

Research Triangle High School

## RTHS Board Meeting

Monthly Meeting

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### Date and Time

Wednesday October 20, 2021 at 5:30 PM EDT

### Location

Due to possible COVID-19 restrictions, this meeting will be held with a Zoom video teleconference option.

**Join Zoom Meeting:** <https://rthighschool.zoom.us/j/98283216480>

Meeting ID: 982 8321 6480

Find your local number: <https://rthighschool.zoom.us/u/aefdPJWonu>

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*The RTHS Board of Directors meets monthly on the third Wednesday of each month, except for December and July, or where otherwise specified. Meetings are normally held onsite at 5:30PM until 7:00PM, upstairs in the FBC Conference Room. However, due to the CoV-19 pandemic, meetings are being held via Zoom until further notice.*

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>5:30 PM</b>
<b>A.</b> Record Attendance		Sherry Carty Vetere	5 m
<b>B.</b> Call the Meeting to Order		Sondra Rivers-Kobler	1 m

	Purpose	Presenter	Time
<b>C.</b> Board Meeting Minutes - September 15, 2021	Approve Minutes	Sondra Rivers-Kobler	1 m
<b>D.</b> Approval of Consent Agenda	Vote	Sondra Rivers-Kobler	2 m
<ul style="list-style-type: none"> <li>• September 15, 2021 Board Meeting Minutes</li> </ul>			
<b>II. CSO Report</b>			<b>5:39 PM</b>
<b>A.</b> CSO Updates	Discuss	Eric Grunden	5 m
<p>Monthly update from CSO addressing the specific items listed below, as well as highlighting successes/challenges (as applicable).</p> <ul style="list-style-type: none"> <li>• ADM vs Budget</li> <li>• PreACT Testing Plan (Nov'21)</li> <li>• Other Updates</li> </ul>			
<b>B.</b> Mask Policy	Vote	Eric Grunden	2 m
<b>III. Finance</b>			<b>5:46 PM</b>
<b>A.</b> Monthly Financial Cashflow	Discuss	Alex Quigley	5 m
<b>B.</b> Committee Updates	FYI	Alex Quigley	5 m
<b>IV. Academic Excellence</b>			<b>5:56 PM</b>
<b>A.</b> Committee Updates	FYI	Steven Hunter	5 m
<b>V. Development</b>			<b>6:01 PM</b>
<b>A.</b> Committee Updates	FYI	Carmen Mugge	5 m
<b>VI. Governance</b>			<b>6:06 PM</b>
<b>A.</b> Annual Board Retreat	Discuss	Mark Johnson	5 m
<b>B.</b> New Board of Directors (proposed)	Vote	Carmen Mugge	10 m

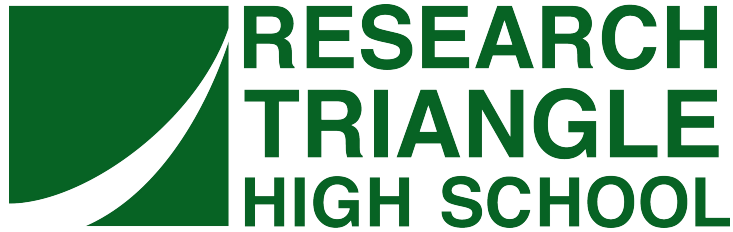
	Purpose	Presenter	Time
5 candidates were identified and interviewed over the past few weeks.			
<b>C.</b> Committee Updates	FYI	Mark Johnson	5 m
<b>VII. Public Comments</b>			<b>6:26 PM</b>
<b>A.</b> Open To All Stakeholders (parents, staff, other)	FYI		10 m
<ul style="list-style-type: none"> <li>• 2-3 minute time limit per person</li> </ul>			
<b>VIII. Executive Session</b>			<b>6:36 PM</b>
<b>A.</b> Personnel Related Discussions	Discuss	Sondra Rivers-Kobler	25 m
<b>IX. Closing Items</b>			<b>7:01 PM</b>
<b>A.</b> Adjourn Meeting	Vote	Sondra Rivers-Kobler	2 m

# Coversheet

## Board Meeting Minutes - September 15, 2021

**Section:** I. Opening Items  
**Item:** C. Board Meeting Minutes - September 15, 2021  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for RTHS Board Meeting on September 15, 2021

APPROVED



## Research Triangle High School

### Minutes

#### RTHS Board Meeting

Monthly Meeting

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#### Date and Time

Wednesday September 15, 2021 at 5:30 PM

#### Location

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#### Directors Present

A. Quigley (remote), C. Coia, C. Mugge, E. Cunningham (remote), G. Rodgers (remote), M. Johnson, S. Carty Vetere, S. Hunter (remote), S. Rivers-Kobler (remote)

#### Directors Absent

M. Bliss, R. THALLA

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## I. Opening Items

### A. Record Attendance

Visitors: Christina Valente, Phil Valente, Stacey Kaufman, Sandra McBride, and Aimee.

### B. Call the Meeting to Order

S. Rivers-Kobler called a meeting of the board of directors of Research Triangle High School to order on Wednesday Sep 15, 2021 at 5:38 PM.

### C. Board Meeting Minutes - June 2, 2021 (Special Executive Session)

C. Mugge made a motion to approve the minutes from Special Executive Session on 06-02-21.

G. Rodgers seconded the motion.

The board **VOTED** to approve the motion.

#### Roll Call

R. THALLA	Absent
C. Coia	Aye
M. Johnson	Aye
S. Hunter	Aye
E. Cunningham	Aye
M. Bliss	Absent
S. Carty Vetere	Aye
S. Rivers-Kobler	Aye
G. Rodgers	Aye
A. Quigley	Aye
C. Mugge	Aye

### D. Board Meeting Minutes - August 25, 2021

C. Mugge made a motion to approve the minutes from RTHS Board Meeting on 08-25-21.

G. Rodgers seconded the motion.

The board **VOTED** to approve the motion.

#### Roll Call

C. Mugge	Aye
S. Carty Vetere	Aye
M. Bliss	Absent
A. Quigley	Aye
S. Rivers-Kobler	Aye
C. Coia	Aye
S. Hunter	Aye
E. Cunningham	Aye
G. Rodgers	Aye

**Roll Call**

M. Johnson      Aye  
R. THALLA      Absent

**E. Approval of Consent Agenda**

**II. CSO Report**

**A. CSO Updates**

Eric shared CSO report. Discussion ensued.

**B. Mask Requirement (Resolution)**

C. Coia made a motion to Approve mask requirement.

C. Mugge seconded the motion.

The board **VOTED** to approve the motion.

**Roll Call**

M. Johnson      Aye  
S. Hunter      Aye  
R. THALLA      Absent  
C. Coia      Aye  
A. Quigley      Aye  
S. Rivers-Kobler      Aye  
C. Mugge      Aye  
G. Rodgers      Aye  
S. Carty Vetere      Aye  
E. Cunningham      Aye  
M. Bliss      Absent

**C. Director of Operations - New Hire**

Eric shared that more details will be forthcoming.

**III. Finance**

**A. Monthly Financial Cashflow**

Eric and Alex shared that we are on target

**B. Committee Updates**

Alex shared comments from Finance committee meeting

**IV. Academic Excellence**

**A. Committee Updates**

Steve shared comments from Academic Excellence committee meeting. Committee meeting included feedback from Ms. Cooper regarding data collection and analysis. Eric shared some additional details regarding his report, and shared information regarding BOOST program. Discussion regarding the significance of scores from this year in light of Covid.

## V. Development

### A. Committee Updates

Carmen shared Development meeting summary. Discussed flexibility in terms of giving with targeted opportunities. Discussed Zoe Playe's focus on developing relationships.

## VI. Governance

### A. Committee Updates

Mark shared summary of Governance committee meeting. Possible annual retreat dates and location discussed.. Anticipated annual retreat agenda items discussed.

## VII. Other Business (As Needed)

### A. Proposed New High School Charter Update

Alex updated that we have not been assigned a date for our review. Actively working on NC Access grant application, which is due Oct. 1.

## VIII. Executive Session

### A. Personnel Matter Discussion

G. Rodgers made a motion to move into executive session.

M. Johnson seconded the motion.

The board **VOTED** to approve the motion.

#### Roll Call

E. Cunningham Aye

S. Hunter Aye

C. Muggge Aye

M. Bliss Absent

S. Carty Vetere Aye

C. Coia Aye

M. Johnson Aye

S. Rivers-Kobler Aye

A. Quigley Aye

G. Rodgers Aye

R. THALLA Absent

G. Rodgers made a motion to Leave Executive Session.



M. Johnson seconded the motion.

The board **VOTED** to approve the motion.

**Roll Call**

R. THALLA	Absent
C. Mugge	Aye
S. Carty Vetere	Aye
G. Rodgers	Aye
M. Bliss	Absent
S. Hunter	Aye
A. Quigley	Aye
E. Cunningham	Aye
M. Johnson	Aye
C. Coia	Aye
S. Rivers-Kobler	Aye

**IX. Closing Items**

**A. Adjourn Meeting**

M. Johnson made a motion to Adjourn meeting.

C. Mugge seconded the motion.

The board **VOTED** to approve the motion.

**Roll Call**

G. Rodgers	Aye
C. Coia	Aye
C. Mugge	Aye
M. Johnson	Aye
A. Quigley	Aye
E. Cunningham	Aye
S. Hunter	Aye
S. Carty Vetere	Aye
S. Rivers-Kobler	Aye
R. THALLA	Absent
M. Bliss	Absent

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:36 PM.

Respectfully Submitted,

S. Rivers-Kobler

# Coversheet

## CSO Updates

**Section:** II. CSO Report  
**Item:** A. CSO Updates  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** CSO Report 102021.pdf  
Attrition Report BOD Oct 2021.pdf  
Director of Operations Job Description working copy.pdf  
Pre-ACT procedures.pdf

CSO Report 10/20/21

- I. State of School
  - a. ADM is 577, so membership is slowly dropping but not off scale.
    - i. 2021: 579 vs. 577
    - ii. 2020: 584 vs. 587
    - iii. 2019: 560 vs. 561
  - b. Attrition (see report document)
  - c. Testing
    - i. PSAT administered to 194 students
    - ii. Tests sent off to ETS that afternoon.
    - iii. Nov. 2 is Pre-ACT administration. We are giving 2 sessions, one morning, one afternoon, because we are also retesting last year's 10<sup>th</sup> graders whose tests were not scored.
  - d. Recruitment
    - i. Planning open house/admissions calendar for 2022
    - ii. Developing skeleton school year calendar so start date is clearly known to potential applicants
  - e. Offsetting planning year
    - i. Shifting to developing the master schedule in the fall so that we can get student schedules for the following year released before the summer. This will free up time in the summer for additional planning and support
    - ii. Shifting to summative evaluations for teachers happening in February so that contracts can be offered early in the spring and remediation can happen for teachers under clearer, more consequential circumstances.
  - f. COVID update
    - i. 8 cases reported.
    - ii. 2 overlapped and 2 occurred on the same date. Contacts were traced and there was no evidence for transmission within the school.
    - iii. Mako tests – capacity for antigen and PCR exists. We have only used antigen and very few of them.
  - g. Climate/Culture
    - i. Homecoming
      - 1. Game – soccer 10/15. 9-0 victory, 100+ students, parents, and faculty.
      - 2. Dance – 150 students, all grade levels, dressed up. First real event on campus in years, and one of the best social events ever.
- II. Outreach/Development
  - a. Flu/COVID clinic on campus 10/28. Partnership with Walgreens (Dev)
  - b. Deal with Progress Center to park buses on their campus, freeing up student parking spaces. (Dev)
  - c. Improved communication and collaboration with RTP and Boxyard. (Dev)
  - d. Online donation capacity created with targeted donation ability. Has raised >\$5000 in the last two weeks (10% of annual goal).

# RTHS Student Attrition

2019-2021



# Why Study Attrition?



**01**

Understand what changes can be made to RTHS' program to improve retention

**02**

Find out who are the students who are leaving and why

**03**

Determine if there is a risk to future enrollment

**04**

Ensure RTHS instructional program does not discriminate

# Top Reasons for Attrition

## Transportation

Getting student to school too difficult



**Moved in NC**  
Includes within the RTHS catchment

## Teaching Methods

Personalized Learning, bad teacher experience, want traditional classroom



**Social Environment**  
Sports, feeling not integrated

## Moved Out of NC



**None**

# Chief Reasons for Attrition 2019-2022



**Teaching Methods**  
22% (29 students)



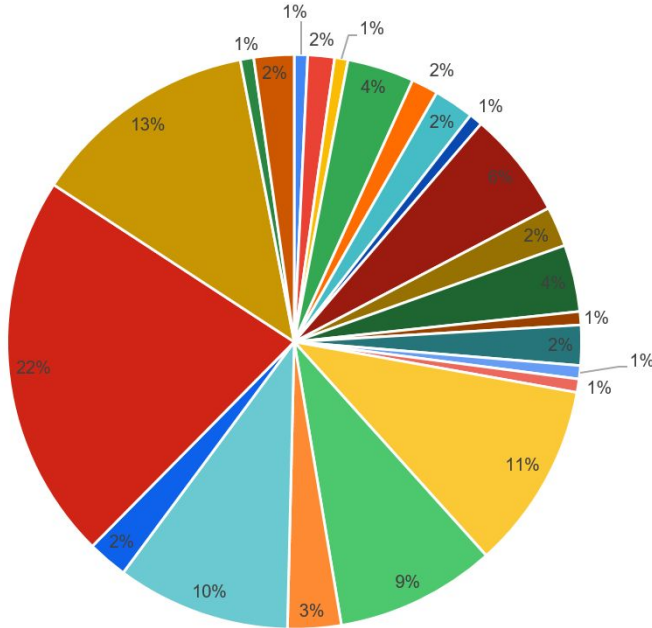
**Transportation**  
22% (13 students)



**Moved In NC**  
11% (14 students)



**None**  
10% (13 students)



Total students:  
133

- Base School
- Boarding School
- Class Size
- Did not want remote instruction
- Dropout
- Early College
- GED
- Health
- Holton
- Homeschool
- IB Program
- limited course options
- Mask Mandate
- Missing Christian Environment
- Moved IN NC
- Moved OUT of NC
- NCSSM
- None
- Social Environment
- Teaching Methods
- Transportation
- UNCSA

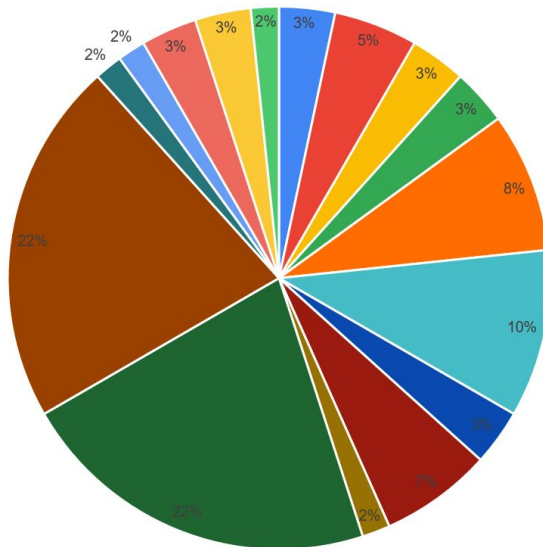
# Chief Reasons for Attrition 2019-2020



**Transportation**  
22% (13 students)



**Teaching Methods**  
22% (13 students)



**Moved In NC**  
8% (5 students)



**Moved Out of NC**  
10% (6 students)

- Early College
- Moved IN NC
- Social Environment
- UNCSSA
- Holton
- Moved OUT of NC
- Teaching Methods
- Dropout
- Homeschool
- NCSSM
- Transportation
- Health Issues
- limited course options
- None
- Attended Boarding School
- Class Size

Total students:  
61



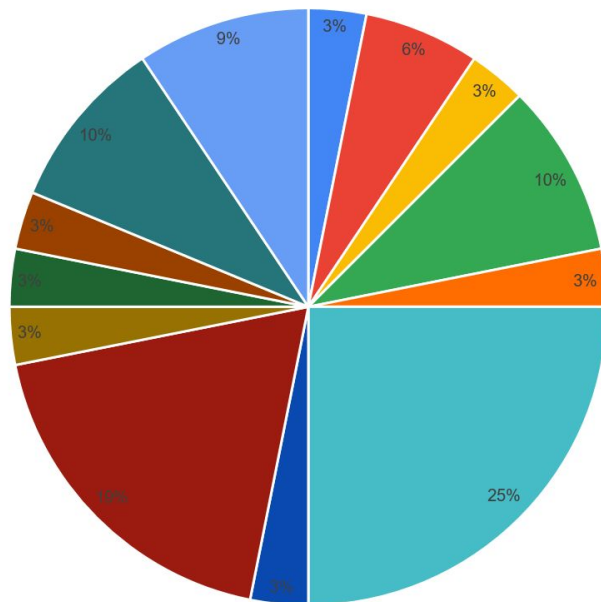
# Chief Reasons for Attrition 2020-2021\*



**None**  
25% (8 students)



**Teaching Methods**  
19% (6 students)



**Did not want Remote Instruction**  
10% (3 students)



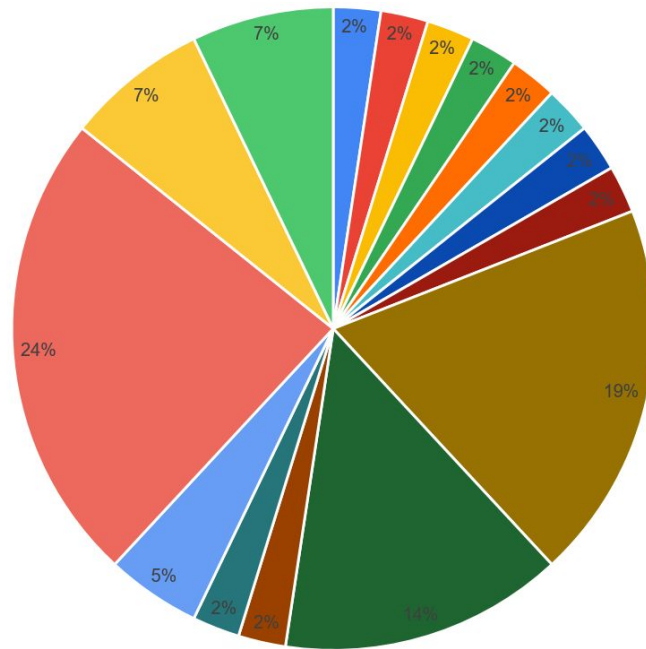
**Moved Out of NC**  
10% (3 students)



Total students:  
34

- Early College
- Homeschool
- Moved IN NC
- Moved OUT of NC
- NCSSM
- None
- Social Environment
- Teaching Methods
- Transportation
- Base School
- Boarding School
- Did not want remote instruction
- Health

# Chief Reasons for Attrition 2021-2022



**Teaching Methods**  
24% (10 students)



**Moved In NC**  
8% (5 students)



**Moved Out of NC**  
10% (6 students)



**Wanted Remote/  
Transportation**  
7% (3 students)

Total students:  
43

- Early College
- GED
- Holton
- Homeschool
- IB Program
- limited course options
- Mask Mandate
- Missing Christian Environment
- Moved IN NC
- Moved OUT of NC
- NCSSM
- None
- Social Environment
- Teaching Methods
- Transportation
- Wanted Remote Instruction

# Reason for Leaving Key

**Base School:** student left to attend base school

**Boarding School:** student left to attend boarding school. Note that in both cases the student returned to RTHS.

**Class Size:** class size was too large

**Did not want remote instruction:** during COVID; wanted students back in full face to face instruction.

**Dropout:** left school before graduation without transferring.

**Early College:** left to attend an Early or Middle College high school.

**GED:** left to earn GED.

**Health:** left for physical, mental, or emotional health reasons.

**Holton:** left to attend the Holton Career Center in Durham, a part of Durham Public Schools.

**Homeschool:** left to attend a home school. This is often family run for private reasons.

**IB Program:** left to attend a school that offered an International Baccalaureate program.

**limited course options:** left because another school provided course options RTHS did not.

**Mask Mandate:** opposed mandatory masking during the 2021-2022 school year.

**Missing Christian Environment:** left to attend a religious private school.

**Moved IN NC:** moved in NC but away from RTHS.

**Moved OUT of NC:** moved out of NC.

**NCSSM:** left to attend NC School of Science and Math. This is a good thing.

**None:** no reason was given by the parent. RTHS received a records request with no other notice. This is not a dropout situation.

**Social Environment:** the student wanted sports, clubs, or a school culture and climate different from RTHS.

**Teaching Methods:** the student or family did not like personalization, the BYOD system, or sought some other method of instruction.

**Transportation:** the family could no longer provide transportation to school or did not want to use public transportation.

**UNCSA:** student left to attend the UNC School of the Arts.

**Wanted Remote Instruction:** wanted the option of remote instruction after RTHS returned to face to face.

<b>Name:</b>	<b>Job Title: Director of Operations</b>
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**Overall Headline** - Operations Director is responsible for maintaining smooth functioning of the staff and administration and ensuring facilities and services meet RTHS standards.

**I'm the CEO of...** Accountability. I make things work.

**Areas of Responsibility**

- Area #1: Facilities Management:** Ensure the work space is adequate for staff and students.
- Coordinate vendors and contractors, including janitorial and maintenance
  - Review and maintain contracts
  - Schedule annual safety inspections
  - Bond reports
  - Insurance upkeep
  - Main contact for all maintenance for the building
- Area #2: Human Resources:** Staffing is adequate, employees are supported, and a positive work climate exists
- Maintain employee files
  - 
  - Manage hiring process by scheduling interviews, posting job announcements and informing those not hired.
  - Represent employees to benefits contractors/providers
  - Manage employee leave
  - Manage and train substitutes
- Area #3: Board Management:** RTHS Board of Directors is supported and BOD actions are coordinated with school administration
- Maintain schedules in Board on Track
  - Ensure Board governance meets DPI requirements
  - Collect/Maintain BoD documentation for annual audit and OCS Performance Framework
- Area #4: Project Management:** Provide accountability and coordination for school efforts
- Collaborate with Admin team to develop processes for completing work efficiently
  - Coordinate project work with staff through calendars and PM platform
  - Work with groups to develop school calendars (testing, state reporting, schoolwide events, recruitment)
  - Systems/process driven - capable of prioritization and streamlining of operational duties of disparate administrative positions
  - Organizes publications to staff and community

**The Approach** - Write the *habits of work, mindsets, and approaches* that are keys to success in the role.

- Appearance and functionality of physical plant: We are upgrading our physical plant to match our mission and values, and we need to maintain its functionality, cleanliness, and professional appearance. Your job is to support that work by communicating with vendors and contractors, and to guarantee that the working environment matches RTHS's image.
- Must be agile in order to adjust to circumstances, tailoring your work to meet team needs
- Build Trust. We need to know what's going on, and for that to happen, you communicate regularly and foster transparency with administrative processes for staff and families
- **High volume, high efficiency:** We're pretty busy here, and your job is to make it easy for our team members to do their jobs. You maintain systems for keeping tasks from slipping through the cracks.

You're able to juggle competing demands and prioritize without sacrificing quality. You get back to people in a timely manner and take pride in providing clear, helpful information.

- **Attention to detail:** You aim to leave things better than you found them. As the owner of our [database, website, etc.], you notice and fix errors that others might overlook. When mistakes happen (which they will!), you address them quickly and look for ways to prevent similar errors.
- **Relationship-building:** Part of your job is connecting with people from many different backgrounds. You find (and even create) opportunities to deepen connections and build authentic, mutual relationships with [teammates, donors, members, families] across lines of difference, such as race or other identities. You truly welcome viewpoints that differ from your own, and you're able to "sit with" discomfort when people express themselves in ways that aren't familiar to you.

**Annual Goals** - List 3-5 main goals for this year. [note that goals are samples at this time]

- Facilities Management
  - Develop facilities request system with less than one week turnaround
  - Pass all annual inspections by March of the current school year
  - Achieve a 90% satisfaction rate on surveys with parents and teachers regarding facilities
- Human Resources
  - 100% of employee files meet standards as determined by auditors
  - Supply annual audit with employee documentation within one week of announcement
  - Design long term substitute protocol
- Board Management
  - All board meetings scheduled on Board on Track within one week of announcement
  - Supply board member information to auditors within one week of request
  -
- Project Management
  - Ensure 100% of admin project work fully complete within [time frame] of due date
  -

## Sample: Executive Assistant

<b>Name:</b>	<b>Job Title:</b> Executive Assistant
<b>Overall Headline</b> - Summarize what the staff person is bottom-line responsible for.	
<b>I'm the CEO of...</b> making sure everything runs smoothly!	
<b>Areas of Responsibility</b> - Focus on broad categories (don't get caught up in capturing all tasks).	
<p><b>Administration/Operations:</b> Office space is functional and everyone has what they need to do their jobs well.</p> <ul style="list-style-type: none"> <li>● Own all general/maintenance—everything should be working well</li> <li>● Ensure we have appropriate space, layout, furniture, and supplies to do our best work</li> <li>● Ensure all systems are working effectively (phones, internet, mail, etc.)</li> <li>● Support additional administrative needs of the office (faxing, mailing, PDFs, etc.)</li> </ul> <p><b>Calendar and internal meetings:</b> Manage calendars and implement internal meeting structure.</p> <ul style="list-style-type: none"> <li>● Manage staff calendars to priorities (surfacing questions, getting aligned on tradeoffs, ensuring enough space/travel time between things, etc.)</li> <li>● Implement internal meeting schedule (check-ins, monthly and quarterly step-backs, team step-backs)</li> </ul> <p><b>Tech and systems:</b> Technology is appropriate to meet the needs of a growing team and we have the systems in place and working to gather, share, track, and secure information.</p> <ul style="list-style-type: none"> <li>● Ensure that all staff have the hardware and software they need for their areas of work</li> <li>● Manage email vendor and ensure we have capacity to handle email demands</li> <li>● Ensure we have an appropriate data back-up system and that it's working effectively</li> <li>● Spot opportunities to better track and maintain information</li> </ul> <p><b>Events and special projects:</b> Own and help on other events and projects as needed.</p>	
<b>The Approach</b> - Write the <a href="#">habits of work, mindsets, and approaches</a> that are keys to success in the role.	
<ul style="list-style-type: none"> <li>● <b>Manages a high volume of work with efficiency:</b> Has, or can create, a system for keeping tasks from slipping through the cracks. Able to juggle competing demands and prioritize without sacrificing quality. Plans backwards to make deadlines.</li> <li>● <b>Entrepreneurial and resourceful:</b> Consistently overcomes challenges and leverages resources to creatively solve problems. Proposes solutions to issues without much guidance (but isn't afraid to ask questions). Proactively asks for help, anticipates problems, and course-corrects where needed.</li> <li>● <b>Attention to detail:</b> Notices and fixes errors that others might overlook. Acknowledges mistakes and turns them into learning opportunities. Has a track record of leaving things better than they found them.</li> <li>● <b>Strong sense of ownership and resilience:</b> Plans ahead and finds alternative paths, when needed, to get to the finish line. Bounces back from setbacks and rejections. Holds a high bar even when things are hectic.</li> <li>● <b>Trustworthiness and realness:</b> Comes across as genuine. Says what they mean. Builds authentic relationships across lines of difference, such as race, ethnicity, sexual orientation, class, ability, gender identity, citizenship status, or other identities. Follows through on commitments.</li> </ul>	
<b>Annual Goals</b> - List 3-5 main goals for this year. Use our <a href="#">goal setting sheet</a> to add detail, timing, and metrics.	
<ul style="list-style-type: none"> <li>● Manage office move in Q3 for less than \$X and with no more than one day of staff downtime.</li> <li>● On a scale from 1 to 5, staff surveys average 4.5 when asked "I have the office space, materials, and administrative information I need in order to do my job," and my manager averages 4.5 when asked if their calendar reflects their highest priorities each week.</li> <li>● All meetings requested are scheduled within 48 hours.</li> </ul>	

## Sample: Senior Programs Director

<b>Name:</b>	<b>Job Title: Senior Programs Director</b>
<b>Overall Headline</b> - Summarize what the staff person is bottom-line responsible for.	
I'm the CEO of... making sure our programs have the biggest possible impact, are fully funded, and set up for success in the future.	
<b>Areas of Responsibility</b> - Focus on broad categories (don't get caught up in capturing all tasks).	
<p><b>Recruit, train, and mentor staff:</b></p> <ul style="list-style-type: none"> <li>● Ensure that managers are effectively recruiting and managing staff on their teams</li> <li>● Ensure there are no gaps in development opportunities by race or gender</li> </ul> <p><b>Fundraising:</b></p> <ul style="list-style-type: none"> <li>● Own all program fundraising from individuals</li> <li>● Make sure we're on the same page with stakeholders</li> <li>● Provide testimony and meet with legislators</li> <li>● Own key individual relationships myself, and set up staff to own others</li> </ul> <p><b>Equity &amp; Inclusion:</b></p> <ul style="list-style-type: none"> <li>● Monitor program results by race and gender to spot gaps and disparities</li> <li>● Make sure all staff (especially those on the margins) have the support they need to thrive</li> <li>● Engage and support staff to identify ways to improve on REI efforts within programs and events</li> </ul> <p><b>Compliance:</b></p> <ul style="list-style-type: none"> <li>● Ensure that all reporting is correct and done on time</li> <li>● Make sure partner organizations understand their roles in this and have the tools to deliver</li> </ul> <p><b>Leadership team</b></p> <ul style="list-style-type: none"> <li>● Give input on strategic decisions and collaborate on other issues as needed</li> <li>● Be a thought partner to the ED on key questions</li> <li>● Ensure that all organizational decisions are translated to and through the program teams</li> </ul>	
<b>The Approach</b> - Write the <a href="#">habits of work, mindsets, and approaches</a> that are keys to success in the role.	
<ul style="list-style-type: none"> <li>● <b>Inclusive leadership and management:</b> Brings a clear vision and recognizes the value of divergent perspectives. Approaches leadership with a mindset of "power with" rather than "power over" and regularly includes others in planning and decision-making. Able to make and communicate difficult decisions in the best interest of the organization.</li> <li>● <b>Attentive, empathetic leadership:</b> Enthusiasm for meeting and engaging with people. Empathizes with the communities we serve. Able to put people at ease, especially when there are lines of difference. Listens closely to understand needs or concerns and takes steps based on that input. Gets back to people in a timely manner. Takes pride in providing clear, helpful information.</li> <li>● <b>Proactive problem solving:</b> Proactively develop solutions to challenges, including by constantly looking at big-picture progress on the programs team, and by flagging any potential upcoming challenges in the organization overall.</li> <li>● <b>Flexibility:</b> Ready to take advantage of unexpected opportunities; adapts quickly as things change.</li> <li>● <b>Applies best practices in equitable management:</b> Translates equity and inclusion into plans for staff development, retention, strategy, and improving culture.</li> </ul>	
<b>Annual Goals</b> - List 3-5 main goals for this year. Use the <a href="#">goal setting sheet</a> to add detail, timing, and metrics.	
<ul style="list-style-type: none"> <li>● Lead an initiative to develop a learning culture. By Q4 100% of staff report increased access to/ participation in learning opportunities with no disparities on basis of race or gender.</li> <li>● Produce annual racial equity impact report highlighting with 80% response rate from partners in BIPOC-led organizations.</li> <li>● Raise \$X by Y to cover this year's program budget by Q2 with added 20% toward operating reserve.</li> </ul>	

## Pre-ACT procedures for Research Triangle High School

Prepared by Leatha Fields-Carey, testing coordinator

**In preparation for the state-required administration of the Pre-ACT during the 2021-2022 school year, the following steps were/ will be taken:**

The testing coordinator, Leatha Fields-Carey, attended a testing coordinator meeting via Microsoft Teams on August 17, 2021. Paul Davis, Regional Accountability Coordinator, conducted this training, which included procedures and rules for administering the Pre-ACT.

During the week of August 16th, Leatha Fields-Carey sent a list of students who will be testing to Paul Davis, who sent the list to Lindsey May, ACT liaison, to upload into Pearson Access Next, the online system for the ACT suite of tests.

On August 25th, Leatha Fields-Carey consulted with Eric Grunden, Chief School Officer, to set the Pre-ACT date. There is a large window during which the test can be administered (October 2021-March 2022). The decision was made to test students on November 2nd, 2021, so as not to interfere with the PSAT in October and to enable the juniors that are re-testing to get scores back in enough time to prepare them adequately for the ACT they will take in May.

Leatha Fields-Carey, as required by state policy, sent out the school's yearly testing plan to students and parents via ParentSquare on August 25th, 2021 (see screenshot below). This plan includes dates for all required testing throughout the school year.

The screenshot shows a social media-style post on ParentSquare. At the top left is a profile picture with the initials 'LF'. The title of the post is 'Testing Dates for 2021-2022 school year'. Below the title, it says 'Leatha Fields-Carey • a day ago • Wednesday, Aug 25 at 9:14 AM • 9th Grade, 10th Grade, 11th Grade, 12th Grade'. The main text of the post reads: 'Parents and students: Here are the dates for standardized tests that will be administered at RTHS this year. If you have questions, please let me know.' Below this is a green link: [https://docs.google.com/document/d/1HG\\_u\\_iCyFUG-OJEIaIWSj-JC7951NjEqwztUG5QMrCIU/edit?usp=sharing](https://docs.google.com/document/d/1HG_u_iCyFUG-OJEIaIWSj-JC7951NjEqwztUG5QMrCIU/edit?usp=sharing). There are three icons for 'Appreciate', 'Comment', and 'Print'. Below this, a notification bar says '1,533 Notified • User Preferred Notifications • Parents and Students'. A heart icon indicates '3 people appreciate this post'. There are two replies: one from Rebecca Lewis asking 'How will students opt in to the PSAT in a couple of weeks?' and another from Leatha Fields-Carey replying 'Sign-ups will be next week. I'll be sending out a detailed email later today.' At the bottom is a text input field with the placeholder 'Comment...'.

The date for materials to be shipped was set by Leatha Fields-Carey in Pearson Access Next.



When materials arrive, they will be stored securely in the testing closet. Only Leatha Fields-Carey and Eric Grunden have keys to this closet, in accordance with state policy.

In late October, reminders will be sent via email to ensure that all students who are testing know where and when to report for testing on November 2nd.

In late October, testing staff will be trained by Leatha Fields-Carey in order to ensure that staff understand how to administer the tests and how to keep the testing material secure. This training will be face-to-face. Staff will sign a document stating that they have been trained and have had the opportunity to ask questions.

During the month of October, Leatha Fields-Carey will report to Eric Grunden regarding the progress being made towards successful administration of the test.

November 2nd will be a Digital Learning Day for freshmen and seniors to ensure that the attention of all staff can focus solely on the test administration.

On November 3rd, students who have the accommodation of being able to test over multiple days will finish their test. Additionally, Leatha Fields-Carey will package and return testing materials on this date to ensure that materials are received by ACT in a timely manner. Students who miss the initial testing date will have the opportunity to test on the makeup day.

# Coversheet

## Mask Policy

**Section:** II. CSO Report  
**Item:** B. Mask Policy  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Mask Policy Oct 2021.pdf

## Mask Policy

At Research Triangle High School (RTHS), we take our duty to provide a safe and healthy school environment seriously and will not tolerate conduct that jeopardizes the safety of others. We believe that our school is a community where we care for each other and think not just about ourselves but about our community when making decisions, especially where decisions could directly and seriously harm others.

Consistent with our duty to protect the health and safety of students, staff and our community, the Board of Directors of RTHS voted to implement a mandatory mask policy effective 10/20/2021. Beginning 10/20/2021, all employees, visitors and students are required to wear a mask upon entering and remaining on campus. This mask policy is consistent with CDC and NCDHHS guidance, the Strong Schools Toolkit and the vast majority of public schools throughout North Carolina.

For the safety of others, the school requires a 2-layer cloth face mask or medical mask. Mesh masks are never permitted and will be confiscated. Masks must cover the nose, mouth and chin.

Wearing a mask protects others as much, if not more, than the person wearing it. Students who do not follow this policy will be subject to the school's disciplinary process. Employees who do not follow this policy, will be subject to disciplinary action, up to and including termination. Because not wearing a mask places other students and staff in direct harm, the school will not be providing mask exemptions except in exceptional circumstances. Any mask accommodation will be reviewed in accordance with the Americans with Disabilities Act and Amendments, Section 504 of the Rehabilitation Act and the Individuals with Disabilities Education Act.

The school will provide students and staff with mask breaks. In addition, temporary removal of the mask is permitted where necessary for the following purposes:

1. Actively engaging in an athletic or fitness activity;
2. Consuming food or drink;
3. For any emergency or medical purpose.

# Coversheet

## Monthly Financial Cashflow

**Section:** III. Finance  
**Item:** A. Monthly Financial Cashflow  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** FY 2021-22 Budget Update 09.30.21.pdf

<b>Research Triangle High School</b>	<b>FY 2021-2022 0% Increase Approved June 2021</b>	<b>FY 2021-2022 Working Budget</b>	<b>Actuals as of 09.30.21</b>	<b>25%</b>
<b>Revenue</b>	<b>ADM: 577</b>	<b>ADM: 577</b>		<b>% received to date</b>
State Funds - Revenue	3,330,186	3,330,186	976,776	29%
State EC Funds	262,443	262,443	-	0%
State Funds - NCVPS	(8,986)	(8,986)	-	0%
State Funds - Fines & Forfeitures	5,000	5,000	-	0%
State Funds - COVID-19	-	-	-	0%
State Funds - Other Funds (non-recurring)	-	-	-	0%
Alamance County Funds	1,697	1,697	-	0%
Chapel Hill Funds	25,812	38,961	38,961	100%
Chatham County Funds	57,200	57,200	-	0%
Durham County Funds	858,568	858,568	175,152	20%
Franklin County Funds	2,223	2,223	-	0%
Granville County Funds	9,644	9,644	-	0%
Harnett County Funds	1,058	1,058	-	0%
Johnston County Funds	-	-	-	0%
Orange County Funds	38,700	38,700	-	0%
Wake County Funds	943,860	943,860	222,383	24%
Federal Funds - PRC 060 (EC)	102,925	102,925	4,896	5%
Federal Funds - PRC 050	-	-	-	0%
Federal Funds - PRC 103	5,707	5,707	-	0%
Federal Funds - PRC 108	-	-	-	0%
Federal Funds - PRC 118	-	-	843	0%
Federal Funds - COVID-19	-	-	-	0%
Grant Funds SRSA	50,000	50,000	-	0%
Sales & Use Tax Refund	12,000	12,000	-	0%
Corporate/Board/Private Donations	45,000	45,000	4,810	11%
Interest Income	3,000	3,000	473	16%
Other	-	5,000	6,800	136%
<b>Total Revenue</b>	<b>5,746,037</b>	<b>5,764,186</b>	<b>1,431,094</b>	<b>25%</b>
<b>Expenses</b>				
Principal	220,000	220,000	55,000	25%
Interest	551,784	551,784	136,751	25%
Bond Costs	8,600	8,600	-	0%
Repair and Replacement Fund Transfer	85,800	85,800	21,450	25%
Capitalized Improvements/Purchases	-	37,464	37,464	
<b>Building Expenses</b>				
Utilities - elec, water and trash	72,000	72,000	17,252	24%
Janitorial, Maintenance & Repair	190,000	190,000	43,831	23%
Total Building Expenses	262,000	262,000	61,082	23%
<b>Personnel</b>				
Salaries	3,071,695	3,071,695	819,679	27%
Substitutes	70,649	70,649	16,680	24%
Contract - EC Consultants & Contracted Services	30,000	30,000	2,511	8%
Contracted Financial Services	44,000	44,000	11,000	25%
Personal Leave	5,400	5,400	-	0%
Health Insurance - State Plan	304,865	304,865	65,025	21%
Retirement - State 457 Plan + Match	85,700	85,700	13,901	16%
Payroll Taxes - 7.65%	240,802	240,802	61,761	26%
NC Flex Plan Fees	4,860	4,860	1,118	23%
SUTA	9,101	9,101	-	0%
Workers Comp Insurance	12,591	12,591	(107)	-1%
Bonus	57,055	57,055	-	0%
Total Personnel	3,936,718	3,936,718	991,568	25%
<b>Instructional</b>				
Technology	40,000	40,000	12,416	31%
Educational Programs	50,000	50,000	8,084	16%
Textbooks/Assessment	30,000	30,000	9,607	32%

Digital Resources & SW Licenses	30,000	30,000	9,600	32%
Staff Development	30,000	30,000	13,250	44%
Total Instructional	180,000	180,000	52,958	29%
<b>Office &amp; Administration</b>				
Office Equipment	20,000	20,000	11,825	59%
Furniture & Fixtures	15,000	15,000	13,340	89%
Telephone/Communications	2,544	2,544	1,283	50%
General Insurance	30,000	30,000	17,762	59%
Office Supplies	10,000	10,000	3,902	39%
Total Office	77,544	77,544	48,113	62%
<b>Other Expenses</b>				
Sports	56,650	56,650	7,872	14%
COVID-19 Expenses			-	0%
Audit	16,000	16,000	10,000	63%
Board of Director Materials	9,000	9,000	8,628	96%
Counseling/College	4,000	4,000	-	0%
Graduation	5,000	5,000	-	0%
Fundraising/Development	5,000	5,000	1,486	30%
Marketing & Recruitment	5,000	6,000	5,594	93%
LINQ Software Support	4,995	4,995	4,995	100%
Legal & Consulting	35,000	35,000	9,753	28%
Transportation	100,000	100,000	-	0%
Food Services	65,000	65,000	7,760	12%
Sales Tax	12,000	12,000	11,716	98%
Social Service Fund	500	500	-	0%
Robotics	9,000	9,000	-	0%
Transfer to Raptorium	100	100	-	0%
Total Other	327,245	328,245	67,804	21%
<b>Total Expenses</b>	<b>5,649,691</b>	<b>5,688,156</b>	<b>1,472,190</b>	<b>26%</b>
<b>Surplus</b>	<b>96,345</b>	<b>76,030</b>	<b>(41,097)</b>	
Surplus from Previous Years	1,913,020	1,913,020	1,913,020	
<b>Ending Cash Balance</b>	<b>2,009,365</b>	<b>1,989,050</b>	<b>1,871,923</b>	

**Liquidity Requirement Calculation:**

Total Expenses	5,688,156
Clubs, PTSO, Boosters Expenses (projected)	450,000
Less: Capitalized Purchases	-
Less: Principal Payments	(220,000)
Less: Repair and Replacement Fund Transfer	(85,800)
<b>Total Operating Expenses</b>	<b>5,832,356</b>
Divided by 365 days	365
<b>Operating Expense per Day</b>	<b>15,979</b>
Multiplied by 45 days	45
<b>Minimum balance required for unrestricted cash and cash equivalents</b>	<b>719,058</b>

**Debt Service Coverage Ratio Calculation:**

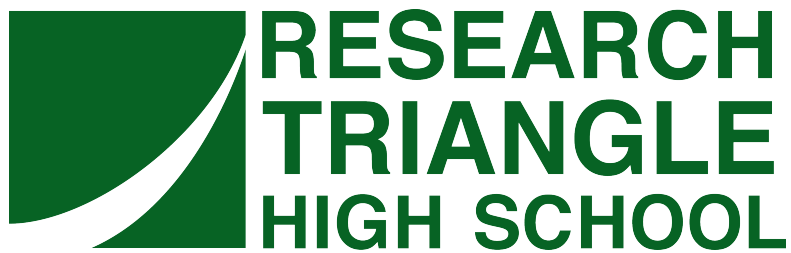
Surplus (cash basis)
Net Income - Raptorium
Net Income - Clubs, PTSO, Boosters
Net Income - US Bank
Add: Repair and Replacement Fund Transfer
Add: Capitalized Items
Add: Principal Payments
Less: Amortization
Less: Depreciation
<b>Change in Net Assets</b>

# Coversheet

## Committee Updates

**Section:** III. Finance  
**Item:** B. Committee Updates  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** 2021\_10\_12\_monthly\_finance\_committee\_meeting\_minutes.pdf

DRAFT



## Research Triangle High School

### Minutes

#### Monthly Finance Committee Meeting

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##### **Date and Time**

Tuesday October 12, 2021 at 4:30 PM

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The RTHS Board of Directors meets monthly on the Third Wednesday of each month, except for December and July. Meetings are held onsite at 5:30pm until 7pm, upstairs in the FBC Conference Room.

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##### **Committee Members Present**

A. Quigley (remote), A. Tobien (remote), C. Coia (remote), C. Mugge (remote), G. Rodgers (remote), N. Lightner (remote)

##### **Committee Members Absent**

M. Bliss

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#### **I. Opening Items**

##### **A. Record Attendance**

##### **B. Call the Meeting to Order**

A. Quigley called a meeting of the Finance Committee of Research Triangle High School to order on Tuesday Oct 12, 2021 at 4:51 PM.

##### **C. Approve Minutes**

#### **II. Finance**

##### **A. Monthly Budget Update**

- No major changes



- Capitalized asset increased to \$38,000 - some of which will be reimbursed by the state
- State and county revenue fluctuates year to year - counties saying that they will fund based on what we funded last year and once state comes in we will adjust
- County funding is based on that month's ADM
- Durham County funds for the year - even if they lose students
- State revenue is based off of 20th day year
- Not a lot of news at all
- There are other things that are not listed on
- ESSER 3 - \$235,000 - writing applications but will be submitted this week
- Technology stuff that has been done - upgrading WiFi throughout the building so we can monitor
- Facilities management - may be getting out of or talking with the vendor about dropping that part of the contract and us managing the facilities again
- Other expenses - Board Materials - subscription of Board on Track and other items
- Will adjust the board materials to reflect the updated costs for things like exec coaching, etc.
- Engaged with marketing company to help develop materials for the 10th anniversary celebration'
- HR has been beneficial

### **III. Other Business**

#### **A. Bond Update**

- Should be pay back the bond?
- Is there a way to bring the gym into it?
- Favorable, real estate market, interest rates low
- Building is very expensive

### **IV. 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 5:01 PM.

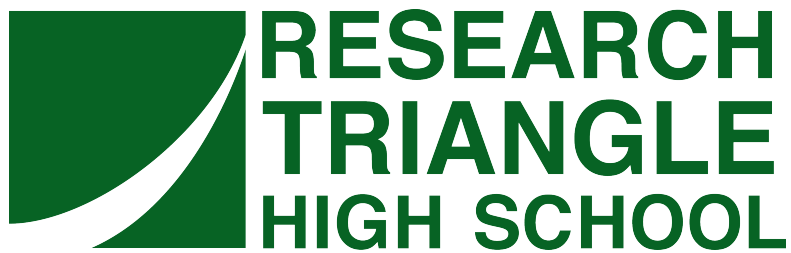
Respectfully Submitted,  
A. Quigley

# Coversheet

## Committee Updates

**Section:** V. Development  
**Item:** A. Committee Updates  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** 2021\_10\_13\_monthly\_development\_committee\_meeting\_minutes.pdf

DRAFT



Research Triangle High School

## Minutes

### Monthly Development Committee Meeting

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#### **Date and Time**

Wednesday October 13, 2021 at 3:00 PM

#### **Location**

RTHS or zoom

[https://us02web.zoom.us/j/4228231778?](https://us02web.zoom.us/j/4228231778?pwd=Q0VYc2Z6N2YvV0svUEI2V25GRVNHZz09)

[pwd=Q0VYc2Z6N2YvV0svUEI2V25GRVNHZz09](https://us02web.zoom.us/j/4228231778?pwd=Q0VYc2Z6N2YvV0svUEI2V25GRVNHZz09)

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The Development Committee meets monthly - one week prior to the Board Meeting. If possible, please attend the meeting the meeting in person in Ashley's office. Alternately, you can connect in through zoom at:

Topic: Development Committee

Time: Jun 9, 2021 02:30 PM Eastern Time (US and Canada)

Join Zoom Meeting

[https://rthighschool.zoom.us/j/6522016569?](https://rthighschool.zoom.us/j/6522016569?pwd=c3ZuTnV0V0krVGp0MS9EVi8xQitUdz09)

[pwd=c3ZuTnV0V0krVGp0MS9EVi8xQitUdz09](https://rthighschool.zoom.us/j/6522016569?pwd=c3ZuTnV0V0krVGp0MS9EVi8xQitUdz09)

**Meeting ID: 652 201 6569**

**Passcode: 239898**

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#### **Committee Members Present**

C. Coia (remote), C. Mugge (remote), R. THALLA (remote), Z. Playe (remote)

#### **Committee Members Absent**

M. Johnson, N. Danehower, S. Rivers-Kobler

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#### **I. Opening Items**

**A. Record Attendance and Guests**

**B. Call the Meeting to Order**

C. Mugge called a meeting of the Development Committee of Research Triangle High School to order on Wednesday Oct 13, 2021 at 3:00 PM.

**II. Development Director Update**

**A. Plan Documents**

**B. Help needed from Board**

Board members will be asked to participate in outreach to RTP partners. They are also encouraged to donate to the school.

**III. 2021/22 Retreat Discussion**

**A. Discuss Development priorities for 21/22**

We had a discussion about the priorities for 21/22 school year. We will be updating the list of target companies to prioritize those growing companies and those newly moving into the RTP area.

**IV. 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 4:00 PM.

Respectfully Submitted,  
C. Mugge

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**Documents used during the meeting**

- Aug 1- Sept 13 Raptor Fund.xlsx
- Board\_SWOT\_Presentation.pptx
- Development\_Presentation\_for\_2021\_RTHS\_Retreat\_101321.pptx

# Coversheet

## New Board of Directors (proposed)

**Section:** VI. Governance  
**Item:** B. New Board of Directors (proposed)  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** New RTHS Board Member Candidates 21-22.docx

## **New RTHS Board Members**

With the loss of 3 Board Members at the end of the 20/21 School Year, RTHS currently has 9 Board Members and the bylaws recommend 12-15. Board Members recommended several candidates and 4 were interviewed by a group of Board Members. An interview with a 5<sup>th</sup> candidate is pending.

The 4 new members up for consideration at this Board Meeting are:

- Ailette Tobien
  - Regulatory management at GSK
  - Has been interested in RTHS for several years and has a child that would be a freshmen at RTHS for the 22/23 school year
  - Currently attends our Board Meeting and the Finance as a way to learn more about the school governance and how she may be able to contribute
  - Board Contact: Ailette took the initiative to contact the Board last year. She has been an active contributor for the last year.
  - Potential role: Finance or Governance committees
  
- Dina Requena
  - Technical leadership at IBM, Lenovo, IQVIA
  - Now full time executive in residence in the engineering department at Duke
  - Parent of 2 RTHS students, 1 graduated and 1 graduates this school year - been very active in the PTSO
  - Board Contact: Carmen worked with Dina at IBM and has interacted with her as a parent at RTHS
  - Potential role: Development or Governance
  
- Jeni Corn
  - Director of Research and Evaluation at North Carolina Department of Public Instruction
  - Outstanding Educational research background
  - Board Contact: Came highly recommended by Elizabeth
  - Potential role: Academic Excellence, other?
  
- Joseph Webb

- Outstanding charter school leadership background. Founder and Leader of high performing school in Washington DC
- Currently the Director of Academic Services at CenterPoint Education Solutions
- Currently lives in TX but will be moving back to the Triangle within 2 years
- Board Contact: Came highly recommended by Alex and he previously worked for Alex at Maureen Joy
- Potential role: Academic Excellence, other?

**Additional Candidate to be interviewed:**

- Bob Hill
  - Former Orange County Athletic Director
  - Currently retired and consults with districts and high school athletic associations across the country
  - Board Contact: Alex is highly recommends Bob. Bob's wife is Director of Operations at Alex's school
  - Potential role: TBD