



Foxborough Regional Charter School

Monthly Board of Trustees Meeting

January 2023

Published on January 6, 2023 at 1:18 PM EST

Date and Time

Tuesday January 10, 2023 at 6:15 PM EST

Location

Edwards Conference Room - Door A, High School Building

Via Zoom:

<https://us02web.zoom.us/j/82604693294?pwd=TWpSb0FzQWN2QnpDajRsb1gyK2xTd3Z09>

Meeting ID: 826 0469 3294

Passcode: 085405

One tap mobile

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Meeting Format

Whether in person or online, the public is welcome to attend Board/Committee Meetings and have access to meeting minutes. Meetings are held once a month and additionally, as determined by the Board/Committee Chair. All meeting Agendas are posted on the school website at least 48 hours in advance of each public meeting.

During the meeting, the Board and its committees follow the published agenda. Gallery members are not part of the formal discussion or deliberations. Those wishing to speak at a meeting are asked to follow our [Privilege of the Floor Policy](#). To request to speak at a meeting, please complete the following [google form](#) before the start of the meeting.

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:15 PM
A. Attendance		Todd Tetreault	2 m
B. Call the Meeting to Order		Kathleen Crawford	2 m
C. Privilege of the Floor		Kathleen Crawford	15 m
II. Leadership Report			6:34 PM
A. Leadership Report	Discuss	Eddie Ingram	5 m
B. Library & Librarian	Discuss	Kathleen Foley	10 m
C. Personnel Update	Discuss	Mallory St Brice	5 m
D. Enrollment Update	FYI	Heidi Berkowitz	5 m
III. Board Business			6:59 PM
A. Administrative / Housekeeping Items	Discuss	Todd Tetreault	2 m
B. Board Training - Document any training Board Members Attended this month	Discuss	Todd Tetreault	3 m
C. Executive Director Search	Vote	Anissia Vixamar	10 m
D. Dashboards/Reporting Discussion	Discuss	Matthew Yezukevich	10 m
Discussion regarding improved dashboards/metrics the board may request on a recurring basis (e.g. the regular HR update).			
IV. Community Group Updates			7:24 PM
A. Advisory Groups	FYI	Heidi Berkowitz	3 m

	Purpose	Presenter	Time
B. English Language Parent Advisory Committee (ELPAC)	FYI	Heidi Berkowitz	1 m
C. Special Education Parent Advisory Committee (SEPAC)	FYI	Heidi Berkowitz	1 m
D. Partners in Education (PIE)	FYI	Heidi Berkowitz	1 m
V. Policy Review			7:30 PM
A. First Reading	Discuss	Todd Tetreault	
B. Second Reading	Vote	Todd Tetreault	
VI. Committees			7:30 PM
A. Finance	Discuss	Matthew Yezukevich	5 m
<ul style="list-style-type: none"> • General Committee Update (Yezukevich) • Current Budget Trends (Calvert) 			
B. Facilities	Discuss	Badawi Dweik	10 m
<ul style="list-style-type: none"> • General Committee Update (Dweik) • Project Updates (Michelot) 			
C. Governance	Discuss	Kathleen Crawford	5 m
<ul style="list-style-type: none"> • General Committee Update (Crawford) • Board Clerk Position (Berkowitz) 			
D. Diversity, Equity, & Inclusion	Discuss	Anissia Vixamar	3 m
• General Committee Update (Vixamar)			
E. Appeals	Discuss	Kathleen Crawford	3 m
• General Committee Update (Crawford)			

	Purpose	Presenter	Time
F. Staff Recruitment & Retention	Discuss	Todd Tetreault	3 m
• General Committee Update (Tetreault)			
G. Student Recruitment & Retention	Discuss	Kathleen Crawford	2 m
General Committee Update (TBD)			
VII. Closing Items			8:01 PM
A. Approval of Minutes	Vote	Todd Tetreault	30 m
• 13DEC2022			
*Note, minutes are in draft form; links will only work for the public once minutes are approved and published.			
B. Adjourn Meeting	Vote	Kathleen Crawford	1 m

The listed matters are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may be brought up for discussion to the extent permitted by law.

Coversheet

Leadership Report

Section: II. Leadership Report
Item: A. Leadership Report
Purpose: Discuss
Submitted by:
Related Material: Shared Values - Project Timeline December 2022.docx



**Shared Values ~ Vision ~ Mission
Project Timeline**

Anticipated Completion Date	Activity/Exercise	Stakeholder Group Involved	Facilitator
11/28 12/1 12/9 TBD TBD TBD	Review Shared Values	District Improvement Team Board of Trustees Leadership Team Elementary School Middle School High School	Eddie Amanda/Eddie Alisa / Eddie Mike/ Eddie
Early January	Calibrate Shared Values among stakeholder groups		
Early January Late January	Develop Concept Statements Calibrate Concept Statements among stakeholder groups	District Improvement Team Board of Trustees Leadership Team Elementary School Middle School High School Families	
Early February Late February	Review / Reimagine Vision Calibrate Vision among stakeholder groups	District Improvement Team Board of Trustees Leadership Team Elementary School Middle School High School Families	
Early March Late March	Review/ Reimagine Mission Calibrate Mission among stakeholder groups	District Improvement Team Board of Trustees Leadership Team Elementary School Middle School High School Families	

Coversheet

Library & Librarian

Section: II. Leadership Report
Item: B. Library & Librarian
Purpose: Discuss
Submitted by:
Related Material: Library Survey - Staff - January 2023.pdf

Library At FRCS

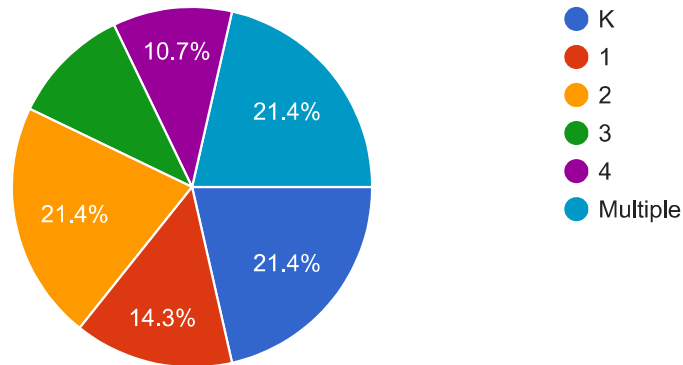
28 responses

[Publish analytics](#)

Grade level

 Copy

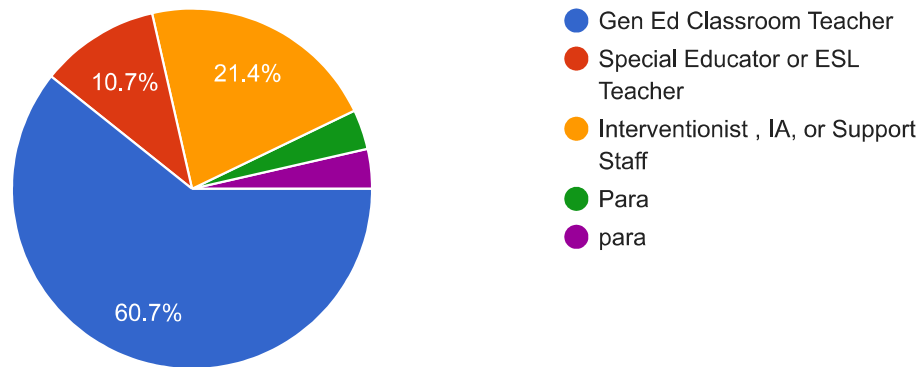
28 responses



Role in the Building

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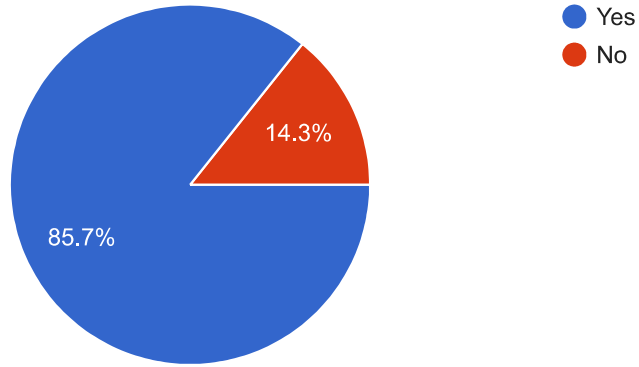
28 responses



Are you interested in bringing back classroom library time?



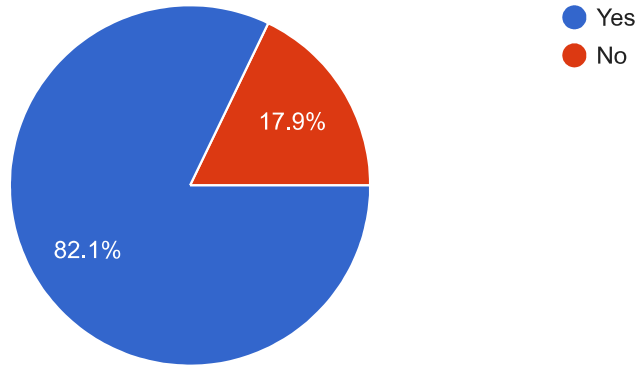
28 responses



Do you have a classroom library in your room?



28 responses



What supports, if any, would you need to incorporate library into your schedule?

16 responses

It would be helpful to have someone who can sign in/out the books as it would be hard to help students find books and sign them out in a limited time period. (If there is a particular system in place, perhaps this wouldn't be as big of an issue as I am anticipating.)

Someone to check the library books in and out for my students (and a system to do so).

I like having library because it provides students the opportunity to get books to have to read at home. Perhaps, there could be a time during morning work that that students could go down and get books.

Library staff

someone to check in and out the books; library is not feasible if teacher is doing books and trying to assist students to find books

someone to help run the time and help with checking out books and putting this away/ keeping track of the books etc.

N/A

Not sure

none

It would be ideal to have someone to help assist students in choosing books and/or reading a story to the class during library time.

An additional staff member to be available to scan and put away books.



if there was a librarian to read to the students or a special reader each time they go that would be great. If not, I do not feel as though I would be interested.

None

n/a

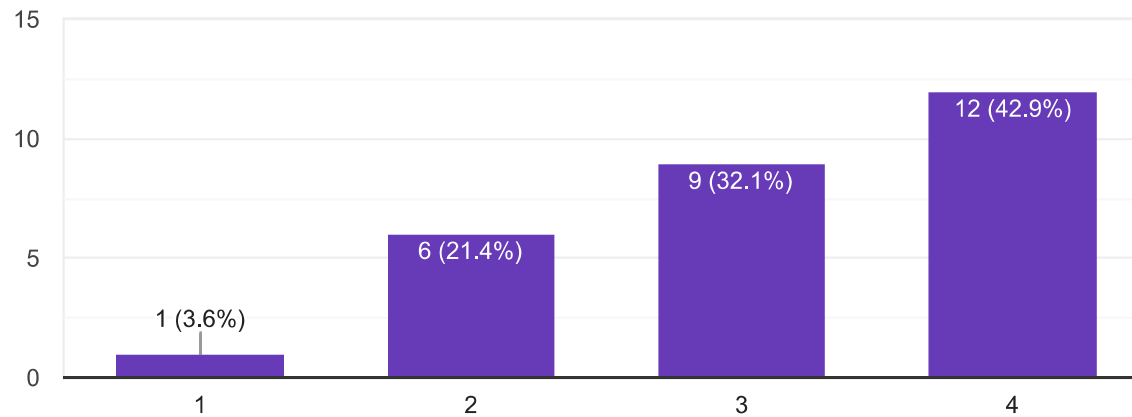
N/a

Someone working in the library who can help students find and check out books.

To what extent do you feel library time fosters a love for reading within your students?



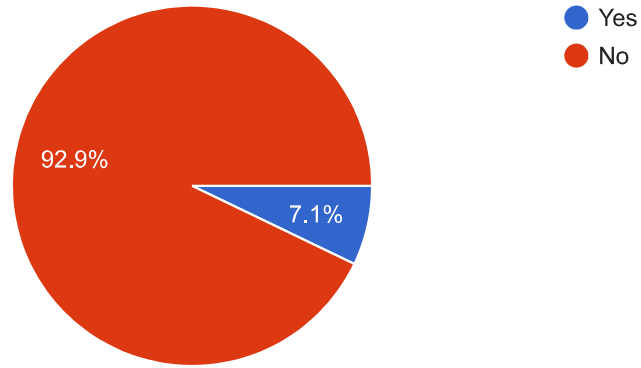
28 responses



Have any parents/guardians reached out to you regarding library time?



28 responses



What components of a library program best support you as a teacher and your students as learners?

20 responses

Having a helpful librarian to assist in picking books and facilitating this time

I believe that when we encourage students to check out a library book to read in the classroom or to take home, we are helping them to develop a love of reading and understand the importance of reading. The Bobcat class loves to read! (I also recognize that some students may have limited access to books at home, so checking a book out each week or every two weeks helps put a book in their hand that they may not otherwise have.)

They read everyday, and the school library provides a great opportunity for them to discover new books that we don't have in our classroom library. Also, they were able to take the library books home in the past (they cannot take home the books from the classroom library).

In other districts that I have worked at, library is coordinated to topics that are currently being taught in class. The librarian would have a list of subjects by grade level and what the grade levels are currently working on.

In other schools in the area, library is scheduled a special. Time is set aside each library block for the librarian to do a read aloud and students are explicitly taught how to look for books and expected library behavior. Perhaps a field trip to the Boyden library in one of the younger grades to get students a SAILS library card that can be used to take books from various area libraries and/or borrow books to be read on devices might be a great idea as well. For older grades, having the library available to expose students to a larger variety of books than classroom teachers have is certainly valuable.

excite students with the choice to choose a book they are interested in; larger selection; fosters love of reading

I think if run correctly and efficiently library time is a great way to introduce the library and check out process to give students the opportunity to read outside of school. Having someone



to read a story to the kids and talk about the story is also another great way to create a love for reading while also reinforcing story comprehension.

N/A

A real librarian with training, not just a book checker

Anything related to physical fitness or sports

allowing the students an opportunity to select a book of interest to read

choices, responsibilities, knowledge, reading quietly, learning behaviors in the library setting.

Accessibility to all different kinds of books, books with high interest levels, learning how to use a library to find books that are interesting to you

Students are able to become excited about reading when getting the experience to choose their own book

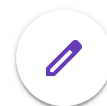
having a librarian

Just giving the students access to a wider variety of free books. Can we connect to SAILS library? We were in NBPS and it was helpful to get kids local library cards with parental consent.

Read aloud in the library and teaching the students how to search for a book of interest in the library

n/a

Read Aloud by a librarian- Introduction/exposure to myriad of genres/authors/illustrators to enhance background knowledge- vocabulary



The variety of books for students to choose from; books for research for our biography unit.

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Google Forms





Coversheet

Personnel Update

Section: II. Leadership Report
Item: C. Personnel Update
Purpose: Discuss
Submitted by:
Related Material: HR Board Dashboard 1.4.22 DRAFT.pdf
FY23_ Vacancies by Position_Building_Grade 1.3.23.pdf

1/4/2023

Head Count

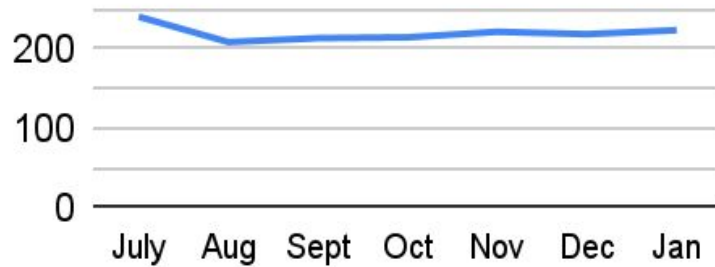


218* ↓

As of 12/31/22

Total already increasing in Jan 2023
Does not include **19 per-diem subs**

Head Count



Monthly Ending Head Count SY223-23

Absences Rate ↑

(Employee Engagement Indicator)



4.92% as of 12/31/22

383 Sick Days
Per 100 employees

Current Vacancies

32

District K-12	7
Elementary	14
Middle School	9
High School	2

Additional vacancy details attached.

New Hire Survey Results Preview

December 15-22, 2022
14 responses

- Most respondents felt that the pre-hire process was smooth and feel welcomed at FRCS.
- However, some respondents did not feel like the School were fully “ready” for them on their first day.
- There’s room for improvement in terms of consistently ensuring every person that starts has the information, tools, and access they need right when they start.
- Some respondents do not feel adequately supported, mainly reporting lacking communication or training about resources and tools, systems, and, in some cases, policies and procedures for things as simple as calling out or knowing who to go to.
- Most respondents reported job satisfaction overall.
- Respondents provided valuable feedback and suggestions to improve new hire support going forward. More to come!

A full report and analysis on this will be provided in February.

Employee Separations | Avg. Tenure 2.79 Yrs*

Period	Q4 to date	Q3	*Includes outlier staff with 15+ years
Terminations			
<i>Voluntary</i>	14	47	
<i>Involuntary/RIF</i>	NA	16	
<i>Upcoming Voluntary</i>	3		
Turnover Rate	6.5%	3.7%	

Recent Hires since 12/1/22

-
-

Foxborough Regional Charter School- Active Position Vacancies by Building and Grade- as of 1/3/23			
Department	Location/Building	Position Type	Posted or Reposted Status
Culture & Climate Team- District Office	District K-12	Substitute School Nurse, K-12 District	2022-12-12 Active
Human Resources Team	District K-12	District Wide K-12 Substitute Teachers Pool	2022-12-12 Active
Human Resources Team	District K-12	Human Resources Substitute Coordinator	2022-12-27 Active
Human Resources Team	District K-12	Talent Acquisition Specialist	2022-12-12 Active
Operations Team - District Office	District K-12	Food Service Assistant Pool	2022-12-12 Active
Pupil Services - District Office	District K-12	Director of Special Education	2022-12-18 Active
Teaching & Learning - District Office	District K-12	Instructional Technology Manager	2022-12-30 Active
Culture & Climate Team- District Office	Elementary School	Paraprofessional, BRYT Program, Elementary K-4	2022-12-31 Active
Elementary School	Elementary School	Clinician, BRYT Program, Elementary K-4	2022-12-12 Active
Elementary School	Elementary School	Teacher, Foreign Language Spanish, Elementary K-4	2022-12-12 Active
Elementary School	Elementary School	Teacher, General Education, Elementary K-4, Grade 3	2022-12-12 Active
Elementary School	Elementary School	Teacher, General Education, Elementary K-4, Grade 4	2022-12-15 Active
Elementary School	Elementary School	Teacher, General Education, Elementary K-4, Grade 4	2022-09-21 Active
Elementary School	Elementary School	Teacher, Reading Interventionist, Elementary K-4	2022-09-21 Active
Pupil Services - District Office	Elementary School	Paraprofessional, Special Education, Elementary K-4	2022-12-12 Active
Pupil Services - District Office	Elementary School	Special Education Teacher, Substantially Separate Classroom, Elementary K-4	2022-12-31 Active
Pupil Services - District Office	Elementary School	Teacher, English as a Second Language (ESL), Elementary K-4	2022-12-31 Active
Pupil Services - District Office	Elementary School	Teacher, Special Education (Grade 4) Elementary K-4	2022-12-12 Active
Pupil Services - District Office	Elementary School	Teacher, Special Education (Kindergarten) Elementary K-4	2022-12-31 Active
Pupil Services - District Office	Elementary School	Teacher, Special Education, (Grade 1) Elementary K-4	2022-12-31 Active
Teaching & Learning - District Office	Elementary School	Principal, Elementary K-4	2022-12-12 Active
Culture & Climate Team- District Office	High School	Adjustment Counselor, High School 9-12	2022-12-12 Active
Pupil Services - District Office	High School	Teacher, Special Education, High School 9-12	2022-12-12 Active
Culture & Climate Team- District Office	Middle School	Guidance Counselor, Middle School 5-8	2022-12-12 Active
Middle School	Middle School	School Based Building Substitute Teacher, Middle School 5-8	2022-12-12 Active
Middle School	Middle School	School Based Building Substitute Teacher, Middle School 5-8	2022-12-19 Active
Middle School	Middle School	Teacher, English Language Arts, Middle School 5-8	2022-12-12 Active
Middle School	Middle School	Teacher, Foreign Language Spanish, Middle School 5-8	2022-12-12 Active
Middle School	Middle School	Teacher, Spanish Middle School 5-8	2022-12-21 Active
Pupil Services - District Office	Middle School	Teacher, Special Education (Inclusion), Middle School 5-8	2022-12-12 Active
Pupil Services - District Office	Middle School	Teacher, Special Education, Middle School 5-8	2022-12-12 Active
Pupil Services - District Office	Middle School	Teacher, Special Education, Middle School 5-8	2022-12-12 Active
Teaching & Learning - District Office	Middle School & High School	Instructional Coach, Middle/High School 5-12	2022-12-15 Active
TOTAL			
	District K-12	7	
	Elementary	14	
	Middle School	9	
	High School	2	
	TOTAL	32	

Coversheet

Enrollment Update

Section: II. Leadership Report
Item: D. Enrollment Update
Purpose: FYI
Submitted by:
Related Material: Board Update 1-5-23 Enrollment Applications for SY 23.pdf
Board Update - Enrollment Status 1-5-23.pdf



Enrollment Applications for SY 23-24 Applications as of 1/5/22

Applicants by Grade:

K	157
1	32
2	23
3	33
4	31
5	23
6	25
7	25
8	25
9	29
Total	404 Applications

Siblings:

75 applicants have noted that they should be processed through the lottery with sibling status. This information will need to be confirmed.

Applicants by Town:

The 5 communities with the most applicants

Brockton	153
Attleboro	34
Taunton*	28
Stoughton	27
Foxborough	25

**Out of district community*

Dates to Remember:

Application Period Closes: **Friday, February 17, 2023**

Annual Enrollment Lottery: **Wednesday, March 1, 2023**



Enrollment Update – January 5, 2023

District Summary

Grade	Enrollment Goal	Current Enrollment	Withdrawals to Date	Current Waitlist
Kindergarten	145	145	26 Declinations, 3 WD	9*
Grade 1	145	145	20	33
Grade 2	145	149	15	36
Grade 3	145	147	18	22
Grade 4	145	146	18	28
Grade 5	130	124	26	29
Grade 6	130	125	30	9*
Grade 7	130	100	40	60
Grade 8	130	112	26	5*
Grade 9	130	106	42	6*
Grade 10	109	96	17	0
Grade 11	94	88	10	0
Grade 12	77	86	3	0
Total	1655	1569	294	237

* Students on WL reside in at-cap communities and cannot be offered a seat at this time.

Withdrawal by Town

Town	Withdrawals
Attleboro	61
North Attleboro	32
Brockton	46
Foxborough	28
Mansfield	18
Norton	14

Notes

Enrollment has continued to be a challenge this year, with student withdrawals trending higher than usual. As enrollment directly effects revenue, and therefore, impacts our budget, we must continue to balance the juggling act and backfill positions as they become available. Additionally, by state regulation, charter schools are required to backfill available positions until February 15 of each school year. For these reasons, offers were extended to students in several grades and we had several new students start the week of January 3, 2023.

Grade	New Students
Kindergarten	4
Grade 1	2
Grade 3	3
Grade 4	1
Grade 5	1
Grade 6	3
Grade 8	4
Grade 9	1
Total	19

There are still some grade levels that are below our Enrollment Goal number. The outreach team will be making additional offers to Grade 5 students on the waitlist. Additionally, as staffing becomes more stabilized in Grade 7, outreach hopes to be able to extend offers to siblings who are on the Grade 7 wait list later this month. There are 10 grade 7 siblings on the wait list.

Coversheet

Executive Director Search

Section: III. Board Business
Item: C. Executive Director Search
Purpose: Vote
Submitted by:
Related Material: Foxborough MA responses.docx
The 31 Characteristics Explained FRCS.pdf
FRCS Seeks .pdf
Top Ten Survey FRCS.pdf

Foxborough Charter School Stakeholder Responses

1. Strengths of the School:

One campus - K-12 environment - older students supporting younger students - diversity - good staff - good facilities - Spanish for all grades - DEI - Instructional freedom - pedagogical freedom elementary programming - focus volunteerism - X-tra Curricular programming - strong academics - empathetic staff - student acceptance - numerous pathways to academic success - student supports - student voice - empowering staff - school spirit - strong club programs - financial stability

2. Positives of the Community

- resources - accessibility - culture - proximity to both Boston and Providence - stable economy - natural beauty - good outdoor options - safe environments - higher education options - stable economy - event options - engaging opportunities - 4 seasons - affordable and good living options - safe and calm - lots of activities and events - good place to raise children - outdoor recreation - ocean - friendly - New England lifestyle - rail transportation

3. Leadership qualities and Characteristics:

- hire good personnel and give them freedoms to do their jobs - staff and student centered - understands special education - accessible – respectful - professional - collaborative - experienced - reasonable and has union experience - inspirational - builds trust - inclusive leadership - good listener and strong communicator - inclusive leadership - able to build community - true leader - organized - not afraid to make decisions - assertive - approachable - understands staff recruitment and retention - open and transparent - person of color - builds school culture - is present and engaging

4. Critical Issues:

- special education challenges - staffing - equitable accommodations - student behavior - morale - building trust - enrollment - test scores - staff and student ethnic make-up and inequities - improving M. S. and H. S. student

Ray & Associates

RECRUITING. DEVELOPING. ENGAGING.

performance - closing the achievement gap - transparency between school board and parents - strengthening curriculum - SEL challenges - trauma and negativity - financial challenges - organizational clarity - diversity of staff

5. Other Information:

- control staff social media behaviors - clear explanations of policy and practices alterations - not afraid to be a "turn around agent" - dedicated and committed - need to close instructional gaps - be empowered to make changes and adjustments for the benefit of students - bring order to classrooms - addressing racism - be a unifier and leader of culture

6. Questions:

Sending via emails

7. Candidates:

Sending via emails

8. Process Questions:

Foxborough Regional Charter School

Thirty-One Characteristics Report Explanation

10/4/2022

The attached report is a result of the survey conducted in the school system that asked Board members, employees and other constituents to select ten most desirable characteristics from the thirty-one listed in the survey instrument.

On the first page, you will note that all the groups are identified across the top of the sheet with an abbreviated definition of the thirty-one items listed vertically on the right side of the sheet. In each of the cells of the report there is a "raw" score of how many people actually chose the item and a "rank" which is depicted by a number from one to 31, except in the case of ties. For example, observing item number six (6) which refers to "strong communicator in speaking, listening and writing" in the fifth two columns (Students), fourteen (14) people chose the item and it ranked 1st. Another example toward the bottom of the page for number twenty-two (22) in the fourth two columns (Parents), seven (7) people chose the "comfortable leading innovation and reform" item, thus it ranked 29th.

On the second page, only the ranks are listed for comparison. This is done in order to control for the size of the group and to avail the Board the opportunity to easily see what was important to each group. The data is reported in this manner so that no group overpowers another by sheer size. Each of the thirty-one items are totaled according to rank from left to right and those totals indicated in the column labeled "Total." These totals are then ranked and reported in the column labeled "Combined Ranking." Note that the lower the total, the higher the ranking.

In analyzing the results, the consultants look for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board.

At the encouragement of the consultants, many survey respondents provided additional comments to the Board which are presented as a part of this report.

Foxborough Regional Charter School Seeks An Executive Director Who...

Recommend

- ❖ Possesses excellent interpersonal skills, presents a positive image of the school, will listen to input and is a decision maker. (1 and 13 combined)
- ❖ Possesses the leadership skills, knowledge and sensitivity required to respond to the opportunities and challenges presented by a diverse student body and community. (2)
- ❖ Has a strong moral compass that is rooted in justice and equality. (5)
- ❖ Is a strong communicator in speaking, listening and writing. (6)
- ❖ Has experience recruiting and maintaining exceptional staff for the schools. (8)
- ❖ Is able to delegate and oversee the work of staff (i.e. leading by example) and appropriately maintain accountability. (11)
- ❖ Has the ability and experience to articulate values so others know what to expect coupled with leading district diversity, equity and inclusion efforts to effectively implement educational priorities. (18 and 23 combined)
- ❖ Promotes a positive and professional environment that includes mutual trust and respect among faculty, staff, administrators and Board. (28)
- ❖ Commitment and experience working with all genders, races, and socio-economic groups. (29)
- ❖ Has classroom experience in a K-12 setting. (31)

Consider

- ❖ Is capable of developing both short and long-range school goals. (16)
- ❖ Is committed to the importance of both the academic and extracurricular programs. (19)
- ❖ Makes recommendations and data-driven decisions. (26)

Foxborough Regional Charter School Raw Scores Sheet

Qualities Desired in a New Superintendent	Teachers (21 English)		Administrators (3 English)		Support Staff (7 English)		Parents (72 English; 1 Spanish; 2 Haitian Creole)		Students (16 English)		Non-Parent Community Members (1 English)		Board of Trustees (8/8)		Abbreviated Definition of Quality and Characteristics
	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	
1	14	4	3	1	4	3	36	6	8	6	0	11	3	11	1. Willing to listen to input, and is a decision maker
2	14	4	1	9	2	15	44	1	10	3	1	1	8	1	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	1	27	0	20	2	15	12	24	6	9	0	11	0	25	3. Able to work with legislators and lead organization through legislative process
4	1	27	0	20	1	20	17	22	3	20	0	11	0	25	4. Ed.D. or Ph.D.
5	5	14	1	9	2	15	43	2	12	2	0	11	5	4	5. Strong moral compass rooted in justice and equality
6	16	3	1	9	6	1	43	2	14	1	1	1	5	4	6. Strong communicator in speaking, listening and writing
7	3	23	0	20	0	29	16	23	2	26	0	11	1	22	7. Commitment to visibility and actively engaged in a broad range of community groups
8	13	6	0	20	2	15	38	5	10	3	1	1	5	4	8. Has experience recruiting and maintaining exceptional staff for the schools
9	3	23	2	4	3	6	11	26	2	26	0	11	5	4	9. Ability to build consensus and commitment among individuals & groups
10	9	9	0	20	2	15	9	28	1	30	0	11	1	22	10. Has experience working effectively with employee representative groups/unions
11	6	11	2	4	4	3	30	11	4	15	1	1	6	2	11. Ability to delegate and oversee work of staff and maintain accountability
12	9	9	0	20	1	20	25	15	4	15	1	1	2	14	12. Experience with effective management that will benefit the long-term financial health of school
13	13	6	2	4	4	3	26	14	1	30	1	1	4	8	13. Possesses excellent interpersonal skills and can present a positive image of school
14	0	31	0	20	1	20	7	29	2	26	0	11	0	25	14. Non-traditional or "hybrid" with background in business and/or education
15	6	11	1	9	3	6	42	4	6	9	0	11	0	25	15. Strongly committed to "student centered" philosophy in all decisions
16	6	11	3	1	3	6	19	21	3	20	1	1	2	14	16. Ability to develop both short and long range goals
17	5	14	2	4	3	6	20	18	4	15	0	11	2	14	17. Ability to develop and communicate a vision of quality education
18	1	27	2	4	1	20	20	18	5	12	0	11	4	8	18. Experience in selection and implementation of educational priorities
19	5	14	1	9	3	6	36	6	8	6	1	1	2	14	19. Commitment to both academic and extracurricular programs
20	12	8	0	20	3	6	32	10	5	12	0	11	1	22	20. Promotes positive and inclusive student behavior
21	4	18	0	20	0	29	23	16	2	26	0	11	2	14	21. Leadership in providing relevant professional development for staff
22	4	18	1	9	1	20	7	29	5	12	0	11	2	14	22. Is comfortable leading innovation and reform efforts
23	4	18	1	9	1	20	20	18	8	6	0	11	4	8	23. Is able to lead school diversity, equity and inclusion efforts
24	1	27	1	9	1	20	6	31	3	20	0	11	0	25	24. Has ability to develop and maintain reciprocal relationships between business community and school
25	5	14	0	20	1	20	28	12	4	15	0	11	2	14	25. Possesses ability to enhance student performance, identify and close/narrow gaps
26	4	18	1	9	3	6	12	24	3	20	0	11	3	11	26. Makes recommendations and data-driven decisions
27	2	26	0	20	1	20	11	26	3	20	0	11	0	25	27. Knowledge of emerging research in the area of curriculum/instructional design
28	20	1	3	1	6	1	33	9	4	15	1	1	6	2	28. Promotes a positive and professional environment with mutual trust/respect among school employees and Board
29	4	18	1	9	3	6	28	12	9	5	0	11	3	11	29. Commitment and experience working with all genders, races, and socio-economic groups
30	3	23	0	20	0	29	22	17	6	9	0	11	0	25	30. Demonstrates a deep understanding of special education that meets the individualized needs of each student
31	17	2	1	9	3	6	34	8	3	20	1	1	2	14	31. Has classroom experience in a K-12 setting

Foxborough Regional Charter School Consultant Ranking/Recommendation Sheet

Qualities Desired in a New Superintendent	Teachers	Administrators	Support Staff	Parents	Students	Non-Parent Community Members	Board of Trustees	Total	Combined Ranking	Consultant Recommendation	Abbreviated Definition of Quality and Characteristics
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Raw	Rank		
1	4	1	3	6	6	11	11	42	4	Combine W/13	1. Willing to listen to input, but is a decision maker
2	4	9	15	1	3	1	1	34	3	Recommend	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	27	20	15	24	9	11	25	131	23		3. Able to work with legislators and lead organization through legislative process
4	27	20	20	22	20	11	25	145	28		4. Ed.D. or Ph.D.
5	14	9	15	2	2	11	4	57	8	Recommend	5. Strong moral compass rooted in justice and equality
6	3	9	1	2	1	1	4	21	1	Recommend	6. Strong communicator in speaking, listening and writing
7	23	20	29	23	26	11	22	154	30		7. Commitment to visibility and actively engaged in a broad range of community groups
8	6	20	15	5	3	1	4	54	6	Recommend	8. Has experience recruiting and maintaining exceptional staff for the schools
9	23	4	6	26	26	11	4	100	19		9. Ability to build consensus and commitment among individuals & groups
10	9	20	15	28	30	11	22	135	26		10. Has experience working effectively with employee representative groups/unions
11	11	4	3	11	15	1	2	47	5	Recommend	11. Ability to delegate and oversee work of staff and maintain accountability
12	9	20	20	15	15	1	14	94	17		12. Experience with effective management that will benefit the long-term financial health of schools
13	6	4	3	14	30	1	8	66	10	Combine W/1	13. Possesses excellent interpersonal skills and can present a positive image of schools
14	31	20	20	29	26	11	25	162	31		14. Non-traditional or "hybrid" with background in business and/or education
15	11	9	6	4	9	11	25	75	13		15. Strongly committed to "student centered" philosophy in all decisions
16	11	1	6	21	20	1	14	74	12	Consider	16. Ability to develop both short and long range goals
17	14	4	6	18	15	11	14	82	14		17. Ability to develop and communicate a vision of quality education
18	27	4	20	18	12	11	8	100	19	Combine w/23	18. Experience in selection and implementation of educational priorities
19	14	9	6	6	6	1	14	56	7	Consider	19. Commitment to both academic and extracurricular programs
20	8	20	6	10	12	11	22	89	15		20. Promotes positive and inclusive student behavior
21	18	20	29	16	26	11	14	134	24		21. Leadership in providing relevant professional development for staff
22	18	9	20	29	12	11	14	113	22		22. Is comfortable leading innovation and reform efforts
23	18	9	20	18	6	11	8	90	16	Combine w/18	23. Is able to lead school diversity, equity and inclusion efforts
24	27	9	20	31	20	11	25	143	27		24. Has ability to develop and maintain reciprocal relationships between business community and school
25	14	20	20	12	15	11	14	106	21		25. Possesses ability to enhance student performance, identify and close/narrow gaps
26	18	9	6	24	20	11	11	99	18	Consider	26. Makes recommendations and data-driven decisions
27	26	20	20	26	20	11	25	148	29		27. Knowledge of emerging research in the area of curriculum/instructional design
28	1	1	1	9	15	1	2	30	2	Recommend	28. Promotes a positive and professional environment with mutual trust/respect among school employees and Board
29	18	9	6	12	5	11	11	72	11	Recommend	29. Commitment and experience working with all genders, races, and socio-economic groups
30	23	20	29	17	9	11	25	134	24		30. Demonstrates a deep understanding of special education that meets the individualized needs of each student
31	2	9	6	8	20	1	14	60	9	Recommend	31. Has classroom experience in a K-12 setting

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* Usually not put in promotional materials; useful to consultant, however.

Coversheet

Partners in Education (PIE)

Section: IV. Community Group Updates
Item: D. Partners in Education (PIE)
Purpose: FYI
Submitted by:
Related Material: PIE Meeting Notes 12-22.pdf

Partners Education

FOXBOROUGH REGIONAL CHARTER SCHOOL

PIE Meeting Notes
December Meeting
12/22/22

1. Welcome to all joining!
2. Holiday Fair, thank you to all who volunteered and participated! Raised 7,446 plus coins in total!!
 - Please provide feedback. What are some things we can change for next year?
3. Sweetheart Dance Feb. 10th
<https://www.signupgenius.com/.../60B0849AEA92DAAFB6...>
 - Need to make an invitation
 - Find a DJ
 - Order tables and chairs
 - What decorations are we going to use?
 - What are we going to sell
 - Sign up genius
4. Literacy Night Conferences during Book Fair?
5. MS/HS
What to do to get more parents engaged?
Ideas needed
6. Upcoming events:
 - Tomorrow is a district wide Spirit Day. Dress down day!
 - Thanksgiving break November 23-25 No School
 - Elementary Picture re-take day November 30th!
7. Any comments/suggestions/questions from anyone?
8. Closing statement, thank you for attending!

Coversheet

Finance

Section: VI. Committees
Item: A. Finance
Purpose: Discuss
Submitted by:
Related Material: Dec. 2022 Balance Sheet Summary.pdf
Dec 2022 Budget to Actual Summary (2).xlsx
Dec. 2022 Budget to Actual Summary.pdf
Dec. 2022 Comparative Summary.pdf

Financial Report - Balance Sheet (Summary)**Foxborough Regional Charter School**

For 12/31/2022

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Page: 1

	12/31/2022	6/30/2022	Change
ASSETS			
Current Assets			
Cash - operations	14,891,754.68	11,849,679.53	3,042,075.15
Cash - debt service reserve	2,364,272.98	3,141,451.64	(777,178.66)
Accounts Receivable:			
Intergovernmental	114,770.56	1,151,260.78	(1,036,490.22)
Other	77,654.64	57,029.99	20,624.65
Prepaid Expenses	(797.88)	758.64	(1,556.52)
Total Current Assets	17,447,654.98	16,200,180.58	1,247,474.40
Capital Assets			
Right-Of-Use-Asset	334,525.00	334,525.00	0.00
Land/Building Improvements	47,556,557.39	47,556,557.39	0.00
Furniture, equipment and software	5,923,793.32	5,923,793.32	0.00
Less: accumulated depreciation and amortization	(17,575,587.59)	(16,372,371.64)	(1,203,215.95)
Total investment in capital assets	36,239,288.12	37,442,504.07	(1,203,215.95)
Loss on defeasance (2017 bonds)	3,541,114.47	3,541,114.47	0.00
TOTAL ASSETS	57,228,057.57	57,183,799.12	44,258.45
LIABILITIES AND NET ASSETS			
Accounts Payable	627,894.42	1,123,797.80	(495,903.38)
Accrued expenses	128,422.77	764,536.84	(636,114.07)
Accrued compensation	51,519.34	1,654,036.30	(1,602,516.96)
Bonds payable - US Bank	0.00	0.00	0.00
Deferred income	0.00	89,251.30	(89,251.30)
Lease Liability	191,307.68	214,076.00	(22,768.32)
Total current liabilities	999,144.21	3,845,698.24	(2,846,554.03)
BONDS PAYABLE 2017B	22,945,000.00	23,600,000.00	(655,000.00)
BOND PREMIUM 2017B	2,175,370.80	2,175,370.80	0.00
Total bonds payable	25,120,370.80	25,775,370.80	(655,000.00)
LOAN PAYABLE EASTERN BANK	3,705,946.83	3,953,770.15	(247,823.32)
Total loans payable (Eastern)	3,705,946.83	3,953,770.15	(247,823.32)
Total liabilities	29,825,461.84	33,574,839.19	(3,749,377.35)
Net Assets			
Investment in capital assets	0.00	0.00	0.00
Restricted - Board Capital	5,165,006.00	5,165,006.00	0.00
Unrestricted	18,443,953.93	14,057,036.52	4,386,917.41
Net income	3,793,635.80	4,386,917.41	(593,281.61)
Total net assets	27,402,595.73	23,608,959.93	3,793,635.80
TOTAL LIABILITIES AND NET ASSETS	57,228,057.57	57,183,799.12	44,258.45

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

Dec 2022 Budget to Actual Summary (2).xlsx

Financial Report - Budget to Actual (Summary)**Foxborough Regional Charter School**

For 12/31/2022

Run: 1/05/2023 at 11:00 AM

Page: 1

	Budget	Actual	Budget - Actual	% of Budget
REVENUES				
Per Pupil Tuition	27,462,500.00	14,179,845.00	(13,282,655.00)	(51.63)
Federal Grants/Reimbursements	1,202,382.00	246,700.30	(955,681.70)	(20.52)
State Grants/Reimbursements	0.00	20.00	20.00	0.00
Other Grant Revenues	0.00	3,000.00	3,000.00	0.00
Food Service Program	521,000.00	199,210.47	(321,789.53)	(38.24)
Extended Day Program	0.00	0.00	0.00	0.00
Transportation Program	901,072.00	515,048.07	(386,023.93)	(57.16)
Building Rental Revenue	60,000.00	35,250.00	(24,750.00)	(58.75)
Other Revenues	75,500.00	67,298.06	(8,201.94)	(89.14)
Total Revenues	30,222,454.00	15,246,371.90	(14,976,082.10)	(50.45)
EXPENSES				
Personnel				
Administration & Finance	1,462,450.00	541,451.53	920,998.47	37.02
Teaching & Learning	12,112,513.14	4,124,604.95	7,987,908.19	34.05
Student Activities	2,217,710.00	639,098.41	1,578,611.59	28.82
Operations	821,363.00	380,284.87	441,078.13	46.30
Grants	689,315.00	164,561.47	524,753.53	23.87
Subtotal Personnel	17,303,351.14	5,850,001.23	11,453,349.91	33.81
Operating Costs				
Administration & Finance	814,715.00	365,390.55	449,324.45	44.85
Teaching & Learning	762,878.00	117,585.42	645,292.58	15.41
Student Activities	2,798,457.00	1,143,971.67	1,654,485.33	40.88
Operations	2,093,130.00	1,052,685.48	1,040,444.52	50.29
Employee Benefits	2,592,646.00	947,739.34	1,644,906.66	36.55
Grants	443,067.00	172,110.88	270,956.12	38.85
Subtotal Operating Costs	9,504,893.00	3,799,483.34	5,705,409.66	39.97
Total Expenses	26,808,244.14	9,649,484.57	17,158,759.57	35.99
NET BUDGET FROM OPERATIONS	3,414,209.86	5,596,887.33	2,182,677.47	(163.93)
Capital Outlay	890,000.00	532,904.90	357,095.10	59.88
Debt Service	2,477,216.00	65,187.62	2,412,028.38	2.63
Depreciation	0.00	1,203,215.95	(1,203,215.95)	0.00
Board Capital Reserve	0.00	0.00	0.00	0.00
NET BUDGET RESERVED	46,993.86	3,795,578.86	3,748,585.00	(8,076.75)

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December 31, 2022 - Financial Report - Budget to Actual (Comparative Summary)

Page: 1

	<u>All</u> <u>Current Year</u>				<u>Prior Year</u>			
	<u>Budget</u> <u>FY2023</u>	<u>YTD Actual</u> <u>12/31/22</u>	<u>Budget -</u> <u>Actual</u>	<u>Current Year</u> <u>% of Budget</u>	<u>Budget</u> <u>FY2022</u>	<u>YTD Actual</u> <u>12/31/21</u>	<u>Budget -</u> <u>Actual</u>	<u>Prior Year</u> <u>% of Budget</u>
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
REVENUES								
Per Pupil Tuition	27,462,500.00	14,179,845.00	(13,282,655.00)	(51.63)	24,790,000.00	13,214,774.00	(11,575,226.00)	(53.31)
Federal Grants/Reimbursements	1,202,382.00	246,700.30	(955,681.70)	(20.52)	3,673,321.00	1,144,501.27	(2,528,819.73)	(31.16)
State Grants/Reimbursements	0.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00
Other Grant Revenues	0.00	3,000.00	3,000.00	0.00	0.00	0.00	0.00	0.00
Food Service Program	521,000.00	199,210.47	(321,789.53)	(38.24)	286,000.00	346,509.47	60,509.47	(121.16)
Extended Day Program	0.00	0.00	0.00	0.00	0.00	790.00	790.00	0.00
Transportation Program	901,072.00	515,048.07	(386,023.93)	(57.16)	861,750.00	612,144.97	(249,605.03)	(71.04)
Building Rental Revenue	60,000.00	35,250.00	(24,750.00)	(58.75)	69,615.00	18,000.00	(51,615.00)	(25.86)
Other Revenues	75,500.00	67,298.06	(8,201.94)	(89.14)	62,000.00	51,251.50	(10,748.50)	(82.66)
Total Revenues	30,222,454.00	15,246,371.90	(14,976,082.10)	(50.45)	29,742,686.00	15,387,971.21	(14,354,714.79)	(51.74)
EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Personnel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administration & Finance	1,462,450.00	541,451.53	920,998.47	37.02	1,024,223.00	457,963.99	566,259.01	44.71
Teaching & Learning	12,112,513.14	4,124,604.95	7,987,908.19	34.05	11,045,668.00	3,950,499.22	7,095,168.78	35.77
Student Activities	2,217,710.00	639,098.41	1,578,611.59	28.82	1,782,468.00	615,647.06	1,166,820.94	34.54
Operations	821,363.00	380,284.87	441,078.13	46.30	862,575.00	407,190.46	455,384.54	47.21
Grants	689,315.00	164,561.47	524,753.53	23.87	1,562,274.00	609,776.38	952,497.62	39.03
Subtotal Personnel	<u>17,303,351.14</u>	<u>5,850,001.23</u>	<u>11,453,349.91</u>	<u>33.81</u>	<u>16,277,208.00</u>	<u>6,041,077.11</u>	<u>10,236,130.89</u>	<u>37.11</u>
Operating Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administration & Finance	814,715.00	365,390.55	449,324.45	44.85	563,135.00	239,618.27	323,516.73	42.55
Teaching & Learning	762,878.00	117,585.42	645,292.58	15.41	441,800.00	105,164.46	336,635.54	23.80
Student Activities	2,798,457.00	1,143,971.67	1,654,485.33	40.88	2,393,565.00	1,063,927.08	1,329,637.92	44.45
Operations	2,093,130.00	1,052,685.48	1,040,444.52	50.29	2,015,320.00	1,111,143.76	904,176.24	55.13
Employee Benefits	2,592,646.00	947,739.34	1,644,906.66	36.55	2,360,500.00	915,258.67	1,445,241.33	38.77
Grants	443,067.00	172,110.88	270,956.12	38.85	2,088,847.00	983,435.54	1,105,411.46	47.08
Subtotal Operating Costs	<u>9,504,893.00</u>	<u>3,799,483.34</u>	<u>5,705,409.66</u>	<u>39.97</u>	<u>9,863,167.00</u>	<u>4,418,547.78</u>	<u>5,444,619.22</u>	<u>44.80</u>
Total Expenses	26,808,244.14	9,649,484.57	17,158,759.57	35.99	26,140,375.00	10,459,624.89	15,680,750.11	40.01
NET BUDGET FROM OPERATIONS	3,414,209.86	5,596,887.33	2,182,677.47	(163.93)	3,602,311.00	4,928,346.32	1,326,035.32	(136.81)
Capital Outlay	890,000.00	532,904.90	357,095.10	59.88	613,795.00	221,643.28	392,151.72	36.11
Debt Service	2,477,216.00	65,187.62	2,412,028.38	2.63	2,471,691.00	184,432.63	2,287,258.37	7.46
Depreciation	0.00	1,203,215.95	(1,203,215.95)	0.00	0.00	1,180,107.88	(1,180,107.88)	0.00
Board Capital Reserve	0.00	0.00	0.00	0.00	(9,000.00)	0.00	(9,000.00)	0.00
NET BUDGET RESERVED	46,993.86	3,795,578.86	3,748,585.00	(8,076.75)	525,825.00	3,342,162.53	2,816,337.53	(635.60)

Coversheet

Facilities

Section: VI. Committees
Item: B. Facilities
Purpose: Discuss
Submitted by:
Related Material: Operations_Department_Update Jan 10 2023.docx



Operations Department Update January 10, 2023

- Security update: The process of adding additional cameras to the ES started over the break and should be completed this month.
- Crosswalk: I informed the town that we are willing to proceed with the crosswalk project and I'm just waiting to hear back from them about next steps.
- Synergy Audit: Synergy will be on campus Jan 10 as part of their process of updating our policies.
- Facilities: The elevator in the ES has been fixed. Several small projects were completed during the break: the walls in room 136 in MS were repaired and painted, a new water fountain was added in the HS near the cafetorium and the gym, and part of the ES roof was patched. The light project is ahead of schedule, they can start this month rather than next.
- MS Roof: The ad for the OPM(Owner's Project Manager) was just cleared by the AG's office so that will be placed tomorrow Jan 5 in multiple locations per the rules set out in 30B. The ad for the OPM will be in the Sun Chronicle, the Mass general registry and commbuys but will not appear until next Wednesday. (There is nothing we can do to expedite that timeline). The ad will run for two weeks and close on Jan 26 and an OPM should be selected by Feb 6. Once the OPM is on board I should be able to give you a timeline for everything else. We have already started work on the RFP for the actual roof work, which means once the OPM comes on he/she will be doing more editing and polishing rather than starting from scratch which will help with moving the process along. In addition, the fact that we already have some of the important players (designer and engineers) already in place will also help to speed up the process.

Coversheet

Governance

Section: VI. Committees
Item: C. Governance
Purpose: Discuss
Submitted by:
Related Material: Clerk to the Board of Trustees and its Committees.docx

Job Description: Clerk to the Board of Trustees and its Committees

Reports to: Chief of Staff

Supports: Board of Trustee, Secretary and Board Committees

General Responsibilities:

Creates and/or collects and retains documents (including but not limited to minutes, narratives, charts, exhibits, and graphs) used at all public and executive sessions of the Board of Trustees and its sub-committees.

Specific Responsibilities:

1. Assures that all meeting notices, agendas & minutes are duly given in accordance with the provisions of the School District by-laws and Massachusetts Open Meeting Law.
2. Assures an impartial record of the meetings is appropriately documented by writing meeting minutes and posting them to the school website when appropriate for the Board of Trustees and its Sub-Committees
3. Presents draft minutes of board meetings to the Board for their review and approval.
4. Finalizes Board copies of minutes for release once so approved by the Board of Trustees or its sub-committees.

Qualifications:

- Able and willing to work late afternoon and evening hours
- Comfortable with Zoom and MS teams
- Able and willing to learn new software packages. Example BoardOnTrack®
- Willing to train annually on Massachusetts Open Meeting law
- Possessing the capacity to pay attention to detail, but
- Able and willing to be accessible, approachable, constructive, and fair-minded toward community members and their interests.
- Perceived as an objective representative of the interests of students, families, teachers/staff, and the broader school community.
- Must be detail oriented and meticulous with scheduling responsibilities

Coversheet

Diversity, Equity, & Inclusion

Section: VI. Committees
Item: D. Diversity, Equity, & Inclusion
Purpose: Discuss
Submitted by:
Related Material: DEI Committee Update 06 Jan 2023.docx

Summary from Diversity, Equity & Inclusion Committee

Date: 06 JAN 2022

Date of last meeting: 14 DEC 2022

Next Meeting: 11 JAN 2023

Members: Anissia Vixamar, Dana Benton-Johnson, Kathleen Foley, Mallory St. Brice, Heidi Berkowitz, Eddie Ingram, Cathy Alix, Teresa Peavey, Justin Hester, Ebony McQueen, Tahir Husain, Malaz Abdelhadi

Policies Currently under review:

- N/A

General Update

- Survey questions finalized.
- Communication Plan and Awareness Letter will be discussed at the next meeting.
- Timeline:
 - Socialize survey in late December/early January
 - Present survey for BOT review during January 10th meeting
 - Conduct survey in late January/early February
 - Present survey results and committee action plan - February