook that creates a space of talent, multipliers, innovation, and sustain excellence. Key structures and data points that are deliberately forward looking from both personnel and organizational perspective. And so we are not only looking for the person that's going to take the... If there's a person that leaves, somebody to take their spot. We're also looking in different directions as an organization. Do we need something different? So this year we added the Directors of College Readiness. And so that was a move because this is something that we think we're going to move in that direction. And we're looking, as an organization as well, and our succession plan is also going to be part of that as well. And a plan that outlines and supports Nuasin will put in place to ensure development lives in everything that we do.

Malik:

And so just making sure that we are always thinking about developing talent and always thinking about the next person up. The next talented person up and the next talented position needed from me for that talent, to make sure that we are always at our very best. Now, how do we get there? We put the pen to the paper. One, we need strong evaluation structures. That's part of the evaluation tool and part of the reason why we really thought about that in a long way. And it needs to not only facilitate the development, but also the identification. And so we'll be doing things like nine box concept to make sure that we're always looking for talent and always looking for people that we know have potential and ways to develop them. Deliberate and extensive, medium, medium long term goal set. The only way that we can look forward is that we are literally looking forward.

Malik:

And we do that with goal setting. And not just near term for the present, but also long term. Which direction do we want to be going in? We want to be on that cutting edge. And then transparent, clear, and effective communication regarding that development, talent, and growth so people know where they are. [inaudible 00:37:42] gauge investment and also clarity around that. And then lastly, training and talent. We need to be good at actually developing talent. We need to be good at talent acquisition.

We need to be good at retention. And so those are things that we're focused on within our succession plan.

Malik:

And so this was the outline in December. We'd like a preview, and then in February, we'd like to roll that out. And so that's our timeline and our basic concept. And that's my daughter who's trying to join in on my thing. But she's with her apples. [inaudible 00:38:18], okay? You wanted to eat like that? Okay. All right. That is the lovely Daisy, and there she goes. All right. And so that's basically a succession plan update. I know sometimes it feels like this [inaudible 00:38:36]... I want to get this right. I think this needs to be a cultural organizational priority for us to do well. I think it will feed into lots of portions of our three pillars as well as of our mission. And so we are really trying to be thoughtful about it. And hopefully this outline displays that. Does anybody have questions? You have to wait. Do you have any questions or thoughts or comments? Please feel free.

Aaron:

If there aren't any immediate questions from board members. I think my question for you, Malik, is just what do you need from us or what would be most helpful or what asks do you currently kind of anticipate having for us as you build out the substance here?

Malik:

No, I think what will happen is as we go through that timeline with [inaudible 00:39:39] being kind of one of the first touchstones, we'll have some touch points beyond that. And so we should have informal and formal conversations regarding, one, obviously I always want your opinions and thoughts on what our ideas are. And the thing I think that's most important for us is that this is something that's consistent throughout the entire organization, from a board level through the schools. And so making sure that the same concepts that we are utilizing at the school level is also being utilized at the board level. And so making sure that we're being thoughtful around that and that would be number one support for me, for myself. [crosstalk 00:40:23] Okay. So once again, I'm going to go... Do you have anything else to add, Aaron?

Aaron:

No. No. I think this is right and I think it's a good snapshot of where we are and where we need to go, so just, I'll wait to see things unfold.

Malik:

Okay, great. Appreciate that. And then next I'm going to go to the staff update. And Melissa will help me with here in some of these as we walk through it. The general idea is that we still have openings. You can see that these have shrank a bit. From leadership development in the high school principal, that's something that we are not focused on now. We'll pick that up in January. Just from a stability standpoint, doesn't make sense right now, but we are still looking for talented people, and as well as obviously people internally. As you can probably guess, a lot of openings in the STEM place, so we are still looking for a seventh to eighth grade science teacher. We got very close on one and we're not able to do that based on individual issues that she was having, and from a family standpoint.

Malik:

So we are still looking there. And we're looking at math and science teachers, as well as [inaudible 00:41:47] teachers for the high school. We are in a more stable place. We still have some teachers that are kind of working too much. And we want to make sure that these retention numbers stay up and having teachers overworked is not where we want to be at. And so we're still on the lookout scouring for talented teachers, and the truth is, as I said before, this is space... It's an uncharted territory for us as a country, as a city and especially education. And so any talented people we have, we are trying to onboard, because there will be space for them. Anything you want to add on that, Melissa? Or Kurt?

Melissa Alston:

Sure. So I just want to say, too, I think now that the school is going to be taking over talent, we are really creating really solid plans that I feel really good about in regards to onboarding of staff and making sure that they have a good experience when they get here so they don't leave. We have a lot of new people, so also making sure that there's really solid touch points and making sure that everyone really feels like all the leaders are kind of touching them, making sure that they're good and having... We're being very strategic about those kinds of interactions as well, because there are a lot of new people and there's a lot of people that have left and there's a lot of new positions. So there's just lot going on, to Malik's point. So we're just making sure that we have really solid plans, creating them from scratch to really make sure that talent acquisition is a win for us moving forward so that we can support what we're trying to do with the succession plan.

Malik:

That's great. And one thing I think that's important to note here is that there's a strong... For us to do this. And so, to give an example, from the identifying of interviewees to getting interview done to the decision, to an offer, to getting backgrounds checked, to getting a start date, to getting an orientation in the morning, to having a chance for new teachers to be familiarized with the new setting, to kind of understand and be indoctrinated to our mission and culture is a lot. And it takes a lot of different hands working well together. And I think that that's important to say that from operational, to talent, to instructional, to everyone in the building, that has taken a lot and it's been actually at a good point where we've seen good cohesion, good communication.

Malik:

And so I would like to even add more emphasis to Melissa's point regarding the talent acquisition. It's also our talent intention and also our succession. Right? And so this is the talent business. And so I think that us getting that right is important and it's been very new. And so that's been really good and we've had to learn by the fire with lots and lots of people on lots, lots of days. So I appreciate it. So if you want to clap up for everybody clap, give everybody a clap. I clap [inaudible 00:44:58] everyday. There you go. Thank you. Appreciate that. Kurt, you can clap for yourself.

Malik:

Anyone have any questions regarding talent, or anyone know any physics teachers? Because I ask that every month. Nobody? Nobody? [inaudible 00:45:18]?

Aaron:

I'll volunteer [inaudible 00:45:18] again.

Malik:

Silence from you. I don't know if we allow backwards hats part of our culture, so it's a whole different thing.

Anuj Khathwada:

Ah, see I was going to say. Only if you allow me to wear my hat backwards and I'm all in.

Malik:

You got it.

Anuj Khathwada:

Because I can't do it.

Malik:

All right. So also as a point of transparency, also something that we want to be very good at going forward, we had the i-Ready tests on Friday and here is a... [inaudible 00:45:51] to show you. This is kind of fresh off. We haven't really done an data analysis, but wanted to get a chance to show you kind of where we landed in the i-Ready test and we'll have more substantial analysis, but wanted to make sure that you're getting this realtime information as you can. And that's something that the board has asked for from us and I want to make sure that we're holding true to that. And so on our i-Ready math that was taken on Friday, we had about a 9% pass rate, which 9% on grade level or above. Our goal is 85%. Obviously there's a stark difference there. Still the goal is the goal and we know we have to have growth, but we also really believe that we can and we're doing the right things to get there. Next slide.

Malik:

So we're looking at the 2020 beginning of year pass rate. So last year was the first year that we did i-Ready. This year is year number two. We have approximately a 1% increase in pass rates which I think, actually given remote and not seeing slippage is something to look at. Obviously that's [inaudible 00:47:17] modest growth and we're going to be looking for much more growth from our beginning of year to end of year content. Next slide. So the end of year pass rate was 9.7. [inaudible 00:47:34] say that had a lot too. Our 12th graders actually at a pretty high rate. So losing that grade was a really big deal. But it also shows very little kind of... so if you look at the next section... [inaudible 00:47:46]. This is 2020, 2021, you'll see a rate of improvement over the course of the year from an 8% pass rate to a 9.7% pass rate at the end of the year. Obviously we're looking for more growth than that. That is last year. [inaudible 00:48:00] Go to next slide.

Malik:

Here we're going to give you a little more of a detailed look. This is K through four. So you'll see at K through four, we had a 2% pass rate. We had about a 2% jump in pass rate from K through four. And you'll see that we have that 1% of people that are above grade level, not just on grade level. Next slide. Five through eight will also see a modest jump of 1%. You will also see that we had about 4% that are above grade level and then about 5% that are on grade level or above. Again, only a modest jump from year over year.

Malik:

And then nine to 12. You'll see that there's actually a 3% jump going from about 7% to about 10% year over year, beginning of the year. Also want to say that a deal of that growth has to do with the eighth graders that move to ninth grade, if you kind of get more into numbers. And so we'll see that. And so that's kind of where we are on i-Ready. [inaudible 00:49:29] Kurt, do you have any other kind of thoughts regarding the data? And as I said before, we're going to do kind of a more intense and detailed analysis of it, which we will also share, but wanted to give you the data as soon as it came out, as that's something that we've said that we want to do with the board on an ongoing basis.

Kurt Davidson:

Yeah, nothing major add, just around for our K through five students, the assessment was... last Friday was the first time that... I guess K through four, not K through five. K through four students, the first time that they had had access to the Chromebook was taking this assessment. So there this school year, obviously. They had plenty of access last school year. But this school year, particularly that's something I'd look at with K through two, being familiarity and practice with using a computer. So I am very interested in looking at in just what we [inaudible 00:50:37] in our preliminary data. We just finished makeups for math today and we're doing reading tomorrow. So we're still in the early analysis look. But when you look at things in the red, yellow, green, clearly green isn't looking that cute.

Kurt Davidson:

But the shared number of students who are in the yellow category is much, much higher. And I'm sorry, Melissa, I'm not look referencing the thing. I'm just saying green is great. Yellow is caution, and red is not good. So I just wanted to highlight the number of students here in that cusp range is, from my early analyses in the K through eight is well over 50% or in that cusp range, which means with summer learning loss, COVID learning loss, there's a lot more availability to move students to grade level or above grade level when they're only half a grade or one grade behind as opposed to where the red would be above one grade level behind there. So we have a lot right on the edge and I think looking at once we have had several months of work in December and January seeing the middle of year, I'm very interested in seeing where those ranges look. Malik, you're muted.

Malik:

And just to further emphasize what Kurt was saying, when we look at data, especially for the reason of pushing results... this breakdown wasn't here because we haven't done that analysis yet. You want to look at where the cusp kids are, which basically are the kids are very close to passing. And if you have a large number of your scholars that are in that cusp range, you obviously can make big gains in a short amount of time. As Kurt was saying, if you are half a grade away or one grade away, that is a much easier lift. Especially giving the dynamics of last year with remote learning and other things, makes us very confident. This is a preliminary look that we can show big gain from beginning of year to end of year, as we have a large number, especially in K through eight, that are in that yellow or cusp range.

Malik:

So that's something we are very thoughtful about. We have to do more analysis, especially in the year of year. Makes it more difficult because last year was our first year doing i-Ready, and so that makes it hard. And last year was obviously not a normal year. But we still think we have a lot [inaudible 00:53:23]. And then we still think we have a lot of things to be positive for that we can make really large gains in a hopefully short amount of time.

Speaker 3:

Kurt, you had said something about in January, February, there's a place that you want to be in terms of passing rates or on grade level. Have you done any predictive analysis that serves a goal to what you're working towards or what's it looking like?

Kurt Davidson:

Yeah. We're not there yet. My biggest thing is triangulating the data. So i-Ready is one single data source here. We're currently in the middle of... For literacy, we're F and P-ing every student. So [inaudible 00:54:11] reading assessments to get a reading level for all of our students, K through eight to triangulate with the i-Ready, reading along with our baseline assessments that are within our number stories, approach and close reading. So I don't believe in creating a predictor around one single data source here, particularly a nationwide normed one, such as i-Ready. I think we do have to triangulate the data across the board. Once we have the full baseline in the next couple of weeks, our goal is to have F and P done a week from Friday and have full data sources there that we can triangulate along with some of our baseline assessments. [inaudible 00:55:06]

Kurt Davidson:

I guess the one silver lining of us not being able to get data from the state test, we have access to those tests to use as resources with students and to go look in and do analysis with. So, the answer to your question is, we're not there yet, but we will be in the next couple of weeks. And yes. We are creating tiered out goals. I think one thing Malik is very passionate about, and I agree is, us having... Our goal is not going to be, "Hey, we're at 10% here. We want to be at 25 by January." That's not going to be aspirational enough for us. We are going to be pushing much further than that. [crosstalk 00:55:57] Malik, anything to add?

Malik:

Yeah. Just to add on, yeah. I think from a predict... As I said before, we took the test on Friday, and so you're getting kind of an uncut look at it, just from a space of transparency. And additionally, as I said before, for us to have a predictive nature, last year was our first year taking i-Ready. Prior to that, we took MAP. And so we'll look at the numbers and see to what levels we can start to see correlations from a national standpoint. But a lot of this is going to be kind of a first look at even seeing correlations internally between i-Ready and other things such as state test, F and P, and even our IAs, right? We will be looking to find predictors and also find [inaudible 00:56:52]-

Speaker 3:

[crosstalk 00:56:52] No, I apologize. My question wasn't clear. I wasn't confining my question to just F and P, but I think you and Kurt sort of settled what I was talking about. So, I get it. After you have data points from various sources, you'll be able to give it. Got that.

Malik:

Yeah. Yeah. Right, exactly. And it is more difficult because last year was the first year of i-Ready, and it was obviously a non-normal year and no state test data. But we'll see if we can make some correlation even based on that. But, yeah. But we are going to be looking at national correlation data at other schools as far as predictive nature of it. Which is one of the good things about i-Ready, as well as MAP, to have a national concept. Anybody have any other questions regarding the data update?

Kamaria Brisseau:

Well, good evening, everyone. Malik, I apologize. I don't have questions about data. I missed the space you provided earlier for the staff update. So I was curious to know, regarding the high school principal, I know we were considering several candidates. I wanted to know what happened to them? Did they drop out? Did they decide to go a different route?

Malik:

Yeah. I mean, as I said before in the beginning of the process, this was a role I wasn't going to get wrong. And we had a couple that dropped out. We had some that we thought were okay, but not there. And we also, just to be totally honest, there was lots of mediocre to low talent for what we wanted. That might have to do with the timing of the search or the year that it is. But it was something that we wanted to make sure that we got right and got specifically correct, and there wasn't anyone... There was no one that was really close to actually getting an offer.

Kamaria Brisseau:

So are we taking a different approach this time around to attract the right candidate?

Malik:

Yes. So one, we'll be able to start earlier. Secondly, right now, especially the high school, we're at a focus point of getting stability. We basically just have enough teachers now over the last week or so, where we are able to do our full actual schedule and full kind of class sequence, so I kind of want to keep it stable there. Mr. Brown, who has experience with the teachers as well as the school, has been doing good working on an interim role and so we will look at the kind of full principal role starting in January.

Kamaria Brisseau:

Okay. Well, I'm glad to hear Mr. Brown has made a turnaround and is performing well, but... All right. I'll wait to hear more updates, I guess, to come.

Malik:

Yep. Absolutely. [inaudible 00:59:59], anything to add from a different-

Khari Shabazz:

[inaudible 01:00:03].

Malik:

[crosstalk 01:00:03] I'm sorry?

Khari Shabazz:

Is he.

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Malik:

I think [crosstalk 01:00:01]. I'm sorry?

Khari:

Is he not interested in the job?

Malik:

He's interested in the job, but this is an audition for him for the job. And so, I think he's changed as far as his attitude and approach has been on a positive level, but I want to always manage expectations. I'll see it when I see it. So, this is his opportunity and obviously he will be a candidate for the full-time position. He is interested in it. Yeah. And this has all been transparent with him as well. This is his opportunity and I think he's taking it. But at the end of the day, we're going to need to see results. Any other questions? [crosstalk 01:01:01]. Sorry, go ahead.

Aaron:

On the data update, just my usual plot that, obviously, we're going to want to have longitudinal kind of tracking of this. We're not going to have that until next year. Because then we'll have year over year, but-

Malik:

We have year over year here. It's just one year over year.

Aaron:

Touche. I think maybe flesh out how that's going to look or what the reporting is going to look like. And I'm partially just in my head, going back to the conversation we had at the last board meeting around dashboards, basically, that I know Tim was kind of looking into. Let's put that in front of people. So, they have a sense of what to expect and we can kind of fine tune it in advance for when we get there.

Malik:

Okay. All right. So, then I went over my time, per usual. Sorry. And so, next we'll go to Kurt and have his update.

Kurt Davidson:

Great, good evening. Great news about Malik going over and going before me, as we cover some of the same stuff. So, we don't have to be duplicative here. Great. So, just want to go through overview of the first few weeks of school. As we just today, we just completed our 18th day of school. Our last board meeting was in the week before we started. So, over the course of the past month, we have been fully in and fully in school.

Kurt Davidson:

And it's been a ride to start off with. So, a couple of major highlights. The end of the first week we did have our first set of COVID cases, which we were able to jump into our plan for home learning much more quickly than we were the first time it happened a year and a half ago. And had a grate level at home learning and multiple staff. I think that's getting to some of what Malik was speaking around over the past week, really getting our strong footing with staffing because if you have a dozen staff out in the first couple weeks of school, it is going to have an interruption and everything there.

Kurt Davidson:

I think we're being very mindful of the changes and when it comes to quarantine requirements and vaccination and Malik, Melissa, myself, and Keisha are all in constant communication around that to follow that. So, returning back to school's not an easy task. When you think about it, we have over 650 students that are all in planning arrival, lunch dismissal, it's all of those things still exist.

Kurt Davidson:

We've made strong pivots in week one. Just around, we realize how we set up our lunchroom in a COVID era is not where we felt was most comfortable. So, we pivoted and we have several classes daily that have lunch in their classroom. We have more families than ever that pick their students up because they live in the neighborhood. However, we're not, per COVID reasons, not allowed to bring parents into the building to pick students up.

Kurt Davidson:

Therefore in our nice narrow sidewalk we have outside school, we've been working really hard to have a structural dismissal that is safe for everybody. And Keisha's been working really hard to pivot day to day as we have different challenges there. So, now that we're into week four, we've definitely learned some things, easy and the hard way, to figure out how to best handle a lot of the logistics in the school.

Kurt Davidson:

It's been great to have new staff and folks that are nearly in a place where we're nearly fully staffed. I think that's been a major help. This week, we are only down in the lower school to one vacancy. When it comes to our middle school science, obviously, a very critical role as we are ambitious in that we're having every single one of our students take living environment. And fortunately, Melissa and Claudia on the operations team have been working really hard to source candidates in what is a very tough market.

Kurt Davidson:

So, what have we been focused on? There's been three big areas within culture, three big areas within academics. Our focus areas have been high levels of attendance, seamless school transitions and consistent classroom expectations. On the culture side, we really planned our beginning of the year around our teachers, our students. Our staff are not used to having full classes of 27 kids.

Kurt Davidson:

There is no mute button in class. We are out of practice for transitioning students to lunch in hallways. So, we've been spending a huge amount of time setting those things up and getting ahold of a lot of our families. When it comes to attendance, just today, we have one family that has several of our students who have lost their passports in Africa and are having very difficult issues with the embassy, trying to get new passports to come home.

Kurt Davidson:

We have another student who is in a south American country. A family there that's having challenges with immigration, being that they've been abroad for over a year. And so, the good news is we're aware of all of where all of our students are and trying our best to get them in as much as we can support to get our attendance levels up to the pre pandemic level there.

Kurt Davidson:

And with classroom expectations, we have a lot of new staff. We spent a lot of time to our professional development, building out classroom expect and having coherence across the board, particularly in the middle school. And within the classrooms, we've seen a lot of progress there. So, the first few weeks is all around the culture and building that. And then, the second tier is on academics with deep intellectual preparation being the core of that.

Kurt Davidson:

And that is, obviously, a year long effort where changing our teacher's mindset from just planning lessons and copying things from the lesson plans that you see in to our template, to truly intellectually preparing and anticipating student misconceptions, scripting out questions that you are having, that you're going to have to lead students into a discussion.

Kurt Davidson:

And within that, that is the base for our year long academic priorities of high levels of academic engagement and enriching class discourse. At the next few weeks we are going to be pushing our big priorities of the school, strongly around discourse and discussion, that's applicable in all subject areas. What we're looking for in classrooms is far less teacher discussion, teacher popcornning back and forth with students and far more students grappling with their own work.

Kurt Davidson:

Having student work on the board and students discussing how to improve it or doing error analysis and engaging in rich discourse around close reading. So, when it comes to our prioritization academics, there are two key academic priorities. For this year is getting close reading in a really great place and getting our number stories in a really great place.

Kurt Davidson:

And the discourse discussion all goes throughout all content areas because both of those elements of our instructional model are heavy on discussion and discourse there. So, I extended a professional development this week with our partners. We have our consultant coming in tomorrow to further support us in studying out our tiered goals month to month for execution and implementation of some of the new and expanded work with our teachers.

Kurt Davidson:

And so, this concept that you hear, and I'm sure you go to talk beat, there's been plenty of articles about teachers feeling the feeling of May in September, because it is hard and we're adjusting to expectations there. And we want to be crystal clear around our priorities and those are around strong intellectual preparation leads to really amazing classroom discussion and discourse where the students are the ones that are leading in the class.

Kurt Davidson:

So, those are our core priorities. We have become i-Ready assessments, F and P testing, which is our reading assessment to get a level for every student and have much more purposeful classroom library so that they can get books on their own level. But we also are very focused on getting the culture right in the beginning of the school year, because if we don't have culture right, we will be putting out fires all year and never truly focusing on the deep level of academics necessary.

Kurt Davidson:

So, that's been the first 18 days, a little glimpse inside the school. I'll give you all my continued pitch. Sign up, we'd love to have you come visit and show you what this is looking like, that's it for me. Any questions?

Khari:

I'm going to give a shout out to Kurt. I was actually part of the crew that led the training that he was on this week. And he was definitely, obviously, he was engaged and really into the work, but also his level of contribution was high. I thought [inaudible 01:12:12] a lot of the other folks that were there. And so, I'm really looking forward to seeing how he uses those opportunities to move the academic culture at the school. But from what I heard, we should have all kinds of confidence that he's going to be able to do that.

Kurt Davidson:

Appreciate that Khari.

Malik:

All right. Appreciate that. Then for the nine through 12 school update, are there any other questions or comments or thoughts? All right. For the nine through 12 school update it has been a bit of a different place. I would say it's probably at a two weeks behind K through eight, just from the staffing standpoint. I feel like we have gotten staffing to a place that is more stabilized. We have running our full schedule.

Malik:

There's a focus right now and just kind of non [inaudible 01:13:16], and to Kurt's point, the same kind of priority concepts that are there, that's really just a focus transitions, first five minutes, last five minutes of classrooms. Making sure that we are going bell to bell. And just classroom management and culture. This week, we've started putting in a push towards intellectual prep and really looking for strong scholar based instruction that's both engaging and rigorous.

Malik:

And so, next week our walkthroughs will go from looking for cultural things, will continue to look for those cultural things, but also look for scholar being highly rigorous, scholar centered learning to be happening at the high school. The [inaudible 01:14:07] leadership team has really taken on a lot there and have been very focused on kind of holistically looking at the high school from culture standpoint, from the staff ethnic standpoint, from a student investment standpoint, as well as from a teacher investment standpoint.

Malik:

But we're still kind of pushing forward, still have some holes that we're trying to fill and definitely we have a lot of movement to go before we really even start getting deep into instructional excellence. And so, hoping to, within the next week or so, be able to really solely focus on that once we get some of the kind of integral culture portions down.

Malik:

And so, from a high school standpoint, I think that's the biggest story. The biggest story is we have staff, so we can actually do our design and we are pushing teachers to make sure that they reach our level of kind of excellence and expectations. There is some pushback, but we are holding the line on that for accountability and that's the right way to go.

Malik:

Does anyone have any questions or additional thoughts? One other thing to note is that we have normalized kind of the scope of sequence for the high school. So, for example, we are going for eighth grade algebra one. We are still having some ninth and even 10th graders have to take algebra one now. But going forward all eighth grade that comes through [inaudible 01:15:54] are taking algebra one and taking the living environment.

Malik:

So, then we'll have a algebra two, geometry, precal, and we are offering right now AP stats and probability. We'll also be offering, in years to come, AP calculus. Additionally, on the science side, we have biology, chemistry and physics that we offer, as well. And so, we kind of normalizing that and then we'll also have an AP science option going forward, once we kind of clean up, making sure everybody has these kind of prerequisites that we need.

Speaker 4:

The classes that you just listed, are those the only AP classes available currently? [crosstalk 01:16:47].

Malik:

We have an AP seminar, which is an AP humanities class. Those are the two AP classes that we offer now. And just from both a head count standpoint as well, we have a lot of cleaning up to do with people's transcripts to make sure they have all their requirements as seniors. And so, that's kind of where we're.

Malik:

So, the AP seminar is a English led seminar, we have wonderful doctor [inaudible 01:17:20] teacher of that. Does a good job.

Speaker 4:

Thanks.

Malik:

Anyone else have any other questions? Okay. So, I'll take that and run. And then, I will turn it on over to Melissa. We'll now have still be sharing screens, but now it'll be her shared screen.

Melissa Alston:

Thank you. So, before we get into the dashboard, I just wanted to call special attention to something that I'm working on personally. So, for a while, I don't know how many of you all know, but I was the founding manager of operations. There wasn't one before I took the job at metropolitan. So, I think I was really invested in building what operations should look like with the guidance of our previous management company.

Melissa Alston:

And I think it was a little bit safe for me because I was able to then replicate that year over year. Once COVID happened, Keisha took over and I'm in a different position now. I think I really had to, especially this year more so, reflect on the evolution of operations. So, what we have really been doing is revamping operations and making sure that we are really aligning ourselves with our new bar, what more the kids need, what more the staff needs.

Melissa Alston:

Overall, we all just, as a community, need much more than we needed before. So, I think that is definitely something that myself and the operations leaders are committed to. So, that is something big that we have really been working on. And I think that that's just super important as well because in this period, before expansion, it's really important to make sure that we have a model that works, a model that's relevant, a model that's next generation. And then, something that we can obviously replicate as far as operational excellence is concerned.

Melissa Alston:

Now, I'm going to skip around a little bit, sorry. In regards to academic operations, we are rolling out swivel technology. We want to make sure that we're ahead of the game in terms of, if we have to, potentially, go remote again, we want to make sure that we have all the teachers back in line. If it's something you don't use all the time, you need a refresher. We also have a lot of new teachers.

Melissa Alston:

So, we just want to make sure that we are ahead of that. And we can just very quickly switch to remote and not have instruction suffer there. So, being ahead of that. We are also introducing planners, which is what Latoya has been working on. And then, overall, those items there that are not bolded are just continuous items that she's been working on.

Melissa Alston:

In regards to compliance, there were a lot of October 1st requirements for our authorizer. We have all but one item submitted already, which is great ahead of schedule. The one item that we need has to do with timing, with making sure that we are really crunching numbers and getting our financials into the deal we requested temply and those items, obviously, we're going through the audit now and such.

Melissa Alston:

So, those items will be submitted by the deadline, but it's just something you don't want to rush. So, that is the only thing that we have left there. We are currently working through billing. This is our first big billing of the school year. It closes next Thursday. And it's our biggest one because this is where we kind of reconcile who's in the building, who's not, who [inaudible 01:21:40], who's here.

Melissa Alston:

So, once you get through this first one, the other billings to the city for per pupil funding are easy. But this first one is really something that we have to really take really serious and make sure that we do multiple audits, because it really sets us up for the rest of the billing cycles.

Melissa Alston:

Also, the school quality report was due. So, the city is coming back out with this. So, I anticipate in a couple months will be ready to present the school quality report to you all. It's a report that all schools contribute their scores and demographics and different things. We haven't had it. So, they have requested that information and we have submitted it and we have audited it. So, I assume that will come out soon, even though they haven't presented us with the date yet.

Melissa Alston:

In the future, we continue to work on the CRDC. It's a very lengthy document and something that requires lots of collaboration between all parties and the school. So, it's something that we are looking to have a draft of in November. And then, it's not due until January. So, we have a good runway to make sure that we have really, really quality data there.

Melissa Alston:

And then, the fourth quarter financials are actually those financials that are doing chip that I just spoke about, that we don't want to rush, but we will have them by the October deadline, that's that report.

Melissa Alston:

Also, a lot of my time has been spent creating resources. So, resources for COVID, resources for leaders, resources for the operation revamp. So, I've really been in creation mode this past month, since the last time that I've seen you all. Wins for operations overall are teacher hires, while we do have a good amount of teacher opening, it is definitely, as you can see from those new hires, that definitely, we have made significant movement.

Melissa Alston:

So, we have presented that as one of our wins. Also, dismissal and lunch protocols. So, we obviously had very detailed dismissal and lunch protocols during COVID. But we were hybrid and we only had half or less of the scholars actually in-person. With all the scholars being in-person, there were a lot of kinks to work through and Keisha has really done a great job in really championing us coming together as a leadership team, figuring out everybody's perspective because everyone has a different post.

Melissa Alston:

Just making sure that we are tightening up those things, then being resilient. And if those things don't work, moving quickly to communicate what a new strategy could be, communicating with parents to make sure that they understood we're working on it. And really just making sure that we have now come to a point where we feel good about dismissal and lunch protocols, because it's just something we've never seen before.

Melissa Alston:

And then, lastly here, is COVID response. Happy to say that COVID response is usually a win for us every single month. It looks different now because there are a lot of different mandates to keep up with. Literally once or twice a week, there's a new mandate and a new update. So, just making sure that Keisha and I are really going over those things and understanding what those mean and how that will work for us in our building.

Melissa Alston:

So, definitely something that we are always on top of. Sometimes the city and the state say different things and just making sure that we understand what those differences are and we're following them to the best of our ability to ensure that the staff and the kids are safe. Then here, Malik already went over these dates for what's coming for renewal, but it's also here for your convenience on the slideshow and in the documents and board on track. Then Keisha, would you give the enrollment update?

Keisha:

Yes. Good evening everyone. Give me one second. So, for this month we have started with kindergarten at 50. 1st grade for 49. Second grade with 53. Third grade with a total of 53 scholars. Fourth grade with 52. Fifth grade was 54. Sixth grade was 51. Seventh grade with 52. And eighth grade with 53. At a total of 467 for lower school, and a total of 189 for the high school. With a total of 656. And still, our goal is for 672 for the year. These are our open seats with the highest of ninth grade, with 10 seats.

Keisha:

So, for the lower school, we have about 19 seats to fill, mostly with our ninth grade. I'm sorry. For the lower school is 19. And the seats to fill for high school is 12, mostly with the ninth grade. We still have a high waiting list of 2066 to fill the seats.

Keisha:

So, just diving in a little bit on why we have so many open seats. So, we have a total open of withdrawals for scholars that withdrew throughout from the end of June until now, we have 79 and we broke down the number. So, we have 40 that withdrew were mostly siblings with an average of about three kids. So, that's 2.6% of how many siblings left with withdrawing. We had about 34 that withdrew individually. They either left to another state or moved upstate. And then, we had five of those withdrawals that graduated early. They were 11th graders were graduating or 12th graders. So, that's pretty much what I have for this month. Any questions?

Malik:

One quick voiceover is kind of just, you get a deeper understanding. Obviously, the sibling impact has been great for us in lots of different ways, but with some of the departing from New York, when you get siblings, then you lose all siblings. So, one family leaving could be four kids, right? And so, for a school outside that's actually a decent impact.

Malik:

And so, taking a look at those numbers. That's where it is now. I think all schools DOE and charter schools around are kind of dealing with this. There is some flight and then the coming in is starting to trickle in now, you start to see more of that kind of regulate normalize. I think it will normalize. Then you also just have some parents still just waiting to see if [inaudible 01:28:53] going to do this homeschooling thing. And then, additionally, as Kurt said, there's lots of families that kind of went abroad are down south that are still trickling back in, waiting to come back to New York when it normalizes. And so, that's also a large impact on this space.

Keisha:

We had about 15 families who left. So, out of one family, we had four scholars that left throughout each grade and they moved to Florida. So, that was a huge hit for us. Literally, it's one scholar leaves and then it's four of them leave, three of them leave. Then they take a cousin. It's a lot going on there.

Malik:

Okay. Thank you for that. Anyone have any more questions?

Speaker 5:

Yes. I have a quick question. Keisha, did you say the waiting list? How many people are on the waiting list? And are you using that to try to fill these seats?

Keisha:

Yes. Correct. Every single day we're calling every single scholar. As soon as we get a withdraw, we're calling to replace the seats. So, we do have a high amount right now just to-

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Melissa Alston:

We're calling to replace the seats. So we do have a high amount right now, just today. We have 2066.

Shanta:

Gotcha. Okay.

Melissa Alston:

I think I'm not sure if you were wondering this Shanta, but we do have to once we call a scholar that has met the number one on the wait list and is ready to be called, we do have to give them a period of time, usually about 48 hours to answer. So we can't just skip and keep calling to the next.

Melissa Alston:

While we would love to have a yes and then keep moving, we do have to give them appropriate time to be able to answer. Sometimes they don't pick up the phone, we have to leave a voicemail, we do phone tag. So there's just a little bit of a delay there, but also some of those scholars that we do call and say, "Hey, congratulations." They're like, "Oh, that's great but I'm in Georgia or I'm in Florida." So it's just not as close of an acceptance rate there than we've seen in the past.

Shanta:

Yeah, yeah. I totally understand that especially since we're already into the school year. So it's like, that's a decision that needs to be made for the family but yeah, just asking. Thank you.

Malik:

Okay. Melissa, do you have anything else additional?

Melissa Alston:

I do. Did you want me to give a roof update or would you like to do that?

Malik:

You can give... We can do a joint as a duet, so you can start it and I'll just chime in as I like to do.

Melissa Alston:

Okay, sounds good. So we have been heavily involved in follow-ups to the roof with the expediter, the construction company, the architects now at this point. So we have finished the final survey as of last board meeting. We have submitted that survey. At this point, we are having weekly meetings now. The meeting, Malik has asked that we have those weekly meetings with the architects and all of the other stakeholders.

Melissa Alston:

It looks as though at this point, there's many things, I'm not sure if Malik would like to get into those specifics, but it kind of looks like we are going to have a soft runway of potentially a month more before we have the gym. So we are optimistic hoping that November 1st, by November 1st, we will have the gym. We are here on the last bit of TR1 and other updated drawings that we need. So we are really, really pushing to make sure that that happens because obviously we wanted this at the very latest in August. So we know that this is something that's great for us.

Malik:

Yes, I failed spectacularly at the August concept. And so yes, while we were able to get on the phone today and it was I'm laughing only because otherwise I'd cry. It was just, yeah... Trying to get a straight answer on a date is like literally pulling teeth. And so they love to show jargon. And so we have two things and that we have to get done. Neither one of which are seemingly or even relevant to anything but fine. One has to do with, because there's a closet outside, we have to put into our plan that we have a sixth floor of roof. And so we have to add that to the plan.

Malik:

Another was that there was existing light, but in the drawing it was three feet one way, but then we had to change the drawing to make it a few feet this way. Both of those things are kind of already being looked at and expedited. And so if nothing goes wrong and somebody doesn't put out another acronym of two letters and three numbers at me, four weeks looks like at the long-term answer with a short-term possibility of two weeks. And if I really don't like you, I will go into really great detail of what they were talking about on this call. It was outlandish, outlandish.

Aaron:

So is the confidence I think you're conveying Melissa in the month timeline, is that now due to, I think what I'm hearing is more stuff is now in our control and therefore we can execute on it. Is that a fair understanding?

Malik:

No, that's not no. No don't... There's nothing that's ever in this process that will be in our control. So that's very clear. Now the only control that we have is I think just based on a very, very direct conversation. We got to talk about exactly what's happening, exactly what timelines in each space are. And so we know what's been put in. We've been told that these are two things that are left.

Malik:

FDNY has already said that they will be done within two to three weeks. The department of buildings should be done on their part within a week. And so, then following those two things happening, GSE should be able to be done within three days after that. And so that's how we got to the four weeks. And just so you know, that conversation took 15 times a mile than me and you had just talked.

Aaron:

So, and I think the question behind my question here is as we talk through succession planning here, and Melissa also just want to thank you for sharing what you shared upfront here about all the planning that you're doing and development you're doing with your team. That's great to get a feel for, so I appreciate you working that in here and sounds exciting. I'll come work for you.

Aaron:

So, but as we're memorializing this, I know we took over this project at the 10 yard line. I want to make sure that we understand outside of this forum, what we need to do on what's going to be probably a larger project for us in the next few years. Just make sure we learn the right lessons from this and how to prevent some of this stuff going forward to the extent that we can, so just a general comment. We can talk about specifics, not here and leave it at that. But I think-

Malik:

Well yeah the last thing anyone wants to do, is talk about specifics.

Aaron:

Yeah I think-

Malik:

After my conversation you don't want that at all.

Aaron:

Yeah. So that's... We'll leave it at that or I'll leave it at that to the extent that others have anything to say.

Malik:

No, I do think there are lessons to be learned here and kind of like, hey I think some of it has to do with the [inaudible 01:37:17] white house to us going independent communication gap. As well as very shockingly FDNY has a better idea of what to do with a brand new building that they've never seen before, than a new floor in a building. And that's a huge deal at some level. I mean, there's a 30 month deal.

Malik:

And so as a smooth segue into, after we verify that projects are well. Yeah and I do want to say that we've done an excellent job, Melissa and the team have done an excellent job with our capital improvements that we did over the summer, which were extensive and are extensive and you have

done a great job with that. And so I will again, let Melissa kind of take the lead on this and then kind of chime in, as needed. So Melissa feel free to walk through this.

Melissa Alston:

Sure. So this is an update on expansion. So we have engaged JLL to be our brokers in order to help us through this process of expansion. We have also engaged very heavily for sector and making sure that all the decisions that we make, all the things we're even thinking, sensitivity analysis and things, everything's just in line, on point, and we're working together as a team. We have weekly meetings with JLL now moving forward just to make sure that we are all holding ourselves accountable, they're holding themselves accountable. We are to the deadlines because we want to make sure that as we focus on the day-to-day, we're also focusing on the future, so we're committed to that. We just did architect interviews and JLL did issue an RFP to engage with architects. So that is where we are in the process as of right now.

Melissa Alston:

What's next is that we are to choose an architect. We will obviously here in a little bit, we'll give you more of a detail on what that will look like, but we are to choose an architect and ask for the FPP. We will provide a recommendation to the board. We are hoping to do that at the next board meeting, as we will have time to analyze the proposals that come back and provide that recommendation, and we've already done those interviews, so it should be a fairly quick process there. Once the architect is engaged, we are going to do a space program. We have an idea of what we want, but obviously the experts know best. So we will make sure that we engage all the stakeholders in our school and figure out what is important to us in regards to what the school should look like, what the new space should look like and what all we need to have. So that will be the first piece.

Melissa Alston:

And then JLL will take that information and be able to see if we fit in the spaces, in the locations that we prefer in order to expand into whether that potentially is K-12 or 9-12. We are open to all possibilities there. And then in regards to priorities, I think communication, I think I kind of previewed this with weekly meetings with JLL, making sure we're looping in our finance team. And they are in line with everything that we're doing. Pacing, we also last board meeting talked about the fact that the last time we attempted to engage in this process, it felt rushed on all ends. And we want to make sure that we're doing the right thing for the right scholars, at the right time and going to the right place.

Melissa Alston:

And then in regards to the last one is marketing, sourcing, researching, partnerships. So this is not specifically tied to expansion, but something that we're obviously working on is the branding of the school, really getting a hold into the community as Nuasin, and really making sure that we're doing very strategic things like commercials and different things to really build our brand so that when we are ready for this expansion, they're like, "Oh yeah, Nuasin we know who that is, we'll go and follow them wherever." So that's kind of that piece of the priority there.

Malik:

Good and that was spectacular so I have very little to add, but I still will. So, one of the things I think that we've tried to do for [inaudible 01:41:50] design, the capital improvements, the teachers that we hire, the look of the schools, the look of the website is, make sure that everything that we do is truly

indicative of who we are. And so there's no more important portion of that to me then if we have a new space, making sure that the space looks like who we are from the layout, the setup, the classrooms, the space given, the feel of the space and everything else. So we are really taking this seriously. And in this selection of an architect, they're thinking about it as two phases. The first phase will be the architect will talk to us exactly about what we want and what we need. And then we'll kind of take a look at the space and see if it matches up and find a space for us.

Malik:

Then following that process, we'll then go on to the design portion, which we can maintain the same architect or also look at other architects and see if, "Hey, we think you are great for the design piece. I mean, for the finding the right space piece and giving us that and analysis, but we think this other architecture firm is really great for the design piece." And so we we'll have that flexibility at that point. The initial portion, just so you know, for the October portion for the first phase, architect will be... This is obviously a ballpark number that we kind of forced them to give because I want to give you a number, is a \$70,000 to \$115,000 for that first phase architect.

Malik:

And so, that's kind of what we're looking at and then what the process that we are going in. But, we've been very thorough in going through. JLL has been great, I want to just put that out there, as far as shepherding us through. It's very detailed and very focused on it. And we had an opportunity to talk to three great architecture firms and so we're in that process now. They all gave us kind of very in depth pitches and had showed different strengths and also different development areas, and so I think we're in a good spot. Any questions, thoughts?

Aaron:

So, for the board then Malik, I think sorry if I missed this but, the point, the headline here is that this will be coming for a vote in October?

Malik:

Yes. That's, as usual, you were able to cut through.... Whenever people ask for money, they put a lot of stuff up front, but yes, that was the answer.

Jessica:

So at this point, have you already... Sorry just to make sure I understand this, at this point you've narrowed down the architecture firms? You're not looking at anyone additional?

Malik:

No, I think it would be, well we liked... The three architecture firms we thought we saw, we thought all three were great. All had experience, all seemed to have...So it wasn't like we started this meeting and we thought, oh we want something else. JLL did a good job of selecting the architectural firms.

Jessica:

I see. Cool. Thanks.

Malik:

And at the next meeting, we'll give you a more in depth look at exactly how it went. And so, yeah. But yeah, it was done very well. Melissa, do you have anything else to add or any other questions?

Melissa Alston:

So the only thing I just want to call attention to is the upcoming actions. And these are items that we are asking the board to participate in. So we just kind of wanted to give you a little bit of a preview of what's next.

Malik:

Okay. Any questions? Thoughts? All right. So now we will move to Shanta and the finance committee updates.

Shanta:

Good evening everyone. Malik why are you laughing at me?

Malik:

Because you said good afternoon. I was thinking you were somewhere very exotic, maybe Fiji and it was afternoon.

Shanta:

I wish. So real quick with the finance update, most of the finance committee know, and I think the board members got an email that we are going through the audit period at this time, and the report will not be ready for our October meeting. Therefore, we will have a special meeting the last week of October that I am asking that everyone please be in attendance for, because it is very, very important that we vote on the audit findings or report that night so that it is submitted to the DOE by November 1st. And that is the only update I have from our finance committee. And we will hear the July and August financials from Eugene.

Eugene:

Thank you, Shanta. And good evening, everyone.

Shanta:

Oh Eugene is at the exotic place. Look at this.

Eugene:

Yeah, I wish. Those are goals, right there. So these are the financials for the month of August. First, we look at this narrative, total cash as of August 31st was just over \$10 million, \$70,000 of which is restricted. This also includes the second per pupil payment of \$2.3 million. As Melissa said, the next per pupil payment will be a more accurate payment based on scholars in the building. But the first two payments have been estimates. Market value of the investment account is \$5.2 million. It hasn't fluctuated too much over the past two or three months, it's been pretty much within a couple of hundred dollars from month to month. As Shanta mentioned, the audit has begun and again on September 13th. So far so good, we've been able to provide everything that has been requested. There are a couple outstanding items that are left and we're working on those as always kudos to Melissa and

her team because they have been very instrumental in helping us obtain all documentation that has been asked from us.

Eugene:

We've also been required to partake in a single audit, which is a more focused audit that's based on the additional federal funding that we received over the course of last year, mostly related to the COVID funding that we received. They are focusing in on the Title 1 grant. So it just calls for us to provide additional paperwork, detail of postings that we've made over the course of the year for the Title 1 funding. Net income on the books for FY21, is \$3.2 million, and as represents about \$300,000 less than what we reported for the June and that is due to accruals that are made year in. And those, are quite normal, mostly salary accruals for year end bonuses, and holiday payouts and vacation payouts, things of that nature.

Eugene:

Going further down, we see that net assets are just over \$10 million, very strong, very good. The metrics they see that the current ratio 3.1 debt to asset ratio .25. These are all very healthy, but they fluctuate from month to month based on the allocation of the per pupil funding. In August, as I mentioned, we received \$2.3 million as the second per person payment and that covers the months of September and October. So currently as of August they're considered deferred revenue and they will be allocated to revenue in the months of September and October. All other ratios look good.

Eugene:

Further down, we see that we have budget enrollment of 662. That is a conservative number and we do that on purpose because we know there's going to be fluctuation, especially this year because of Covid and because of all the transient action that is taking place with the scholars. As of the second billing, we had 676 scholars, but of course Kisha's numbers are probably a little more accurate up to today. But as of August, we had a net surplus of \$740,000, so we're still doing well in spite of all that has taken place.

Eugene:

Look at the dashboard a little bit next page, yeah this one. So to the right, we see forecasted activity and we forecast income or revenue to be in line with FY21 approximately the same. We see that expenses will probably be more than they were in FY21 and that was primarily due to capital expenditures. The schools investing in technology, and facilities and infrastructure, so expenses will more than likely trend upward as compared to last year. Day's cash, that's our reserves. We can see that we forecast 243 days of cash reserves. So extremely well DOE benchmark being 90, so we are well above that. The debt to asset ratio, we're well below the DOE's benchmarks and we expect that to continue throughout the remainder of this year. As mentioned earlier, we have budgeted enrollment of 662 and Melissa has promised to hit the ground running if we dip too far below that, and we expect our actual to creep back up as time goes by from the number that Kisha stated earlier.

Eugene:

Take a look at the SP now real quick, the activity consistent. It's strong. If we look at the forecast, we made some adjustments and from a revenue point of view, the adjustments pertaining to the actual versus budget and enrollment. So again, we budgeted slightly conservative at 662, but through August, it was at 676. So we forecasted a bit of an increase in our revenue per pupil. And then as it pertains to salary, we've budgeted, we've forecasted and adjusted our forecast to show a bit of savings in the

expense category of salaries. As mentioned it's been a running theme. There are quite a few openings currently and if there's one good thing to be said about that is that it saves us some money in the interim.

Eugene:

Otherwise, the P&L looks good. Everything is in line with expectations. Take a quick look at the balance sheet. This is a for that... Right here, there we go. Thank you. And there's one cycle. There's June 30th, 21. Those are the actual numbers as of June 30th, 2021, but that is a type one hour arrow an hour apart, but those all actually June 30, 21 numbers. And then August again, the balance sheet is very strong. The cash position, very strong over \$10 million. We look at fixed assets again, the school year investing in infrastructure and technology. So your fixed assets has gone up over \$800,000, which is allowing your total assets to go up from June to August by almost two and a half million, almost \$3 million.

Eugene:

And your liabilities are very low, excellent position in terms of liabilities. There would be the one liability sticking out is what I've discussed earlier. The deferred revenue \$2.3 million over the course of September and October, that'll get allocated equally to those months as revenue. So that number will go down incrementally and equally over the next couple of months. And as we receive per people funding, this is where it goes when we receive it and then we allocate it to the months that it pertains to moving forward. And otherwise your balance sheet looks great as mentioned, surplus as \$740,000 net assets over \$10 million. Are there any questions?

Shanta:

Thank you, Eugene. Any questions from anybody on the board? The finance committee, this is the same report we saw last week. We had minimal questions because there was not much to question because it's straightforward. So other board members not on finance committee, any questions? All right. Hearing one, oh is that-

Malik:

No, no, no. I was just going to move on to the next piece.

Shanta:

I was going to take a vote.

Malik:

Oh sorry apologies.

Shanta:

So I move that we accept the financial report as it was read and placed in record. May I have-

Aaron:

This is Aaron second.

Shanta:

Thank you Aaron.

Aaron:

And I'm a yes.

Shanta:

Thank you. Anuj?

Anuj:

Aye.

Shanta:

Tim?

Tim:

Aye.

Shanta:

Jessie?

Jessie:

Aye.

Shanta:

Karmaria?

Karmaria:

Aye.

Shanta:

[inaudible 01:57:29]?

Speaker 6:

Aye.

Shanta:

Aluta? Aluta?

Aluta:

Aye.

Shanta:

Thank you. Sophia?

Sophia:

Aye.

Shanta:

Michael?

Michael:

Aye.

Shanta:

Constance? Constance?

Constance:

Sorry I was on mute. Aye.

Shanta:

No problem. Thank you. All right that's the financial report for the month. Thank you all. Great job. So fourth sector and all of the school leadership, I appreciate you guys.

Eugene:

Thank you.

Malik:

Thank you so much. Appreciate that Shanta and apologize for trying to cut off your voting game.

Shanta:

I know.

Malik:

Oh I know. So for the educational committee update, Ellen, is she on the call?

Aaron:

No, she's traveling. She wasn't able to join, but she didn't have anything material to touch on beyond what you already went through with the school update.

Malik:

Okay, great. Appreciate that. Any questions regarding that? Okay, no. And then for the external relations committee update Aluta? Aluta do you have anything from the external relations committee update?

Aaron:

I'm not aware of anything specific to this board meeting.

Malik:

Okay, great.

Aluta:

I'm sorry Malik. I'm sorry. What's it called? I was having issues getting the mute off, but no, I don't have any updates.

Malik:

Oh, appreciate that. Thank you so much. All right, so we will go to public comments. Aaron?

Aaron:

Great so per custom, we have a portion of our meeting dedicated to public comments. I'm looking in the attendance record here, and I do not see any members of the public who wish to speak. Did I miss anybody? Okay, so we will move forward. Thanks.

Malik:

Okay. Great, next-

PART 4 OF 6 ENDS [02:00:04]

Malik:

Okay, great. Next, I will go to Jessica for board governance and approval.

Aaron:

I think I'm actually going to take that one for Jessica this month.

Jessica Boulet:

I was just going to say, I don't think beyond the minutes book that I have anything under this agenda item today.

Aaron:

Okay, great.

Malik:

Thank you.

Aaron:

So, motion to approve the August, 2021 board meeting minutes?

Anuj Khatiwada:

I second and I'm an aye.

Aaron:

Thanks Anuj. Give me one second here. Okay. Tim?

Tim Bryan:

Aye.

Aaron:

All right. Aluta?

Aluta Khanyle:

Aye.

Aaron:

Thank you. Constance?

Constance Barnes:

Aye.

Aaron:

Jessica?

Jessica Boulet:

I'm abstaining since I wasn't here last month.

Aaron:

Kamaria?

Kamaria Brisseau:

Ah, I guess I should abstain as well then. I wasn't here last month.

Aaron:

Kahari?

Khari Shabazz:

Aye. Was here last month.

Aaron:

Michael?

Michael:

Aye.

Aaron:

Shanta?

Shanta Pressley:

Aye.

Aaron:
Sophia?

Sophia:
I'll abstain as well.

Aaron:
And I am an aye. Did I miss anybody? Okay, great.

Khari Shabazz:
[inaudible 02:01:35] Tim though.

Aaron:
Yeah, Tim was first.

Khari Shabazz:
Okay.

Aaron:
And then I can roll right into the November change vote too. Yeah. What we thought we would do is given that the board meeting is actually scheduled, I think to be the day after it, at this point to the authorizer interview with the board, we thought we would put that all into one night and Malik has assured me that the board meeting agenda will be shortened. So it's not too long of a night for everybody, but we thought that might be better for all of us to meet all at one point. I'll call for a vote on it, but does anybody feel strongly that that isn't the way to go here? This does require a board vote because the board calendar is set by vote per our bylaws.

Aaron:
Sophia got so mad. She just left. Okay. I think I talked with a few of you offline about this too, and people felt okay with it. So we'll go ahead and call for a vote on that. So motion to change the 2021 board meeting calendar, the November board meeting from the 18th to the 17th of November.

Tim Bryan:
I second and aye.

Anuj Khatiwada:
Aye.

Aaron:
Thank you Anuj And Tim. Jessica?

Jessica Boulet:

Aye.

Aaron:

Aluta?

Aluta Khanyle:

Aye.

Aaron:

Constance?

Constance Barnes:

Aye.

Aaron:

Kamaria?

Kamaria Brisseau:

Aye.

Aaron:

Khari?

Khari Shabazz:

Aye.

Aaron:

Michael?

Khari Shabazz:

Aye.

Aaron:

Shanta?

Shanta Pressley:

Aye.

Aaron:

Sophia? We'll come back for Sophia later. And then I'm an aye as well. Okay. Melissa, if you would mind having your team update invites and so forth, that would be great. Malik back to you for, for the remainder of the governance.

Malik:

Right? Quickly, these are some things that are going to be coming on to your radar. The personnel handbook, with all of Susan's updates and full as well as the scholar family handbook will be early in the month of October to be voted on that month. The policies, the meat of it, have already been voted on by the board, but just wanted to let you know that you'll have that to review early in the month for an October approval. Then just wanting to check in on board committee chairs and where we are with that process. The four places that I have are, the external relations committee, the facilities committee, the education committee and the nominating committee. And believe that there was a process or should have been a process in place for those committee chairs to be selected and wanted to have an open conversation with [inaudible 02:05:13] and kind of where we are with that. So we can start with the external relations committee. Aluta, where are we with the selection of a committee chair for that?

Aluta Khanyle:

I was under the impression that we did this already.

Malik:

Has it been done?

Jessica Boulet:

So it has to be determined by the committee. So the committee has to meet to determine who it will be.

Aluta Khanyle:

Okay. So I'll set that up for next week then.

Malik:

Okay, great. Thank you. Appreciate that. Then obviously let us know what the outcome of that is so we can talk about it at the next board meeting. Facilities committee?

Aaron:

We have not met yet. Malik, let's actually talk given what's happening with the architect. Probably a good time to go a little bit more in depth this month. So let's figure out the right sequence to get that done before the October board meeting. Okay.

Malik:

Okay. All right. So let's set that up and we can do that. Education committee, does anyone know of any change to that? I know Ellen is gone, so maybe we just push that as well. And then last is the nominating committee?

Kamaria Brisseau:

Yeah. So the nominating committee. We did have a meeting in June, and I'm still the chair of the nominating committee, so that's been voted on and it's on the record.

Malik:

All right. Great. Thank you so much. Appreciate that update. Okay, great. So I'll have follow ups with you Aaron, I do think it makes sense, especially if we go into this process to be thoughtful about that. And then I will follow up with Aluta once after next week and then Ellen next week as well. And so that we can have this all squared away by October.

Aluta Khanyle:

Malik, I'm going to put you on I'm on the invite as well. It'll be optional.

Malik:

No, I've never not shown up for meetings, I show up, so I'll be there for you. No question. We're going to be there. No, I appreciate that. Thank you. Okay. Where do we go from here and just to go through some of this process?

Aaron:

Yeah. So that brings us to the end of the open of the open meeting. So what we're going to go ahead and move into an executive session here. There'll be board members and we'll invite Malik Russell as a guest. I'll make the formal motion here shortly, but just overall, in closing, back to for the open portion of the meeting here, a lot of exciting stuff happening. It makes me excited about what it means for what I said about [inaudible 02:08:19] for kids. So look forward to seeing the progress on laying the foundation of the data that we have back at the beginning of the meeting, all the way through the five-year strategic plan on space and operations and how all that works together. Lots to digest here, but more importantly, excited for getting through the renewal in the next couple of months. And what I think is a very bright future. Any questions or anything before I make a formal motion for executive session?

Aluta Khanyle:

Can you hear me?

Aaron:

Yes.

Aluta Khanyle:

Okay. Perfect. Could someone put the executives session in the chat? Because the link I have in my email I found didn't bring me to the meeting.

Aaron:

You and Anuj had the same idea at the same time. So it's now in the chat. And thanks for actually asking about that. Ellen's not here, who usually does the exec session zoom. So Anuj has set that up for us. That should be in your inbox. Then also, if you have any questions, reach out to Anuj directly. It's the 8:37. So let's try to get into the exec session Zoom by 8:42.

Aaron:

For those not joining us. Thank you. Thank you very much for your hard work here off to a fast start to school year. It makes me excited to hear everything you've done when we get to October. Take care.

Aaron:

Motion to move into executive session, to discuss a specific personnel matters with the inclusion of Malik Russell as guest. Do I have a second?

Khari Shabazz:

Second and yes aye.

Aaron:

Thank you Khari. Quick rundown. I'm an aye. Anuj?

Anuj Khatiwada:

Aye.

Aaron:

Constance?

Constance Barnes:

Aye.

Aaron:

Jessica?

Jessica Boulet:

Aye.

Aaron:

Tim?

Tim Bryan:

Aye.

Aaron:

Aluta?

Aluta Khanyle:

Aye.

Aaron:

Kamaria?

Kamaria Brisseau:

Aye.

Aaron:
Shanta?

Shanta Pressley:
Aye.

Aaron:
Sophia?

Sophia:
Aye.

Shanta Pressley:
And Tim? I think I got Tim already actually. Okay, great. I'll see everybody in just a few, or those joining executive session in just a few minutes here. For those who are co-hosts, please don't end this session. I'll keep the session open so we can come back here and close out shortly.

PART 5 OF 6 ENDS [02:30:04]

Anuj:
That was abrupt.

Aaron:
Yeah. Who was in charge of that?

Anuj:
I plan on making every single call that I have at work that way. Just TikTok, TikTok, TikTok.

Aaron:
I'm just thinking about how effective that might be.

Anuj:
I am going to be not effective at all. [inaudible 02:53:28] 15 minutes on everybody's calendar... Kamaria, you're on mute.

Kamaria:
I know. I was thinking out loud speaking. I was thinking to myself, I wonder if we can just hit Stop Recording to continue discussion [inaudible 02:53:42].

Anuj:
Can we?

Kamaria:

I don't know [crosstalk 02:53:45]

Jessica:

I don't think there's any rules on how we do it. The only thing about Executive Session is no one else can be here, but since we're using a Waiting Room, we would know if somebody else would be here.

Jessica:

But then, if you stop recording, can you finish recording the rest of the public session? Can you start recording again?

Anuj:

No. I know that from customer interviews, because I tried. We lost a very good customer interview, because I fat-fingered Stop Recording. And then I started recording again, but that second recording was just a crap file. So, no, you can't. So, don't do it.

Jessica:

All right.

Aaron:

Thanks for telling us about that in another recorded forum.

Anuj:

Yeah, yeah, yeah, yeah. Now, everybody knows also. [crosstalk 02:54:43]

Jessica:

Well, I had actually finished my sentence, so I think I'm done with Executive Session.

Kamaria:

Then that all that matters.

Aaron:

As long as Jesse got her sentence in. [crosstalk 02:54:55]

Aaron:

I think Tim just bailed. So, I think that this is all a success, except for Tim. And so, we wrap up. Again, we are positioned to think bigger, to think about each other, to think about the relationships to the board, and to think about the strategic direction of the organization. And so hope that everything we've touched on tonight, including what we needed to discuss out of the public forum are beginnings to conversations. So, if you want to follow up on any of that, or just the bigger picture conversations as we go forward, now that we're in a place we can have those more, feel free to call me, call Anuj, bounce ideas off of each other. Let's be sure we continue to exchange ideas... Yes, I see waving at me, yes.

Jessica:

Yes, we need to end Executive Session.

Aaron:

Motion to end Executive Session.

Anuj:

I second.

Jessica:

Aye.

Khari:

Aye.

Kamaria:

Aye.

Aaron:

I'm going to vote against it just because. Let's make sure we keep free flowing dialogue going amongst each other. Keep our direction pointed forward, in our role as board members, through our committees, through doing the fundamental things we need to do, but then also taking a step back and thinking about the bigger picture and being really good partners to our senior leadership. So, off to a new year, we're already a month in, and really excited to just see where we go from here. If you have any questions about renewal, just reach out to Anuj or I. We can hopefully get you through that, and otherwise, let's find time to get to the school and have a great fall. Thanks everybody. Motion to adjourn.

Anuj:

And, Khari, can you send us out with that music again? You kicked off Executive with the music, so.

Khari:

Yeah, I don't have it queued up anymore, but it's Black Thought, his name and album, Knock Yourself Out. It's really tight.

Anuj:

Cool. Every single board meeting now, I just expect you to come in with Black Thought. I'd love it. All right. Have a good night, everybody.

Khari:

All right.

Jessica:

Good night.

Aaron:

This transcript was exported on Sep 30, 2021 - view latest version [here](#).

Take care.

Kamaria:

Night.

PART 6 OF 6 ENDS [02:57:35]