

Research Triangle High School

RTHS Board of Directors Meeting

Date and Time

Wednesday September 16, 2026 at 5:30 PM EDT

Location

<https://rthighschool.zoom.us/j/98479477674>

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:30 PM
A. Record Attendance		ShuDon Brown	2 m
B. Call the Meeting to Order		Steven Hunter	2 m
Board Chair Steven Hunter will convene the meeting of the Board of Directors.			
II. Approve Board Meeting Minutes			5:34 PM
A. Board Meeting Minutes	Approve Minutes	ShuDon Brown	2 m
The Board will review and approve the minutes from the August 19, 2026 Board of Directors meeting.			
Approve minutes for RTHS Board of Directors Meeting on August 19, 2026			
III. Public Comments			5:36 PM

	Purpose	Presenter	Time
A. Open to all community members (students, family members, faculty and staff, community members, and others)	FYI	Steven Hunter	5 m

The RTHS Board of Directors welcomes and values input from members of the public during its meetings. In compliance with Open Meetings Law, the public is invited to attend all open meetings of the RTHS Board.

To complete its planned agenda effectively and efficiently, the Board designates a specific time for public comment at each regular monthly meeting. Individuals seeking to address the board must:

- 1. Sign up at least two (2) hours before the start of the meeting by contacting the Board Chair in writing.*
- 2. Each written request to comment must include the speaker's name, their contact information, and the subject of the comment.*
- 3. Each speaker will have no more than three (3) minutes to address the Board.*

The following guidelines are observed during the public comment session:

- 1. Comments must be directed to the Board of Directors.*
- 2. Profanity and personal attacks are not permitted.*
- 3. Board members do not engage in dialogue or respond to speakers.*
- 4. Per state law, any discussion of personnel matters or attorney-client privileged issues must occur in a closed session.*

Thank you for your cooperation and your continued commitment to RTHS.

IV. Chief School Officer Report 5:41 PM

A. Executive Overview	Discuss	Akiba Griffin	10 m
RTHS Chief School Officer (CSO) Akiba Griffin will share information about key school events and activities.			

V. Finance Committee Report 5:51 PM

A. RTHS Monthly Financials and Other Business	Vote	Carolyn Coia	10 m
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	Purpose	Presenter	Time
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Committee Chair Carolyn Coia and Chief Operations Officer (COO) Alex Drake will present the following items for the Board's review and approval:

- Finance Update

B.	Executive Session	Discuss	Carolyn Coia	5 m
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The Board of Directors will be in Executive Session to discuss a personnel matter.

- Vote

VI.	Governance Committee Report			6:06 PM
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A.	Governance Committee Business	Vote	Michael Dwomoh	15 m
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Committee Chair Dr. Michael Dwomoh and COO Alex Drake will share the following items:

- Vote on Handbook, Policies, Procedures & Manual Updates
 - Employee Handbook
 - Student and Family Handbook
- Vote on New Board Members
 - Michelle Fiscus and Monique Miller

VII.	Academic Excellence Committee Report			6:21 PM
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A.	Academic Excellence Business	Discuss	Phoebe Thermitus	15 m
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Committee Chair Phoebe Thermitus and CSO Akiba Griffin will present the following items for Board review. The material is appended to the CSO Report.

- Academic Excellence Update
- EOC State Test Results

VIII.	Development Committee Report			6:36 PM
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A.	Development Committee Business	Discuss	Julian Berla	10 m
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	Purpose	Presenter	Time
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Committee Chair Julian Berla and CSO Akiba Griffin will give an update:

- Development Committee Update. The material is appended to the CSO Report.

IX.	Remaining Business Matters	6:46 PM
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A.	Remaining Items	Discuss	Steven Hunter	10 m
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- Board Member Orientation
 - Completed for current members
 - Needed for new members
- Next Board Meeting: October 21st
- The Board Retreat is scheduled for the morning (8am - Noon) of October 8th
 - Currently forming an agenda. Will poll committee chairs.
 - Location
- Other items?

X.	Closing Items	6:56 PM
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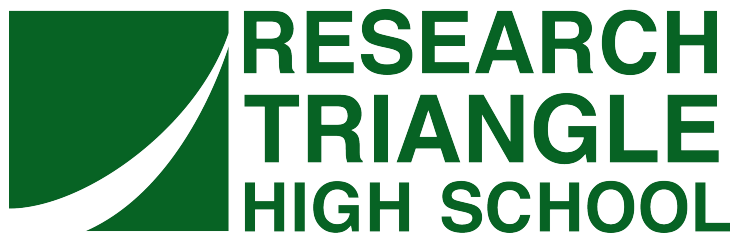
A.	Adjourn Meeting	Vote	ShuDon Brown	1 m
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Coversheet

Board Meeting Minutes

Section:	II. Approve Board Meeting Minutes
Item:	A. Board Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for RTHS Board of Directors Meeting on August 19, 2026

APPROVED



Research Triangle High School

Minutes

RTHS Board of Directors Meeting

Date and Time

Wednesday August 19, 2026 at 5:30 PM

Location

<https://rthighschool.zoom.us/j/98479477674>

Directors Present

C. Coia, D. Requena, J. Berla (remote), J. Goodwin (remote), K. Daughtry Broccio (remote), M. Dwomoh (remote), P. Thermitus (remote), R. Shrivastava (remote), S. Brown (remote), S. Hunter (remote)

Directors Absent

None

Directors who arrived after the meeting opened

C. Coia, D. Requena

Directors who left before the meeting adjourned

K. Daughtry Broccio

Guests Present

A. Drake (remote), A. Griffin (remote), Jaclyn Morgenstern (remote), Laura Chapman (remote), tobien (remote)

I. Opening Items

A.

Record Attendance

B. Call the Meeting to Order

S. Hunter called a meeting of the board of directors of Research Triangle High School to order on Wednesday Aug 19, 2026 at 5:35 PM.

II. Approve Board Meeting Minutes

A. Board Meeting Minutes

C. Coia arrived.

D. Requena arrived.

P. Thermitus made a motion to approve the minutes from June 17th, RTHS Board of Directors Meeting on 06-17-26.

J. Berla seconded the motion.

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

Roll Call

S. Brown	Abstain
K. Daughtry Broccio	Aye
C. Coia	Aye
P. Thermitus	Aye
S. Hunter	Aye
M. Dwomoh	Aye
J. Berla	Aye
J. Goodwin	Aye
D. Requena	Aye
R. Shrivastava	Aye

III. Public Comments

A. Open to all community members (students, family members, faculty and staff, community members, and others)

No public comments

IV. Chief School Officer Report

A. Executive Overview

- Members of the admin team went to a National Charter School Conference in New Orleans.
 - Had a session on finance, culture, and leadership.
 - Discovered strategies they plan to implement this year.
- Proud to have 15 years of RTHS

- A new sign is on the side of the building. The frame will be there forever, so we can swap out the sign affordably.
- We also have green wrapping around the building.
- US News reported we placed 20th in NC top 20 HS and 642nd in the nation, and in the Durham metro area we are 3rd for High Schools.
 - We will purchase the banner, and we have already uploaded the badge to the website and socials.
- Used the Raptor fund to get new science desks in both science labs.

V. Finance Committee Report

A. RTHS Monthly Financials and Other Business

- As of the end of June, the budget surplus was \$118,002; DSCR was 1.35
- As of the end of July, we have a surplus of \$485,090.
- Our current debt service coverage ratio is 1.84
- Since we last met in June 2026, the state awarded the school about \$300,000.
 - We should get an idea of Wake County funding around October.
- Caryolyn requested insight on the budget for Durham County.
- ADM is a moving target right now.
 - Some students are withdrawing, have moved, or are still being offered spots.
 - We are currently funded at 571.
- At the start of the school year, one of the physics teachers started grad school and moved.
- Recent spending
 - Updated and replaced chairs, tables, and the conference room table
 - Banner for the 15-year anniversary
 - The frame system will stay forever and was the bulk of the cost.
 - Green window perforation placed around the building; depending on how it holds up durability-wise, we may do it in other places.
- Auditing
 - Sharpe Patel is our new auditor, and we've submitted all materials.
 - Everyone has a new DPI deadline of December 31 (previously October 31). Sharpe will work with our bond deadline of November 27th
 - Carolyn mentioned we don't traditionally meet in December, so it would be ideal to have it by October 31st so the finance committee can review it in advance.

B. Executive Session

- M. Dwomoh made a motion to go to exec for realestae and personal.
- C. Coia seconded the motion.

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

Roll Call

C. Coia	Aye
S. Hunter	Aye
P. Thermitus	Aye
K. Daughtry Broccio	Aye
M. Dwomoh	Aye
J. Goodwin	Aye
J. Berla	Aye
D. Requena	Aye
S. Brown	Aye
R. Shrivastava	Aye

The board moved to closed session for discussion of real estate and personnel matters

S. Hunter made a motion to Approve the employee contracts of EC, AP,.

J. Berla seconded the motion.

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

Roll Call

P. Thermitus	Aye
K. Daughtry Broccio	Aye
S. Hunter	Aye
S. Brown	Aye
M. Dwomoh	Aye
C. Coia	Aye
J. Berla	Aye
R. Shrivastava	Aye
D. Requena	Aye
J. Goodwin	Aye

C. Coia made a motion to Motion to increase the salaries of all full-time employees by 4 percent for the 2026-27 school year as a result of the increase in per-pupil funding received from the General Assembly.

K. Daughtry Broccio seconded the motion.

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

Roll Call

M. Dwomoh	Aye
J. Goodwin	Aye
J. Berla	Aye
P. Thermitus	Aye
D. Requena	Aye
S. Hunter	Aye
S. Brown	Aye
C. Coia	Aye
K. Daughtry Broccio	Aye
R. Shrivastava	Aye

VI. Governance Committee Report

A. Governance Committee Business

- Working on updating the four handbooks.
 - Last year, we created a safety and finance manual from scratch and did a lot of work overhauling the student and employee handbook.
 - This year, we're only making revisions recommended by Legal in June.
- Employee Handbook
 - Written and final warning details, disability and pregnancy-related accommodations, Employee social media policies, permission for employees to record students and colleagues.
 - New policy involving custody disputes, prohibiting employees from assisting.
 - Measles and quarantine policies
 - Privacy expectations policies
 - Copyright material use.
- Financial policy manual
 - Added platforms for digital payments
 - Tracking clarification on teachers paid by federal funding. (requested add by DPI auditor)
 - Languages added to how federal cash is managed (requested add by DPI auditor)
 - Policy for procuring goods or services with federal funds, which we do not do. (requested add by DPI auditor)
 - All our federal funds are used for teacher salary
- Student/Family manual
 - Tardies excessiveness policy
 - Updated time for students to enter the building
 - Now opening at 8 am instead of 7:30 am
 - Added cut-off time: no checkout in the last 30mins of the day
 - Dual-enrollment policies
 - Measles protocols
 - AI usage policies
- School Safety Manual
 - Lockdown drills procedure
 - Change to no longer involve students in the drill
 - Updates to the language on types of lockdown

M. Dwomoh made a motion to accept the policy updates to the Employee, student and family, financial and school safety handbooks and policy.

C. Coia seconded the motion.

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

Roll Call

D. Requena	Aye
M. Dwomoh	Aye
J. Berla	Aye
R. Shrivastava	Aye
S. Hunter	Aye
P. Thermitus	Aye
K. Daughtry Broccio	Aye
J. Goodwin	Aye
S. Brown	Aye
C. Coia	Aye

VII. Academic Excellence Committee Report**A. Academic Excellence Business**

- Retention rate from 23-24 to 24-25 was 93.76%; 24-25 to 25-26 was 94.92%; 25-26 to 26-27 was 98.03%
- Student data and enrollment trends as of 8/4/26
 - Total enrollment is 574, changing every day; we are still admitting students, and/or students are withdrawing from RTHS
 - Race is rising for Minorities (Black, Asian, Indian, Multiracial, Pacific Islanders).
 - 83% Non-Hispanic; 57.49% Male
 - Enrollment year over year is down compared to the 22-23 school year of 582
 - Due to a change of leadership in 23-24, it dropped to 564
 - We have been steadily climbing to 572.
 - All reasons for withdrawal have varied (freshman, moving out of the area, chaotic previous year, homeschool).
- Akiba reviewed enrollment charter school trends.
 - Homeschool is on the rise, but charter school enrollment is still rising despite declining K-12 populations.
 - Demand still exceeds the number of seats available. Higher-need populations are increasing (disadvantaged students with disabilities and English learners). Families are leaning toward focus-specific schools.

Carolyn's request: Can we understand how we can use the surplus to provide support?
K. Daughtry Broccio left.

VIII. Development Committee Report**A. Development Committee Business**

- Discussed long-term goals and responsibilities at the latest meeting.

- Looking into best practices for in-kind or stock donations.
- Need to review the development plan to best implement the school vision.
 - Dina will resend the current development plan to everyone.
- Discussed the overall fundraising targets for this year.
 - Two types of donors to target, and wanting to coordinate with PTSO.
 - PTSO has more leeway in sponsorships and more opportunity for in-kind donations than the Raptor Fund.

IX. Remaining Business Matters

A. Remaining Items

- New board member orientation update: ShuDon and Rooplai have had theirs; Joy and Kelly still need it.
- Next board meeting is September 14th
- Steven will not be able to attend the committee meetings, so an agenda will go out on that Monday.
 - Committees, please have the info to Steven by then
- Board retreat October 8th, from 8 a.m. to noon
 - Joy will be virtual

X. Closing Items

A. Adjourn Meeting

M. Dwomoh made a motion to adjourn the meeting.

J. Berla seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:25 PM.

Respectfully Submitted,
S. Brown

Coversheet

Executive Overview

Section:	IV. Chief School Officer Report
Item:	A. Executive Overview
Purpose:	Discuss
Submitted by:	
Related Material:	CSO Report-Highlights 9.16 v.2.pptx.pdf

CSO Report to the RTHS Board of Directors

September 16, 2026



CSO Highlights

- Student Council Color Wars
- Meet the Teachers-Tuesday September 15
- Hispanic Heritage Month-September 15-October 15

Upcoming events this month

- Arts in Education Week-September 15-19
- Homecoming Game-Friday September 25th(against Vance Charter)
- Homecoming Dance-Saturday September 26
- Senior College App Day-Tuesday, September 29th



Academic Excellence



Academic Excellence Committee

School Engagement Team Update: applications went out to the community for new SET members. SET appointments are for two years. Our first meeting will be in October where we will revisit the current School Improvement Plan and identify 2-3 goals to work on over the next school year.



Research Triangle High School Academic Committee Data Calendar

This calendar is designed to guide monthly academic committee meetings by focusing on one key dataset at a time.



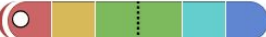
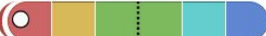
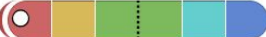
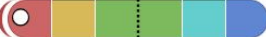
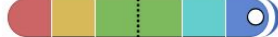
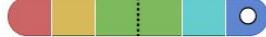
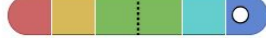
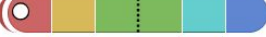
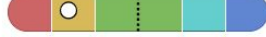
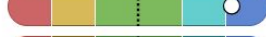
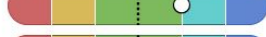
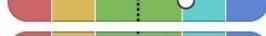
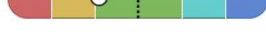
Month	Focus Dataset	Purpose	Key Questions
August	Student Demographics & Enrollment Trends	Understand student population, shifts, and subgroup composition	Who are our students this year? What trends are emerging in enrollment?
September	EOC State Assessment Results (Prior Year)	Analyze standardized test outcomes to inform instruction and interventions	Where did students struggle? Which subgroups need more support?
October	Course Grades & Failure Rates (Q1)	Identify academic risk early in the year	Which students are failing courses? What subjects are most impacted?
November	Attendance Data	Explore attendance trends and correlations with performance	Are there chronic absenteeism patterns by group or grade?
December	Discipline Data	Review behavior trends and equity in disciplinary actions	Are certain groups overrepresented in suspensions or referrals?
January	Mid-Year Benchmark Assessments	Evaluate student growth and instructional effectiveness	Are students on track for end-of-year goals? Where are the gaps widening?

Academic Excellence Committee

- The Academic Excellence Committee reviewed EOC State Test results from 2022-2026



Academic Excellence Committee

EOC Biology	2023	N/A	⚠ Does Not Meet Expected Growth	
	2024	N/A	⚠ Does Not Meet Expected Growth	
	2025	N/A	⚠ Does Not Meet Expected Growth	
	2026	N/A	⚠ Does Not Meet Expected Growth	
EOC English II	2023	N/A	👍 Exceeds Expected Growth	
	2024	N/A	👍 Exceeds Expected Growth	
	2025	N/A	👍 Exceeds Expected Growth	
	2026	N/A	👍 Meets Expected Growth	
EOC Math 1	2023	N/A	⚠ Does Not Meet Expected Growth	
	2024	N/A	👍 Meets Expected Growth	
	2025	N/A	⚠ Does Not Meet Expected Growth	
	2026	N/A	⚠ Does Not Meet Expected Growth	
EOC Math 3	2023	N/A	👍 Meets Expected Growth	
	2024	N/A	👍 Exceeds Expected Growth	
	2025	N/A	👍 Meets Expected Growth	
	2026	N/A	👍 Meets Expected Growth	
EOC Math 3 - School Accountability Growth	2023	N/A	👍 Meets Expected Growth	
	2024	N/A	👍 Meets Expected Growth	
	2025	N/A	👍 Meets Expected Growth	
	2026	N/A	👍 Meets Expected Growth	

Powered by BoardOnTrack



What the evidence shows

- We have not been meeting expected growth in Biology over the last few years. This has been a trend across the entire state of NC. The Biology exam was revamped in the 2024-2025 school year, therefore scores did not count.
- We do exceedingly well in English 2
- Math 1 scores have also been low over the last few years
- Math 3 has varied



Math scores by sub-group

Math

▼ Collapse

Student Group	Growth Measure	Standard Error	Growth Index	Growth Indicator
▼ Asian/Pacific Islander			-1.49	Meets Expected Growth
▼ End of Course			-1.49	Meets Expected Growth
Math 3 - School Accountability Growth	-1.3	0.9	-1.49	Meets Expected Growth
▼ Black (not Hispanic)			0.7	Meets Expected Growth
▼ End of Course			0.7	Meets Expected Growth
Math 1	0.8	1.0	0.76	Meets Expected Growth
Math 3 - School Accountability Growth	0.0	1.2	0.03	Meets Expected Growth
▼ Economically Disadvantaged Students			-1.12	Meets Expected Growth
▼ End of Course			-1.12	Meets Expected Growth
Math 1	-1.6	1.1	-1.42	Meets Expected Growth
Math 3 - School Accountability Growth	0.3	1.1	0.25	Meets Expected Growth
▼ English Learners			-1.29	Meets Expected Growth
▼ End of Course			-1.29	Meets Expected Growth
Math 1	-1.7	1.3	-1.29	Meets Expected Growth
▼ Hispanic			-2.95	Does Not Meet Expected Growth
▼ End of Course			-2.95	Does Not Meet Expected Growth
Math 1	-3.1	1.1	-2.95	Does Not Meet Expected Growth
▼ Students with Disabilities			-1.01	Meets Expected Growth
▼ End of Course			-1.01	Meets Expected Growth
Math 1	-1.4	1.4	-1.01	Meets Expected Growth
▼ White (not Hispanic)			0.08	Meets Expected Growth
▼ End of Course			0.08	Meets Expected Growth
Math 1	-1.7	1.4	-1.19	Meets Expected Growth
Math 3 - School Accountability Growth	0.5	0.8	0.59	Meets Expected Growth



English scores by sub-group

Reading

▼ Collapse

Student Group	Growth Measure	Standard Error	Growth Index	Growth Indicator
▼ Asian/Pacific Islander			1.15	Meets Expected Growth
▼ End of Course			1.15	Meets Expected Growth
English II	0.8	0.7	1.15	Meets Expected Growth
▼ Black (not Hispanic)			1.07	Meets Expected Growth
▼ End of Course			1.07	Meets Expected Growth
English II	0.9	0.8	1.07	Meets Expected Growth
▼ Economically Disadvantaged Students			1.34	Meets Expected Growth
▼ End of Course			1.34	Meets Expected Growth
English II	1.0	0.8	1.34	Meets Expected Growth
▼ English Learners			-0.05	Meets Expected Growth
▼ End of Course			-0.05	Meets Expected Growth
English II	-0.1	0.9	-0.05	Meets Expected Growth
▼ Hispanic			-0.16	Meets Expected Growth
▼ End of Course			-0.16	Meets Expected Growth
English II	-0.1	0.8	-0.16	Meets Expected Growth
▼ Students with Disabilities			-0.54	Meets Expected Growth
▼ End of Course			-0.54	Meets Expected Growth
English II	-0.5	1.0	-0.54	Meets Expected Growth
▼ Two or More Races			0.98	Meets Expected Growth
▼ End of Course			0.98	Meets Expected Growth
English II	0.9	1.0	0.98	Meets Expected Growth
▼ White (not Hispanic)			0.85	Meets Expected Growth
▼ End of Course			0.85	Meets Expected Growth
English II	0.6	0.7	0.85	Meets Expected Growth



Biology

EVAAS currently does not list subgroup data
for Biology



Academic Excellence Committee

See how your school did compared to last year

The numbers represent the percentage of students who scored proficiently on the test. The data for elementary schools reflects third, fourth and fifth grades. For middle schools, it reflects sixth, seventh and eighth grades.

School name	Subject	2024-25	2025-26
Research Triangle High School	Biology	68%	70%
Research Triangle High School	English II	82%	87%
Research Triangle High School	NC Math 3 (9-12)	85%	79%

Table: Emily Walkenhorst/WRAL News • Source: North Carolina Department of Public Instruction • [Get the data](#) • Created with [Datawrapper](#)



Important notes around data

- New Biology new standards
- DPI is trying to determine the disconnect between what's being tested and what the standards are

RTHS Implementation plans to move the scores:

- practice questions being taught throughout the year,
- NC Check ins
- Math 1 push in support

Development



Development Updates

- Action item follow up
 - Julian received strategic development plan, will update with current year info and priorities
 - Shopraise looks like a good platform to try out, Akiba will schedule demo and report back
- Strategic development plan review
 - Admin will plan another pass at a corporate engagement event for local RTP companies similar to what was planned last year
 - Continue monitoring school expansion progress and update this month with next steps
 - Refocus raptor fund on small project delivery, deconflict with PTSO and clarify communications with families on who does what

Action items:

- Julian: update SDP with new info, progress from last year
- Akiba: schedule Shopraise 30 minute demo, RTP company engagement plan, raptor fund update for project-based fundraising



Coversheet

RTHS Monthly Financials and Other Business

Section:	V. Finance Committee Report
Item:	A. RTHS Monthly Financials and Other Business
Purpose:	Vote
Submitted by:	
Related Material:	Finance Update - 9_15_26 Brief.pdf

RESEARCH TRIANGLE RAPTORS

FINANCE UPDATE
AUGUST 19, 2026

BUDGET UPDATE

- **As of 8/31/26:**

Projected surplus: **\$210,712**

DSCR: **1.48**

- Funding ADM: **571** (2025-26 ADM)
- 2026-27 Enrollment as of 8/12: **567**

- **Current Vacancies:**

- Instructional Coach (Math focus)
- Earth/Environmental Science
- EC Teacher
 - Long-term sub (retired DPS teacher) currently in place
- School Counselor

- **Budget Updates:**

- Salary adjustments approved in August are factored in
- New State Health Plan employer premium - \$100,071

Committee Business

- Audit Update
- Contract for Approval



FY26 Budget and Audit Updates

- **FY26, as of 6/30/26:**

Projected surplus: **\$118,002**

DSCR: **1.35**

AUDIT UPDATE

- Materials partially submitted to Sharpe Patel
 - They've asked for all materials by 9/15
- New deadline set by DPI - **December 31**
 - Was previously October 31
 - Sharpe Patel knows we need audit for bond reporting by end of November



Coversheet

Governance Committee Business

Section:	VI. Governance Committee Report
Item:	A. Governance Committee Business
Purpose:	Vote
Submitted by:	
Related Material:	Governance - Handbook Updates - 9_16_26.pdf Michelle_Fiscus Resume.pdf Monique Miller Resume.pdf

RESEARCH TRIANGLE RAPTORS

**GOVERNANCE UPDATE:
HANDBOOK ADDITIONS
SEPTEMBER 15, 2026**

This language was suggested by our attorney to be added to the Code of Conduct in both the employee and student/family handbooks.

- **Student/Family Handbook (pg. 9)**

- "The Code of Student Conduct prohibits discrimination based on an individual's protected classification under federal law, including antisemitism as defined in G.S. 12-3.2."

- **Employee Handbook (pg. 10)**

- "RTHS's policies governing the conduct of employees prohibit discrimination based on an individual's protected classification under federal law, including antisemitism as defined in G.S. 12-3.2."

Both handbooks have already been updated with this language, and those handbooks have been added to the RTHS website.



MICHELLE FISCUS

CHIEF COMMUNICATIONS & MARKETING OFFICER

Wake Forest, NC | 336-918-3881 | michelle.a.fiscus@gmail.com

EXECUTIVE PROFILE

Senior communications and marketing executive with 25 years of experience helping complex, mission-driven institutions translate strategy into understanding, alignment and action. Trusted adviser to CEOs, boards and executive teams on institutional positioning, public affairs, high-profile issues, organizational change and stakeholder trust. Builds integrated functions connecting executive communications, media relations, digital strategy, marketing, internal communications and external engagement to measurable institutional priorities.

~90%
WEBSITE TRAFFIC GROWTH

2X
SOCIAL FOLLOWING IN ONE YEAR

25 YEARS
EXECUTIVE COMMUNICATIONS

LEADERSHIP EXPERTISE

Enterprise Communications • Integrated Marketing • CEO & Board Counsel • Public Affairs • Crisis & Issues Management • Research Storytelling • Digital Growth • Brand Strategy • Audience Insights • Change Leadership • Team & Vendor Management

PROFESSIONAL EXPERIENCE

Senior Vice President, Chief Communications Officer | NCInnovation | 2025–Present

Senior communications executive for a statewide public-private organization advancing applied research commercialization across North Carolina.

- Advise the President & CEO, Board of Directors and senior leadership on executive messaging, public positioning, legislative communications, organizational reputation and high-profile stakeholder issues.
- Translate complex scientific research, public investment and commercialization strategy for policymakers, university leaders, researchers, donors, investors and public audiences.
- Created an organic content-marketing strategy that increased website traffic nearly 90%, doubled followers in one year and continues to produce month-over-month and quarter-over-quarter gains in reach and engagement.
- Lead brand, website, earned-media, executive communications, philanthropy reporting, economic-impact storytelling, researcher narratives and internal alignment for an evolving statewide institution.
- Use audience research, stakeholder segmentation, personas, competitive analysis, communications audits and A/B testing to refine strategy and improve performance.
- Lead one full-time employee, three contractors and two vendors while directing creative, digital, website, production and analytics partners and maintaining budget discipline.

Chief Communications Officer | Providence Day School | 2023–2025

Senior leadership team member directing integrated marketing and communications for a prominent independent school.

- Led an approximately six-person team and controlled a \$250,000 paid-media budget, consistently managing resources within budget and preserving funds for future priorities.
- Developed a three-year marketing and communications roadmap, led stakeholder research and a brand campaign that continues to be used successfully by the institution.
- Directed enrollment marketing that contributed to increased enrollment through audience segmentation, CRM-supported outreach, digital marketing, competitive analysis and campaign optimization.
- Served as primary communications adviser and public information officer for executive messaging, crisis response, media relations, employee communications and institutional positioning.
- Selected and managed advertising agencies, website vendors, production companies, event partners and data-analytics resources.

Executive Director, Change Management & Communications | Two Roads Consulting | 2019–2025

Independent consulting practice conducted alongside selected executive roles.

- Advised public and private leaders on communications strategy, organizational alignment, reputation management and change adoption.
- Rebuilt a large school district communications function from two to eight staff in under 30 days, strengthening responsiveness, public trust and media perception.
- Applied Prosci methodology and established project-management systems with clear owners, timelines and performance expectations.

Executive Director, Communications, Strategic Planning & Engagement | Nash County Public Schools | 2022–2023

Cabinet-level leader and public information officer for district communications, engagement and strategic planning.

- Advised the Superintendent and Board of Education; directed executive communications, media relations, crisis response, emergency communications and community engagement.
- Authored and launched the district's first public-facing strategic plan and presented research-based recommendations on school safety and organizational priorities.

Director of Communications | Franklin County Schools | 2017–2019

District communications leader overseeing a distributed 16-person school communications network.

- Led integrated campaigns that produced the district's first enrollment increase in three years despite statewide enrollment decline.
- Directed web governance across 16 schools, trained 1,200 employees and built data-informed processes for consistent messaging and public engagement.

Earlier Career | Media, Marketing & Communications | Prior to 2017

- Held progressively responsible roles in broadcast journalism, media, marketing, public relations and community engagement with WXII-12, Clear Channel/ESPN Radio, Cox Media and NOVA Fitness Training.
- Built early expertise in on-camera communication, media production, audience development, promotions, integrated campaigns and public-facing events.

EDUCATION & PROFESSIONAL DEVELOPMENT

Bachelor of Arts, Communication | Wake Forest University, Winston-Salem, NC

Change Management: Prosci methodology applied in consulting and organizational-change engagements

MONIQUE A. MILLER

Raleigh-Durham, NC • (919) 450-8145 • moniquealiciamiller@gmail.com • [linkedin.com/in/moniquemiller](https://www.linkedin.com/in/moniquemiller)

I am a former AT&T technology executive with 35 years of leadership experience spanning advanced analytics / AI initiatives, network operations, software delivery, capital programs and global team buildouts. Throughout my career, I led multidisciplinary organizations responsible for 24x7 customer network support, software development, large-scale capital execution, and the creation of delivery centers in lower-cost geographies. I concluded my full-time career with AT&T having built and led a global AI-focused advanced analytics team designed to improve operational decision-making and business outcomes.

I work selectively now in fractional, advisory, and project-based leadership roles where organizations need experienced executive guidance without a full-time hire. I'm especially energized by opportunities that involve solving complex operational challenges, mentoring emerging leaders, and working with smart, forward-thinking teams. Open to fractional executive roles, strategic advisory work, expert and paid board advisory opportunities.

EXECUTIVE EXPERTISE

Technology Leadership & Organizational Design	Executive & Leader Mentoring	AI & Analytics Strategy
Large-scale Service Assurance Operations	CapEx Governance & Execution	Chaos Wrangler
Global Delivery & Offshore Team Optimization	Transformation Leadership	In-house Innovation

PROFESSIONAL EXPERIENCE

Fractional Consultancy via APEX Systems

Executive Coach

2023-2024

Mentored a General Manager on how to expect and get accountability from leaders, achieve reliable and repeatable results, prepare executive ready communications and collaborate without caving. Focused on understanding behaviors under ideal conditions versus under pressure and how to adapt.

Program Management Model

2023-2024

Revamped a complex program that was already a year behind schedule. Brought together a more junior program team and grew their skills and discipline, while developing a program execution model, that allowed them to measure their progress, predict their deliverables and develop the clarity and confidence needed to partner with larger organizations that tended to overwhelm the messaging to their advantage.

New Product Introduction Execution

2023-2024

Coached a program owner and their team through a series of “last mile” roadblocks using a “roll up your sleeves” approach. The devil is in the details, and no matter how much you may want to, sometimes there is no one left to delegate to. Demonstrating that sometimes getting into the weeds, even when you’re a leader, is ok because there is no point in getting it done if you don’t get it done right.

Freelance Services

NC Real Estate Referral Agent Licensed

2026-present

NC Realtor®, Licensed

2024 – 2025

Wake County Public School Substitute Teacher

2022 - present

Board Affiliations

NC State, Department of Computer Science, Strategic Advisory Board

2015-2019

Women of AT&T, Founding Member, Triangle Chapter

2012-2015

Carolina Dance Foundation, Director of Education

2010-2014

AT&T Business Services

General Manager

2005-2021

As the business grew, it became imperative to create an organization that could support the business customers’ service assurance and service delivery teams of 20,000+ people, with globally consistent technology, processes, and analytics. Additionally, it was desired that this expertise came from people who had excelled in operations and could advocate for those needs. I was tapped to provide business and technical leadership to help build, from the ground up, a new, elite global organization over 300 strong. During this tenure, which included numerous organizational changes, I have been responsible for the financial oversight of \$30-\$50M in expense annually, \$10-\$15M in capital resource and various global teams. I have orchestrated multiple re-engineering initiatives, spearheaded automation teams that created innovative solutions for increasing customer satisfaction while improving cost structure and introduced new technologies and processes with an entrepreneurial mind set and a people first culture.

- Pioneered, grew, and branded a new Artificial Intelligence / Machine Learning (AI/ML) practice. Crafted a global team capable of extending automation capabilities by applying the Advanced Analytics Technologies of Predictive Analytics, Machine Learning and Big Data. This team, operating Agile-based development practices, delivered priceless data-driven insights enabling operations teams the ability to drive technical and process changes with confidence, understand the end-to-end customer experience “moments that matter” all while decreasing operational costs.
- Encouraged and supported development teams during their “storming” phase of adopting and developing on the Service NOW platform.
- Created multiple offshore development teams in Europe and India. Teams were mixed with both employee and vendor partners. Established success-driven requirements and the financials associated with the selection and ongoing management of a 3rd party partner. Program reduced development costs by greater than 50%.
- Enhanced and maintained over 44 operational and technical support applications that connected to 500,000+ network devices and dozens of interfaced systems. Delivered over 230 projects across 11,000 service assurance associates, achieving over 600,000 hours of efficiency annually. Applications built during this time included automating 40% of break/fix tickets without sacrificing customer service, inventing processes, and systems to automate large “walk in takeover” clients over the course of a single weekend as opposed to upwards of a year which substantially increased revenue and a wide variety of network management tools which freed up Tier 3 resources to focus on helping customers with their most difficult problems.

AT&T Solutions, Durham, NC

Client Services Director

1999-2005

After 10 years working deep in network technology, I initiated an organizational and geographical move to a customer-facing position. I joined AT&T Solutions which serviced Fortune 50 global customers seeking Network Outsourcing and Managed Services. I excelled at turning around customer perception, managing crises and facilitating sales by providing exceptional network operations.

- Led, with extreme urgency, the network recovery for a large financial customer during and after the events of 9/11/2001. Motivated a team working 24/7 to create new network paths that enabled our client to open with the New York Stock Exchange even though they had to evacuate their primary locations across the street from the World Trade Center.
- Recruited to own a 600+ site network transformation for a Fortune 50 financial company. The project was valued at \$95M over 2 years. Blew away the schedule and completed the project in just 7 months. Generated an extra 25% in revenue and executed flawlessly with not one branch having to delay their Monday morning opening.
- Stepped up and assumed leadership of the entire Durham Global Customer Support Center due to a series of unexpected executive departures. Rallied over 200 people, dozens of high-profile clients with 200,000+ managed devices through a series of challenges. Offered the Assistant Vice President position permanently but declined due to personal circumstances.

Brookdale Community College, Lincroft, NJ

Faculty – Taught Statistics

1990 - 1991

AT&T Bell Laboratories, Holmdel, NJ

Sr. Member of Technical Staff / District Manager

1989-1999

This was an exciting time in my career being able to work at the prestigious Bell Laboratories. I was able to learn from the best and brightest in network technologies. I was involved in hardware and software development for the very first digital stratum one clock. With an aptitude for leading, I grew into a project manager and district manager in record time. I was responsible for the network brand. I enthusiastically motivated my teams and protected this brand through network reliability and restorability initiatives using risk adjusted decisions that drove \$90M in capital projects impacting \$2B in revenue. I learned the art of negotiation, fighting for network bandwidth to use for restoration versus for sale to customers.

Chase Manhattan Bank, NYC, NY

Treasurer - Trading & Analysis Division

1987-1989

Recruited out of college to enable Traders to achieve better results through the development of pricing software for financial instruments.

EDUCATION

New York University, Stern School of Business	Master of Science (MS)	Statistics & Operations Research
The Cooper Union for Advancement of Science & Art	Bachelor Engineering	Electrical Engineering
New York University	Bachelor Science (BS)	Computer Science

SELECT AWARDS

Diamond Club Award	President's Volunteer Award	Women of Color STEM Nominee
AT&T Best of the Best	Patriotic Employer (Guard & Reserve)	Merrill Lynch 9/11 Above & Beyond Award

OTHER AFFILIATIONS & HOBBIES

Believe Durham Volunteer	Wake Count Public Schools	Tai Chi
AT&T Women in Technology	National Assoc. Realtors ®	Mahjong
Formerly Held Security Clearance	Mentor to dozens	Golf

