



Bridges Charter School

Governance Committee Meeting

Date and Time

Tuesday October 24, 2023 at 10:00 AM PDT

Location

ON-SITE MEETING LOCATION

Bridges Charter School

1335 Calle Bouganvilla, Thousand Oaks, CA 91360
Office

SATELLITE MEETING LOCATIONS

(required for board members joining remotely)

:

Outside Ventura County:

Community Members may choose to join in-person or via Zoom Meeting at

:

Join Zoom Meeting

<https://us02web.zoom.us/j/7670961601?pwd=eWkycUxoalo1NGJBdE5lSlh3Rk5GZz09>

Meeting ID:

767 096 1601

Passcode:

477881

Community members wishing to speak publicly must be present at the board meeting in person.

Agenda

	Purpose	Presenter	Time
I. Opening Items			10:00 AM
Opening Items			
A. Record Attendance and Guests		Katerina Yevmenkina	
B. Call the Meeting to Order		Katerina Yevmenkina	
C. Approve Minutes	Approve Minutes	Kelly Simon	3 m
Approve minutes for Governance Committee Meeting on September 26, 2023			
II. Reports			
III. Governance			
Governance			
IV. Other Business			10:03 AM
A. Consideration of Heather Kruse's Application for Board	Discuss	Kelly Simon	10 m
The Governance Committee will review the application materials for Heather Kruse for appointment into a board seat.			
B. Recruitment of Board Members	Discuss	Kelly Simon	10 m

	Purpose	Presenter	Time
Dr. Simon will provide an update to the Board on Pipeline for future Directors.			
C.	Review of Board Policies and Schedule for Policy Revision	Discuss Kelly Simon	30 m
The Committee will review Board Policies and make recommendations for policies to revise for the 2023-2024 school year.			
The Policies we will be reviewing are:			
1) Student Accidents			
2) Assessments and Examinations			
3) Promotion and Retention Policy			
D.	CEO Evaluation -- Schedule and Process	Discuss Katerina Yevmenkina	5 m
Ms. Yevmenkina will provide an update regarding the process for CEO Evaluation and solicit committee feedback.			
E.	Consideration of Adjusting Board Terms	Discuss Kelly Simon	5 m
The committee will discuss the possibility of adding a 6th seat in order to stagger terms.			
V.	Closing Items		11:03 AM
A.	Adjourn Meeting	Vote Katerina Yevmenkina	

Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	C. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Governance Committee Meeting on September 26, 2023

DRAFT

Whole Child. Whole Family.
Whole Community.



Bridges Charter School

Minutes

Governance Committee Meeting

Date and Time

Tuesday September 26, 2023 at 10:00 AM

Location

ON-SITE MEETING LOCATION

Bridges Charter School
1335 Calle Bouganvilla, Thousand Oaks, CA 91360
Office

SATELLITE MEETING LOCATIONS

(required for board members joining remotely):

Outside Ventura County:

Community Members may choose to join in-person or via Zoom Meeting at:

[Join Zoom Meeting](#)

ID: 88231381633

Passcode: 595716

Community members wishing to speak publicly must be present at the board meeting in person.

Committee Members Present

Committee Members Absent

None

Guests Present

K. Simon (remote), K. Yevmenkina (remote), N. Hashemi (remote)

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

K. Simon called a meeting of the Governance Committee of Bridges Charter School to order on Tuesday Sep 26, 2023 at 10:06 AM.

II. Other Business

A. Consideration of Nikki Hashemi's Application for Board Appointment

Item was removed from the agenda.

B. Recruitment of Board Members

The committee discussed strategies for recruitment as well as potential candidates.

C. Review of Board Policies and Schedule for Policy Revision

The committee reviewed board policies and began drafting a schedule with dates for revisions. Policies were prioritized to review during the October and November meetings.

D. CEO Evaluation -- Schedule and Process

The committee discussed evaluation procedures for the CEO including a mid-year survey for teachers.

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:18 AM.

Respectfully Submitted,
K. Simon

Coversheet

Consideration of Heather Kruse's Application for Board

Section:	IV. Other Business
Item:	A. Consideration of Heather Kruse's Application for Board
Purpose:	Discuss
Submitted by:	
Related Material:	HK RESUME2023.pdf Heather Kruse Questionairre.pdf

HK

Heather Kruse

818-207-5922 | E: Heathermkruise@Gmail.com

PROFESSIONAL SUMMARY

Executive Level Human Resources Generalist with 20+ years of progressive experience in the entertainment industry and non-profit space. Expertise in full-cycle recruiting, conflict resolution, performance management, organizational leadership and Compensation/Benefits. Quickly establishes rapport and credibility while demonstrating the highest level of discretion and tact. Solution-oriented with ability to develop bottom-line focused organizational plans.

SKILLS

Conflict Resolution, Employee Recruitment and Retention, Employment and Labor Laws, Development and Training Programs, Succession Planning, Compensation Analysis and Performance Management.

WORK HISTORY

Viewpoint School

Chief Human Resources Officer: 8/18-Present

- Responsible for employment placement, orientation and training, performance management, employee relations, compensation, benefits and employee services.
- Plans and directs all aspects of organizations' s human resources policies, objectives, and initiatives.
- A senior member of the Executive Leadership Team and Co-Chair of the COVID-19 Taskforce.
- Manage an HR team of two and four Health Administrators.
- Winner of the 2022 Best Places to Work in SoCal.
- Head employee wellness initiatives throughout the year.
- Partner with Director of DEI on programming, hiring and retention.

Rogers & Cowan / FRUKT

Vice President ,Human Resources: 11/16– 8/18

Human Resources Director: 11/15-11/16

- Reports to the CEO, as a member of the Senior Leadership Team and worked collaboratively to define and develop human resource specific goals, objectives, strategies, and tactics that aligned and supported Rogers & Cowan / FRUKT's overall strategic business plan.
- Created a company-wide performance development and feedback process that promoted personal and professional achievement
- Identified training and organizational development opportunities that will drive business results and support employee engagement
- Oversaw and supported full cycle recruitment efforts for all exempt, nonexempt and contract personnel
- Coached organizational leaders on employee relations, change management and communication strategies to support a productive and healthy workplace
- Established credibility throughout the agency to be an effective listener and problem solver of employee issues
- Oversaw and implemented all D&I initiatives and programming for R&C / FRUKT
- Co-Chaired IPG's Women in Leadership West Coast Chapter

CBS Television Studios, CBS Global Distribution Group and Television Production

Human Resources Director: 8/07-6/15

- Responsible for implementing, monitoring, and training of new policies including Social Media, Anti-Harassment and Business Code of Conduct for over 5,000 union and non-union employees
- Extremely hands on and highly visible to 23 television productions across the country and 3 corporate offices
- Focused on minimizing turnover and handling employee relations issues
- Advised management, Labor Relations and Legal on solutions and outcomes of formal disciplinary action, including warnings, terminations, RIF's, and compliance of CBAs when applicable
- Collaborate with department heads to identify and deliver training needs within functional areas across the company to improve efficiency and turnover

- Developed and monitored the CBS Internship Program, which included over 50 students who participated in day-to-day activities that took place within a production or corporate department
- Responsible for full cycle recruitment

Viacom (Paramount Pictures)

Human Resources Manager: 1/05-8/07

- Full Cycle recruiting and Employee Relations for eight divisions
- Supervised temporary staffing for all areas of finance, legal and administrative services
- Successfully implemented and issued \$10M RFP for temporary staffing services
- Responsible for all employee relations including complaints and investigations
- Forefront of evaluation and selection process for ATS system
- Fully incorporated team member on DreamWorks Acquisition project including RIF's and New Hire orientation
- HR lead for organizational development, strategy and planning for Paramount subsidiaries

VNU Business Media

Human Resources Specialist: 1/02-8/04

(The Hollywood Reporter, Billboard Magazine)

- In charge of all recruitment activities including the temporary staffing function for all of VNU Business Media
- Ensured policies, plans, and practices relating to employees, were fair and in compliance with federal and state laws
- Managed Employee Relations
- Counseled and provided troubleshooting for employees in the administration of benefits
- Implemented new hire orientations and exit programs, as well as coordinating internship programs

Viacom (Paramount Pictures)

Human Resources Assistant: 4/99-1/02

- Screened, interviewed, and recruited for all client groups, including over 1,200 exempt and non-exempt employees
- Conducted references and budgeted salaries for potential hires
- Conducted orientation meetings for all new hires on a weekly basis
- Organized all Job Fairs

BRIDGES CHARTER SCHOOL

BOARD OF DIRECTORS CANDIDATE QUESTIONNAIRE

Deadline: .

Instructions:

Please complete your responses and submit this questionnaire as well as a copy of your resume for consideration as a nominee to the Bridges Board of Directors and submit your responses electronically to Bridges Administrative Coordinator, Kamibrown@bridgescharter.org

Name: Heather Kruse

Email: heathermkruse@gmail.com

Home Address: 5237 Topanga Canyon Blvd. Woodland Hills, CA 91364

Home Phone:

Cell Phone: 8182075922

Current Employer: Viewpoint School


1. *Are you a parent of a student who will be at Bridges in 2023-24? NO*
2. *Have you or any family member been employed by Bridges during the last 12 months? NO*
3. *Please briefly summarize your experience and involvement with Bridges. None*
4. *Please list any type of experience and training you have had as a member of a board. I currently work with the board of trustees at my current job.*
5. *As a Bridges Board Member, indicate how you would help Bridges achieve the mission and vision of the charter. Additionally, list the strengths and/or skills you would bring to the Board. I am an Executive Human Resources Professional and can assist by utilizing my skills / knowledge in this field. For example, organizational development, training, coaching, recruiting, employee relations, succession planning and policies / procedures.*
6. *Please provide an example of a time when you have been involved in respectful collaboration with others to resolve an issue peacefully. I do this everyday in my job. I collaborate with all divisions TK-12 grades and work with all employees to solve issues. Could be about communication and transparency, providing guidance and support or sometimes tough conversations...i.e., conflict resolution.*

7. *If elected, are you willing and able to fill a three-year term of office? I did not realize the term was for three-years but I believe so.*

Coversheet

Review of Board Policies and Schedule for Policy Revision


Section:	IV. Other Business
Item:	C. Review of Board Policies and Schedule for Policy Revision
Purpose:	Discuss
Submitted by:	
Related Material:	BP5141.1 Student Accidents.pdf BP 6162 Assessments and Examinations.pdf BP5124_ Promotion and Retention-3.pdf

Bridges Charter School 	Board Policy- Student Accidents	
Policy Number: 5141.1	Adopted: 11/14/2011	Revised:

Bridges School Board believes that the School makes every reasonable effort to prevent student accidents and injuries, however accidents may occur. The Executive Director or designee shall develop procedures to ensure that first aid and/or medical attention is provided as quickly as possible and that parents/guardians are notified of accidents.

Universal precautions shall be observed whenever it is possible that students, employees or others may have contact with blood or body fluids as a result of the accident.

Bridges Charter School staff shall appropriately report and document student accidents.

Bridges Charter School 	Board Policy- Assessments and Examinations	
Policy Number: BP 6162	Adopted: 10/10/2011	Revised:

Bridges School Board believes that student assessments are an important instructional and accountability tool to measure the success of the overall instructional program of the school. The purpose of the examinations is to help students, parent/guardians and teachers identify each student's educational performance, growth and areas needing improvement in order to enhance teaching and learning. Examinations of student progress are based on numerous measures of student performance that provide a thorough evaluation and therefore, an extensive scope of the student's learning.

Examinations Required by the State and Federal Governments

Bridges Charter School students shall participate in all state and federal required examinations. Such examinations provide Bridges Charter School with information for evaluation and future planning. State and federal examinations also indicate Bridges Charter School's effectiveness in carrying out its educational mission.

Whenever examinations required by law are administered, the Executive Director of BCS or his/her designee shall provide parents/guardians written notice of the date of the examination, the uses and importance of the examination and the student's test results.

All examinations required by the state or federal law will be administered according to law on the dates required by law.

Special Education student shall participate in state and federal examinations according to their IEP.

Parents/guardians may obtain for their student an exemption for the state and deferral examinations only by written request sent to the Executive Director of Bridges Charter School or his/her designee.

Grading

Student progress evaluation provides information on student learning and where the student needs improvement. Parent/guardians are integral to student educational accomplishments.

Board Policy 6162 Assessments and Examinations PAGE 1 OF 2 Adopted/Ratified: 10/10/11

Revision Date:

Therefore, parent/teacher conferences will be held as needed. Parent/guardians will receive report cards indicating their student's educational and citizenship progress. Parents/guardians will be notified of deficiencies in their student's educational program.

At back to school night, parents will be informed as to the goals and objectives of the class, grading procedures for academic and citizenship grades, classroom practices and procedures, and parent/guardian responsibilities including but not limited to volunteering at the school.

Teachers are responsible for setting objective standards for grading academics and citizenship and shall make these standards known to the parents/guardians. Teachers are responsible for assigning grades to the student in their classes. In the absence of a finding that the grade was inaccurate, an unsubstantiated personal conclusion or inference, a conclusion or inference outside of the observers' area of competence not based on the personal observation of a named person with the time and place of observation noted, misleading, or in violation of the privacy of other rights of the pupil, the grade shall be final. A grade change may not be made as the result of coercion by any person(s).


If a student or parent/ guardian believes a grade is unfair or inappropriate, the grade can be appealed with the Bridges employee who gave the grade, then the administration team as per the Complaint Policy. If the matter is still unresolved, the student or parent/guardian shall appeal in writing to the Board in accordance with the Complaint Policy procedures.

The appeal shall allege specifically how the teacher's grading system or a grade is;

1. Inaccurate
2. An unsubstantiated personal conclusion or inference
3. A conclusion or inference outside of the observer's area of competence
4. Note based on the personal observation of a named person with the time and place of the observation noted.
5. Misleading
6. In violation of the privacy of other rights of the pupil.

Board Policy 6162 Assessments and Examinations Adopted/Ratified: 10/10/2011 Revision Date: PAGE 2 OF 3

Student's grades will not be changed by the Board or the Executive Director or designee without the input of the teacher who assigned the grade.

Bridges Charter School 	Board Policy- Promotion, Retention and Acceleration Policy	
Policy Number: BP5124	Adopted: 04/08/13	Revised: 03/13/17 04/03/23 05/08/23

PURPOSE:

The **Bridges Charter School's** Governing Board expects students to progress through each grade within one school year. To accomplish this, instruction should accommodate the varying interests and growth patterns of individual students and include strategies for addressing academic deficiencies when needed.

GENERAL POLICY:

Students may be retained or promoted only once in their K-8 school career.

A student enrolled in kindergarten may be admitted to the first grade at the discretion of the Executive Director or designee and with the consent of the parent/guardian, upon determination that the child is ready for first-grade work. (Education Code 48011)

Kindergarten Retention Criteria:

Parent/guardian and the administration may agree that a student shall continue in kindergarten for an additional school year if she/he performs below grade level standards on Kindergarten Benchmark Assessment.

Grades 1-8 Retention Criteria:

If a student is identified as performing below the minimum standard for grade promotion, the student shall be retained in his/her current grade level unless the student's regular classroom teacher determines, in writing, that retention is not the appropriate intervention for the student's academic deficiencies. This determination shall specify the reasons that retention is not appropriate for the student and shall include

recommendations for interventions other than retention that, in the opinion of the teacher, are necessary to assist the student in attaining acceptable levels of academic achievement. Appeals will be heard at the school level by the Director. The burden of proof for the appeal rests with the appealing party. (Ed Code 48070.5) The teacher(s) of record for students in grades 1-8 will recommend retention for any student who meets all criteria listed below, unless the teacher(s) specify in writing that retention is not the appropriate intervention. Teachers will inform the students' parents or guardians in writing of the students' lack of progress in meeting grade level standards at the first and second trimester reporting periods, or at the end of the first semester for middle school students. Without documentation of the students' lack of progress and without documentation of interventions, students will not be retained. If retention is deemed not appropriate for the student, documentation shall include recommendations for interventions other than retention that, in the opinion of the teacher, are necessary to assist the student in attaining acceptable levels of academic achievement. (Education Code 48070.5)

If the student does not have a single regular classroom teacher, the Executive Director or designee shall specify the teacher(s) responsible for the recommendation to promote or retain the student. (Education Code 48070.5)

POLICY DETAILS:

1. Admission to First Grade shall be subject to the following minimum criteria:

- 1.1. The student is at least five years of age.
- 1.2. The student has attended a ~~public school~~ kindergarten for a long enough time to enable school personnel to evaluate his/her ability.
- 1.3. The student is in the upper five percent of his/her age group in terms of general mental ability. This can be verified by completion of kindergarten benchmark assessment used in the Bridges' kindergarten program.
- 1.4. The physical development and social maturity of the student are consistent with his/her advanced mental ability.
- 1.5. The parent/guardian of the student has filed a written statement with the school approving the placement in first grade.

2. Continuation in Kindergarten Students who have completed one year of kindergarten shall be admitted to first grade unless the parent/guardian and the Director or designee

agrees that the student shall continue in kindergarten for not more than one additional school year. (Education Code 48011)

2.1. In the event a parent or teacher makes a suggestion for continuation in kindergarten, **Bridges Charter School** will provide an assessment to measure the academic level of the student. A team consisting of the parent(s), teacher, Director (or designee) and psychologist, will meet to determine the best placement for the student based on data and observations.

2.2. Whenever a student continues in kindergarten for an additional year, the ~~Executive~~ Director or designee shall secure an agreement, signed by the parent/guardian, stating that the student shall continue in kindergarten for not more than one additional school year. (Education Code 46300)

3. **Retention at Other Grade Levels**

3.1. The Executive Director or designee shall identify students who should be retained or who are at risk of being retained at the following grade levels: (Education Code 48070.5)

3.1.1. Between grades 1 and 2

3.1.2. Between grades 2 and 3

3.1.3. Between grades 3 and 4

3.1.4. Between grades 4 and 5

3.1.5. Between the end of the intermediate grades and the beginning of the middle school grades

3.1.6. Between the end of the middle school grade

3.2. Students between grades 1 and 2, grades 2 and 3 and grades 3 and 4 shall be identified primarily on the basis of their level of proficiency in reading. Proficiency in reading, English language arts and mathematics shall be the basis for identifying students between grades 4 and 5, between intermediate and middle school grades, and between middle school grades and high school grades. (Education Code 48070.5)

5. **Process of Retention**

5.1. When a student is identified as being at risk of retention, the Executive Director or designee shall so notify the student's parent/guardian as early in the school year as practicable. The student's parent/guardian shall be provided an opportunity to consult with the teacher(s) responsible for the decision to promote or retain the student.

Opportunities for remedial instruction will be provided to pupils recommended for retention or who are identified as being at risk for retention. (Education Code 48070.5)

5.1.1. The Executive Director or designee shall also provide a copy of the district's promotion/retention policy and administrative regulation to those parents/guardians who have been notified that their child is at risk of retention.

5.1.2. The teacher's recommendation and the Executive Director's decision to promote or retain a student may be appealed consistent with Governing Board policy, administrative regulation and law.

5.1.3. The burden shall be on the appealing party to show why the Executive Director's decision should be overruled. (Education Code 48070.5)

5.1.4. To appeal a teacher's recommendation, the appealing party shall submit a written request to the Executive Director or designee specifying the reasons that the teacher's decision should be overruled. The appeal must be initiated within 10 school days of the determination of retention or promotion.

5.1.5. The teacher shall be provided an opportunity to state orally and/or in writing the criteria on which his/her recommendation was based.

5.1.6. Within 30 days of receiving the request, the Executive Director or designee shall determine whether or not to overrule the teacher's recommendation. Prior to making this determination, the Director or designee may meet with the appealing party and the teacher. If the Executive Director or designee determines that the appealing party has overwhelmingly proven that the teacher's recommendation should be overruled, he/she shall overrule the teacher's recommendation.

5.1.7 The Executive Director or designee's determination may be appealed by submitting a written appeal to the Board within 15 school days. Within 30 days of receipt of a written appeal, the Board shall meet in closed session to decide the appeal. The Board's decision may be made on the basis of documentation prepared as part of the appeal process or, at the discretion of the Board, the Board may also meet with the appealing party, the teacher and the Executive Director/designee to decide the appeal. The decision of the Board shall be final.

5.1.8. If the decision of the Board is unfavorable to the appealing party, he/she shall have the right to submit a written statement of objections which shall become part of the student's record.

6. Grade Acceleration:

When high academic achievement is evident, the Director or designee may recommend a student for acceleration to a higher grade level. The student's maturity level shall be taken in consideration in making a determination to accelerate a student.

6.1 The recommended acceleration process is as follows:

6.1.1. Submit a written referral for acceleration to the Director or designee. A referral for acceleration may be initiated by a parent/guardian, teacher, or other certificated staff member.

6.1.2 The Director, after consulting with the appropriate staff such as the prior teacher, current teacher, and members of the Student Study Team (SST), will then gather academic progress data such as work samples, letters of recommendation, standardized test scores, and other assessment data to present a packet of evidence. This packet will be presented to the SST for a recommendation. The SST team can adequately determine if the student:

- a. Is ready for the next grade level work by passing with 90% success or greater on the end of year benchmark assessment in math and English for the grade level the student is attempting to skip.
- b. On the placement assessment for the grade level the student is requesting to promote to, the student scores show (s)he is scoring at or above grade level standards in math and English.
- c. Has the physical development and social maturity consistent with his/her advanced cognitive ability.

After review by the Director, the parent(s)/ guardian(s) shall be informed of the recommendation. If the student is to be accelerated, a parent conference shall be held, and written parent consent must be obtained. A record of the conference and parent consent shall be placed in the student's cumulative folder.