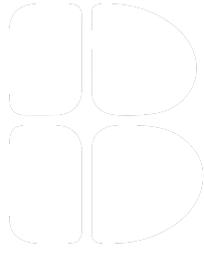


APPROVED



Breakthrough Public Schools

Minutes

BPS and School Board of Directors Meeting

Date and Time

Wednesday January 28, 2026 at 5:00 PM

Location

Hampden Professional Learning Center (10118 Hampden Avenue, Cleveland, Ohio 44108)

Meeting of the Boards of Breakthrough Public Schools, Citizens Academy Southeast, Village Preparatory School Cliffs, and Village Preparatory School Woodland Hills.

Directors Present

A. Amefia, A. Garg, A. KOPIT (remote), A. Lee, C. Lipscomb, G. Burrows, J. Howard, J. Johnson (remote), J. LeMay, L. Mimura (remote), M. Hakim, M. Harris, R. Novak, S. Steinhouse

Directors Absent

S. Vyas

Guests Present

A. McRae, C. Farmer, H. Perkins, J. Kaye (remote), J. Padlan (remote), K. Day, M. Sattler, S. Ertle

I. Opening Items

A. Call the Meeting to Order

S. Steinhouse called a meeting of the board of directors of Breakthrough Public Schools to order on Wednesday Jan 28, 2026 at 5:03 PM.

A. Garg called called a meeting of the school boards to order on January 28, 2026 at 5:03 PM.

B. Record Attendance

C. BPS and School Boards Vote to Approve the Minutes of the December 10, 2025 BPS and School Board of Directors Meeting

J. LeMay made a motion to approve the minutes from BPS and School Board of Directors Meeting on 12-10-25.

A. Lee seconded the motion.

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

C. Lipscomb made a motion to approve the minutes from BPS and School Board of Directors Meeting 12-10-2025.

R. Novak seconded the motion.

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

II. Public Comment

A. School Boards Public Comment

No one was present for public comment

III. FOB Update

A. FOB Updates

The full FOB report is in the packet

- Brittany included a snapshot of an alumni survey that includes some good quotes
- Shy of 800k towards goal - this is really good for this time of year
- Invites for the bash just went out - at 50% of the goal so far
- The lab at Glenville is almost complete and there will be a ceremony with Eaton
- Ribbon cutting for the Woodland Hills gym is tomorrow
- Susan gave a shoutout to Matt and the Ops team/Juan for being so helpful with the gym project

IV. Network & Schools Update

A. CEO Report

- Andrew reminded the board of our goals & priorities and opened the floor for any questions on the packet
- There was a question on whether or not there is a report on community engagement that contains data outside of digital engagement
 - There isn't yet, but this is expected next month

Charting the Path Forward

- Our first priority is educating kids and educating them well, but to do this we have to think of our broader strategy.
- Foundation to Impact: laying the foundation, assessing current reality, creating enabling conditions, building capability, and implementing and measuring impact
- Following this approach, it allows us to move intentionally and not reactively. We are thinking long term solutions.

Phase 1: Foundation Laid

- Built the right team to lead: CAO & HOS
- Align our resources - new vendors, expanded after school, and centralized data
- Clarified core strategies and priorities: Simply great schools partnership, refined Academic Map
- Established shared direction and ownership: gathering feedback from stakeholders

Phase 2: Assessing the Current Reality

- Taking a clear-eyed look at where we're at using our partners like SGS and the board

Phase 3: Ensure Enabling Conditions For Success Are Created

- Laying out clear tools, systems, & processes
 - Benefits, how we onboard people, ensuring visibility through work management systems
- Removing barriers and reducing friction

Phase 4: Training & Developing Our People

- We need to build staff training and confidence
- The conversation coming from staff now is "we understand but don't know how", so as leaders our answer is "we will show you how"

Phase 5: Implement, Measure, Improve

- Full implementation of aligned strategies
- Measuring progress and impact
- Using data for continuous improvement

What This Enables

- Long-Term strategic plan that brings:
 - Clarity and alignment
 - Stronger execution and accountability
 - A shared understanding of where we're going

- By taking this route, we believe we can work better with our partners and it creates a clearer image for our board

Next Steps

- Lumin is doing our strategic readiness assessment - what is the current state of the org?
- Strategic Planning Partner Selection - later this spring we'll choose the partner and they will help us get to the plan
- Strategic Planning Work - focus groups, townhalls, meetings, interviews, robust engagement
- Implementation Prep & Launch - running the play
- Continuous Improvement - all of the monitoring and dashboards will become a maintenance activity

Questions

- Step 4 priority and alignment - there are staff who get it and are fully executing, staff who are getting it and still learning, but is there a group that is still resisting? And how big is that group?
 - Less than 10% are still resisting. As people see results, they will be more motivated. We're trying to focus on letting people see the tangible proof of it working since this helps as motivation. Two years ago, this would have been 40%, so there has been improvement.
- For newer board members, was there a prior strategic plan that was done, and were there any lessons learned from that old plan for us to be aware of in moving forward?
 - The last plan was created in 2019, and the same core recommendations were made in the years before which were to consolidate and create uniformed access. We have done those things and crossed that bridge, so now, we need to assess what is needed to get to the next level. We were also a much different organization then, so it's harder to compare to where we're at now.
 - We know that the #1 determinate in Cleveland for families choosing a school is the academic achievement of the schools and safety. We need to be the highest performing schools (which we believe we are on that journey) and have more to offer. Families aren't going to choose us if schools down the street have more pieces to offer (afterschool, sports, extra programs, etc).
- This is a board driven strategy - we are responsible for making sure this is implemented and successful. We set the goals and now we are monitoring. The board is grateful to Andrew and leadership for the work that they've done. The board wants to create a committee to monitor, drive and ensure the success of the strategy, so we are actively recruiting members to be in this committee.

Mid-Year Assessments

- If this is what we need to do, we want to talk about where we currently are. Dr. Day walked the board through the next set of information:

Executive Summary

- Reminded everyone we set the goals at the beginning of the year, and we are looking at the 25-26 students (where students are in the fall to where they are in the winter).
- We're working to get more data cuts to show progress from grade to grade growth.
- Reading is still out performing math.
- Each school saw 5% shifts from fall to winter - we're making progress.
- Students who have been enrolled at BPS for longer periods are still outperforming students who are newer to the schools.
- 28% of students met the mid-year stretch goal.

Network MOY Goals

- We want to increase completion - we had 98% in reading and 96% in math (the reason for the math is they were tested after a snow day).
- By winter, we wanted 50% of students to midyear typical growth - we had 48% hit midyear, so we are excited to work with those students to hit that goal.
- We had 6% of students who hit end of year stretch growth in both reading and math. 28% have made half year which means they are on track to meet stretch goals.
- 46% of SPED students hit midyear growth in reading and 51% in math.

Reading

- 2419 students assessed - we have made some progress on students reading at grade level.
- Some schools had bigger growth than others, so we have been able to do some resets with those principals. Willard K-4 has been outstanding and really strategic in the use of data.
- Midtown and WH worked with Dr. Day specifically to start on that work as well.
- As we're looking for indications that we are accelerating in the process, how does this change from fall to winter in what we've seen in past years?
 - Based on the schools in the years before, but since this is just a group of students, it's hard to use this data to compare. You don't move iReady data unless you change the processes and you own that data - which we are working on.
 - Short answer - this isn't how it's measured. To rephrase, are we accelerating at pace of achievement for scholars at BPS every year? We'll need spring to spring data to say that.
 - Progress from fall to winter tells us whether or not directionally we are making the right moves. From January to April is when we are doubling

down on the implementations trying to accelerate the growth (especially with those students in the yellow, there's a swing towards proficiency).

- How do we know we are making progress towards the goals? iReady is only one measure so there are other measures we need to include to be able to answer that. This is the metric we used because at first it was the only normed measure, but as we've gotten more cohesive, we can ask more questions on the different indicators.
- Along the journey, how do we know that we are on the right velocity?
 - This year we put items on the map for principals so they know the goal that they are working towards, and principals need to monitor that progress.
- iReady is not just a testing tool, students use the tool everyday, if not close to it. It's not just a snapshot - it drives the lessons. It's adapted to them based on the measurements and is an integrated tool.
- Thinking about 7-8th graders, is there a way to get this information for just these grade levels from fall to winter? This would be good to see so we can see how we are setting the kids up for their next steps.
 - This data is available and was shared with academic excellence committee.

Math

- 47% are in the yellow (1 grade level below) which is a growth from 39% in the fall and very exciting since this is where there can be a swing up.
- The students in the red being moved to the yellow is a huge victory.
- We are monitoring the students in the yellow moving to proficient and also moving students out of the red.
- We are on the right strategy - we had lots of partners help us get to this conclusion. Are we doing the strategy well? That's the question we want to watch.

Next Steps

- To continue in the trajectory, we have continued to use both diagnostic assessment and inform the individual student goals.
- We also have been able to pinpoint some students that are being pulled during their iReady minutes, so we are working with principals to be thoughtful of this.
- How do you track this? Monitor the classroom, ensure students are receiving feedback, and this is training that Dr. Day has been doing with the principals.
- iReady plans will go into effect on Feb 2nd.

Network Reading EOY Goals

- In ELA
 - We want to see 100% completion in May in ELA.
 - We want to see 75% of students hit their EOY typical growth.
 - We want to see 40% of students should have hit EOY stretch growth.

- In Math we want, 50% to hit EOY typical growth.

FY27 Employee Value Proposition

- Jennifer walked the board through our employee value proposition.
- BPS EVP is focused on what makes us unique and different from other employers.
- The People's Team has reframed and will be reintroducing the EVP with the goal of wanting to attract and retain top talent.
- The four pillars are purpose, belonging, growth and rewards & recognition.
- These were sparked by surveys and market best practice.

EVP Implementation

- Strategic approach is to put our EVP front and center for employees - recognize and familiar.
- Comprehensive framework - highlight everything, not just the benefits (PD, and other programs).
- As our SY27 recruitment kicks off, we're going to be highlighting this to employees and candidates.

EVP Enhancements

- Signing bonus program for CMSD teachers, middle school math/science and intervention specialists.
- PD to support full licensure.
- Pay for performance pilot program for home office.
- Accelerate: new/early career teacher onboarding.
- Network-wide employee appreciation - we want to put a program in place where we can really highlight all the things employees do.

FY27 Compensation

- Huge study by Edfuel and CSGF to ensure we are paying employees competitively.
- Results came in over winter break, so the team has been analyzing.
- Base pay structure consists of salary levels and ranges.
- Ranges for Directors, Managers, Coordinators are competitive with market.
- Slight adjustments for Managing Directors and Chiefs to align with best practices.
- Ranges for school leaders and non-instructional staff are above market.
- Slight adjustments needed for overall range spreads to align with market best practice.
- This doesn't mean that we'll be making individual adjustments - that analysis will come in the coming weeks.
- Salary Steps
 - Teachers: 16 steps, two tracks

- Instructional Support: 7 steps
- Current steps for teachers and instructional staff are above market.
- Happy to say that compensation is not the reason teachers are leaving - turnover has been more so because of personal reasons/moving/etc.
- Cost of Living Adjustment
 - Market indicates relatively flat adjustments of 2.8% - 3.2%.
- We wanted to bring the board into the comp structure since we'll be getting into the budget in the coming meetings.

B. Academic Excellence Committee Update

- Michelle started by showing appreciation for Andrew's opening and walking us through these concepts.
- All of the work that the academic team does to create a successful school takes so much time and effort, and it's appreciated the way it was discussed.
- The AEC is focused on academic growth.
- Highlighted Andrew/Dr. Days partnership in making this happen.
- Is the needle moving, are we making progress, if so, how much? This is what you heard today.
- The progress is notable - Dr. Day is building out a school by school support model that is coming down the line. Deep and thoughtful work is happening.
- Aditi and Andrew had the opportunity to have a conversation on building our foundation with SGS.
- Aditi shared that you hear SGS everywhere, in the schools, in the classroom - speaks to the cohesion we are creating.
- Some wins from SGS comparing us to other schools in their network:
 - There's an agreed definition on academic excellence and the bar.
 - The pathway for excellence is much clearer for the leaders.
 - There is not an issue with principal talent - continue to help them grow.
 - Seeing teachers/leaders using the resources SGS has.
- Areas of improvement
 - We did not do the readiness training with most of the principals with SGS (next summer we will).
 - How can we continue to accelerate implementation?
 - How can we move principals and help their growth?
- We have aspirations and we set our targets high, and if we fall short, we push to do better.

C. CFO/Treasurer Report

December 2025 Financial Summary

- We received 1.7m reduction in state high-quality funding which has us 2.6mk below vs initial budget.
- All schools are meeting the sponsor benchmarks.
- All signs point to schools being able to meet their retention benchmarks.
- The board report contains more information on the school audits.
- FY27 budget is underway.

ODEW Financial Forecast Summary

- Can we continue to operate at the level we are now?
- In this forecast period, we will still be meeting benchmarks if we don't make any major changes.
- More details will come with the budget.

D. Finance Committee Updates & Vote

J. LeMay made a motion to approve the BPS November and December 2025 Financial Reports as presented.

M. Harris seconded the motion.

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

A. Garg made a motion to to approve the Schools' November and December 2025 Financial Reports as presented.

C. Lipscomb seconded the motion.

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

A. Garg made a motion to to approve the Schools' Financial Forecasts as presented.

M. Harris seconded the motion.

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

E. NLT Reports

NLT reports were in the packet - the board thanked the NLT for having these both harmonized and thorough. If there are any follow up questions, reach out to the NLT/Andrew.

V. Board Updates

A. Governance Committee

Cecil started by restate the GC's goals - strengthening board composition and expertise, clarify and uphold member expectation, enhance engagement, participation, improving governance processes, planning for our retreat this coming summer.

Upcoming term limits coming up -

Where do we have an expertise?

- Represented: Academics, Finance, Non-Profit Admin, Strategy
- Gaps: Community organizing, human resources, legal, media/social media, parents of school age kids, politically active (someone who has some experience lobbying for their organization)

What is the process in determining filling these gaps?

- Expertise is paramount, but they need to be sensitive to academics. Send a few names that meet the basic criteria, and the GC will do the deeper dive and vet.
- Timeline is short - June is right around the corner. Take 7-10 days to think about it and send any referrals.

Board Chair Selection

- There have been some conversations on who should be the BPS chair with Sam rolling off.
- Andrew Lee has been recommended to be the next BPS Board chair.
- We will start bringing him into conversations to make the transition process smooth.

May/June meeting we will confirm members.

June 17th - board retreat (potentially 9am-3pm).

B. CEO Support & Evaluation

Jennifer - standing in for Sanjay - discussed the current agreement for Andrew (runs through June 30th of this year).

- The committee discussed the timeline/role in the process and how they will be seeking inputs
- More info soon

The committee also discussed a communication check-in with the updates that have been made to the structure/flow

- The board gave a thumbs up for the changes in communication

VI. School and BPS Boards Approve Consent Agenda

A. School Board Vote to Approve Consent Agenda

R. Novak made a motion to approve the Schools' Consent Agenda.

M. Harris seconded the motion.

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

B. BPS Board Vote to Approve BPS Consent Agenda

- A. Lee made a motion to approve the BPS Consent Agenda.
- M. Harris seconded the motion.
- The board **VOTED** to approve the motion.

VII. School Board Resolution

A. Reading Improvement Plans

- C. Lipscomb made a motion to approve the Schools' Reading Improvement Plans.
- G. Burrows seconded the motion.
- The board **VOTED** to approve the motion.

VIII. Sponsor Updates

A. CMSD Updates

- M. Rado was not present to update the board in person

B. Buckeye Updates

- No compliance concerns
- Contract modifications coming up
- Reminder to complete Sunshine Laws

IX. Executive Session

A. BPS Board Vote to Enter Executive Session

- No executive session was held.

B. School Boards Vote to Enter Executive Session

- No executive session was held.

X. 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 6:47 PM.

Respectfully Submitted,
S. Steinhouse

- There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:47 PM

Respectfully Submitted,
A. Garg