

APPROVED



IMSA Governing Board

Minutes

Board Meeting

Board Meeting

Date and Time

Saturday November 16, 2024 at 10:00 AM

Location

7002 Graham Road
Suite 219
Indianapolis, IN 46220

IMSA Regional Office
7002 Graham Road
Suite 219
Indianapolis, IN 46220

Directors Present

A. Ross, C. Frazier, D. Pierson (remote), J. Sparks, N. Perez, T. Miller

Directors Absent

J. Sanders, N. Coleman

Ex Officio Members Present

B. Garrett, C. Bultman, H. Dulgeroglu (remote), J. Brown, M. Arslan, M. Atlihan, Y. AbamislMOV, Z. Paley

Non Voting Members Present

B. Garrett, C. Bultman, H. Dulgeroglu (remote), J. Brown, M. Arslan, M. Atlihan, Y. AbamislMOV, Z. Paley

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

J. Sparks called a meeting of the board of directors of IMSA Governing Board to order on Saturday Nov 16, 2024 at 11:05 AM.

C. Pledge of Allegiance

I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one nation under God, indivisible, with liberty and justice for all.

D. Adopt the Agenda

T. Miller made a motion to adopt the agenda.

C. Frazier seconded the motion.

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

II. Public Input

A. Public Input

No public input was given.

III. Approval of Minutes

A. Approval of October 12, 2024 Board Meeting Minutes

A. Ross made a motion to approve the minutes from Board Meeting on 10-12-24.

T. Miller seconded the motion.

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

IV. Finance Committee

A.

Approval and Review of IMSA North October 2024 Financials and Vouchers

H. Dulgeroglu - Presented the financial statement summary for IMSA North as of October 31, 2024.

Grant approvals are still pending. Once approved, reimbursements will be submitted retroactively. While these reimbursements may not be substantial, the funding is expected to arrive by the end of the school year.

Regarding expenditures, approximately 26% of the budget has been spent to date. Two key line items were noted. First, the annual insurance payments exceeded the budget, but updates have been made to reflect this in the revised budget file. Second, staffing costs are expected to increase as some positions remain open and continue to be posted.

H. Dulgeroglu—Also addressed the school's ability to maintain operations without cash flow issues. Strong cash reserves ensure stability, even with delays in receiving federal grant allocations.

M. Arslan - Emphasized the importance of maintaining cash reserves to protect the school's financial stability during delays in federal grant funding.

H. Dulgeroglu reiterated that the current cash reserves allow the school to operate without financial strain, even under such circumstances.

T. Miller - I do have points to raise for the board. We did look at the vouchers, and we, as you know, have pretty detailed the way we look at them. We saw there were at least two reimbursements to teachers. We had concerns about things coming out of teachers' pockets, and we got good details as to what that process is.

C. Frazier made a motion to approve the IMSA North financials for October.

N. Perez seconded the motion.

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

B. Approval and Review of IMSA West October 2024 Financials and Vouchers

H. Dulgeroglu - Provided a financial summary for IMSA West, noting a reduction of approximately 27% in budget savings. He indicated that the same situation applies to IMSA North regarding federal grants.

As of October 30, IMSA West had spent around 28% of its budget expenditures. One notable line item was the insurance premium, which also affected IMSA North. The increased insurance rates exceeded initial projections and were higher than anticipated.

T. Miller - I do have points to raise for the board. We did look at the vouchers, and we, as you know, have pretty detailed the way we look at them. We saw there were at least two reimbursements to teachers. We had concerns about things coming out of teachers' pockets, and we got good details as to what that process is.

C. Frazier made a motion to approve the IMSA North financials for October.

N. Perez seconded the motion.

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

C. Budget Revisions

H. Dulgeroglu - Began the discussion on budget revisions for IMSA North. Column B in the budget document represented the budget prepared in March, while Column C displayed updates as of a few days ago.

Initially, IMSA North anticipated 680 students for the first ADM count; however, the actual count was 665 students, leaving the school 15 students short. The second ADM is projected to meet the target of 680 students.

Due to changes in the state's calculation method, foundation revenue projections decreased by approximately \$220,000. At the March budget meeting, calculations were based on the previous year's method, but updates in September and October revealed the reduced allocation. The ADM discrepancy contributed slightly to the reduction, but the calculation method was the primary factor.

In collaboration with Ms. Garrett and Mr. Arslan, adjustments were made to various expense line items. The most significant cuts were made in extracurricular activities, along with eliminations in other line items. Initially, the budget projected a net income of \$95,000, but with the revisions, the updated projection now shows a net income of \$29,000.

IMSA West

The discussion moved to IMSA West, where the initial budget anticipated 550 students for the first ADM count. The actual count exceeded expectations at 554 students. Despite the increase in enrollment, total foundation revenue decreased by approximately \$90,000 due to the same state calculation method changes that affected IMSA North.

However, IMSA West experienced a significant increase in local revenue, particularly from the pre-K program. The initial budget projected \$400,000 in local revenue, but this figure was revised upward to \$560,000 based on higher-than-expected pre-K funding.

Overall, total revenue for IMSA West increased by approximately \$100,000 compared to the initial budget. Expenditures also increased by \$140,000. Despite this, the net income projection improved, rising from an initial \$6,000 to a revised \$20,344.60.

C. Frazier made a motion to approve the budget revisions for IMSA North & IMSA West. N. Perez seconded the motion.

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

V. New Business

A. "Your Big Idea" STEM Presentation

Z. Paley - Provided an update on STEM initiatives within the schools, referencing discussions held during the Academic Excellence Committee meeting. Dr. Ayoub, STEM Coordinator and CUSB representative, and Ms. Harris, a science teacher and STEM coordinator at IMSA West, presented information on the curriculum, instruction, and programming related to STEM.

IMSA West has developed relationships with various community partners to strengthen STEM programming and is actively seeking to establish new partnerships while enhancing existing ones. These partnerships aim to improve the quality and availability of resources to benefit STEM education. To evaluate and improve these partnerships, several guiding questions were presented, including identifying which school goals would benefit from the partnerships, assessing STEM-related needs that partners could assist with, and determining how to evaluate the success of these partnerships.

Z. Paley - Informed the board that IMSA West is undergoing the recertification process for STEM accreditation by the Department of Education. This process includes meeting rubric requirements, such as maintaining an advisory board with at least three local STEM community partners from diverse sectors. Feedback from these partners will be gathered and documented through meetings, surveys, agendas, and revisions based on their input.

IMSA West has requested that board members serve as community partners to support the STEM program. Board member responsibilities would include attending meetings, providing feedback, and actively engaging with the program. A flyer with additional details was shared with the board.

Z. Paley concluded by inviting questions or comments from the board regarding STEM initiatives and the request for involvement

A. Ross - Shared insights on partnerships with universities, specifically referencing the University of Indianapolis and its collaborations with other K-8 charter schools. These partnerships focus on fostering college readiness by exposing younger students, starting as early as third grade, to a collegiate environment. Activities include campus visits,

interaction with college students, and access to university facilities such as labs in the Annis Engineering Building. This initiative aims to help students see a tangible connection between their current STEM activities, like robotics clubs, and future academic opportunities.

He further explained efforts to engage with university departments, such as engineering and biology, to explore potential partnerships that would offer students hands-on experiences on campus. Proposed activities include campus tours, lab visits, and dining in the university cafeteria to provide a comprehensive college experience.

J. Sparks - Emphasized the importance of community partnerships and clarified that the "community" for such efforts could extend across the greater Indianapolis metropolitan area. He appreciated the detailed examples provided by A. Ross and highlighted the importance of leaving room for creative and unanticipated opportunities for collaboration. The conversation expanded to include the process of connecting potential community partners to IMSA.

Z. Paley - Suggested developing a formal onboarding process for new partners. This process might include meeting at the school, sharing a meal, touring the facilities, and discussing the next steps. This approach is already being implemented with some external partners.

J. Sparks - Mentioned a potential partner, the Geography Educators Network of Indiana (GENIE), led by an executive director with a passion for bringing geography education to Indiana schools. He described GENIE's resources, such as study plans, materials, and a large map of Indiana designed for interactive learning experiences in spaces like gymnasiums. Sparks expressed interest in connecting GENIE with IMSA and sought clarification on the best way to facilitate such partnerships.

The board agreed on the importance of structured engagement with community partners to enhance student experiences and further STEM and other academic initiatives.

Z. Paley - Initiated the conversation about the ongoing efforts for STEM certification, asking about the timeline for finalizing community partnerships. M. Atlihan responded that while there is no official deadline, the process is ongoing, with plans to formalize partnerships and gather feedback from the committee. The goal is to have things in place by the end of the current school year, with a more formalized process anticipated for the following year.

M. Arslan - Noted that the effort also applies to IMSA North, where the high school has already been designated as a developing STEM-certified school. IMSA North is aiming for full certification, which aligns with the efforts being discussed for IMSA West.

T. Miller - Sought clarification, confirming that the community partners do not need to be based in central Indiana.

J. Sparks = Affirmed that there are no geographic restrictions for community partners in the certification process.

Ms. Watson is overseeing the STEM certification process at IMSA North.

VI. Academic Excellence Committee

A. Academic Excellence Committee Report

Z. Paley - Provided an update on various academic initiatives across the schools. One of the key topics discussed was the ongoing teacher observations. Every teacher has had a formal walkthrough, and the team is progressing with both formal and informal observations, which will be completed by spring break.

Another update was on the ILEARN Checkpoint Pilot, which all students at IMSA North and West participated in about a month ago. The data from this pilot focuses on a limited set of essential standards rather than overall proficiency in ELA and math. The results were used to pinpoint specific teacher and student needs. In response to this data, mini standards checks have been implemented, with students taking small three-to-five-question checkpoints on Fridays. This allows for more frequent data collection, with students, teachers, and administrators all tracking progress.

Z. Paley - Shared an example of how the data is being used. Students are tracking their growth with specific standards, including pre-tests and re-tests following re-teaching. The growth is visible in the student's progress, and the data is also tracked by teachers and administrators to identify areas needing further support. Overall, the initiative is showing positive results across both schools, with noticeable growth and increased pinpointing of support needs.

T. Miller - Inquired about the continued performance of African-American students in comparison to other schools in the system.

Z. Paley - Confirmed that the school continues to highlight this success, sharing the achievement with community stakeholders and through partnerships such as with the Mind Trust. Additionally, the recent increase in North's IREAD scores has been a part of this narrative.

M. Arslan - Shared that IMSA is among the top five or top three non-selective public charter schools in Marion County, which is even more impactful than district-level comparisons. He suggested sharing this data point with the board at the next meeting, including a screenshot for clarity.

VII. Governance Committee

A. Governance Committee Report

J. Sparks - Called for the Governance Committee report and invited D. Pierson to provide an update.

D. Pierson, who was traveling and on a call from the airport, shared the committee's discussion points.

The Governance Committee recently met and discussed several key items. First, the committee reviewed the Board Google Calendar that Ms. Brown had sent out for consideration. The second item discussed was the Lilly Grant update. The school had been awarded \$50,000 for phase one of the Lilly grant, and the committee is in the process of preparing a phase two application that could secure an additional \$600,000 for both schools. The deadline for phase two submissions is February 14, and the committee is collaborating with a partner to finalize the application.

The committee also discussed the new school application for the 2025 school year. This application has been paused, and the committee is working with the Mind Trust to revise and strengthen it, particularly in areas that were previously identified as weak. They are also focusing on incorporating additional support and feedback from the community.

D. Pierson provided an update from Jim, who visited IMSA North during the month to read to students.

T. Miller - Suggested discussing the inclusion of students on the board with the governance committee. He noted that many donors prefer to see the beneficiaries of the organization not just as recipients, but as empowered participants.

T. Miller - Proposed considering a student representative, such as a student government president, to serve on the board. He emphasized the importance of genuine participation, rather than tokenism, as it greatly impacts donor engagement.

T. Miller - Shared feedback from some donors who are hesitant to engage if they feel that young people are not involved in meaningful roles. He mentioned that such involvement could be achieved by leveraging the networks within the board, as seen in their collaboration with **CICF** when **Ryan Payne** attended a meeting. He believes that bringing students into decision-making processes would have a positive impact.

M. Arslan - Responded, expressing that while it may be a significant step to have a student on the full board, it could be worth exploring. He recommended involving students in committee work, such as the development committee, where they could contribute to

the organization's efforts. He acknowledged the importance of student participation and agreed that their involvement should be considered.

T. Miller - Reiterated his support for the idea of elevating students to a board position, encouraging further exploration of how to bring them into leadership roles.

B. Google Board Calendar for School Events

J. Brown - Shared a calendar with the board members, which was previously sent for review. The calendar includes important dates such as school closures, food drives, and events at both IMSA North and West. IMSA North is currently conducting a non-perishable food drive to assist IMSA families in need, while IMSA West is supporting New Wineskin Ministries with a similar food drive. These events will be added to the calendar soon.

The calendar also includes dates for the North and West Science Fairs, but an update is needed to reflect the correct dates for North, which are December 5th and 6th.

J. Brown - Emphasized that the purpose of the calendar is to encourage board member participation in school events. Board members are encouraged to share any planned activities, such as school visits or volunteer efforts, so these can be included in the calendar for better coordination and transparency.

J. Sparks - Inquired whether the calendar is connected to the Board on Track platform. J. Brown clarified that it is not. The calendar is managed locally.

VIII. Development Committee

A. Development Committee Report

A. Ross - Provided an update on the Development Committee, which met earlier this week at Parkside Public House on the Southside. During the meeting, the committee discussed various fundraising ideas and strategies.

A. Ross - Shared several thoughts on potential fundraising activities, including restaurant fundraisers, which are commonly used by school corporations. Specifically, Chick-fil-A has been a successful partner, with these restaurants typically donating 10% of sales on designated days, often Tuesdays and Thursdays.

A. Ross - Mentioned the need to connect with Mr. Arslan to discuss co-marketing and branding for these events, which could include signage in restaurants.

A. Ross - Also proposed utilizing online crowdfunding platforms, like Double Good Popcorn, for fundraising. This method has been effective in the past and would require

board members and school families to participate and promote the fundraising effort through social media and personal networks.

Furthermore, he emphasized the importance of increasing the school's community engagement and visibility. By raising the school's profile within the community, the Development Committee hopes to attract corporate sponsorships and improve enrollment.

A. Ross - Requested the board's assistance in defining the committee's top priorities to help establish clear goals and direct efforts accordingly. He also suggested developing a "development dashboard" to track engagement with potential partners, both individual and corporate. He referenced a recent conversation in which it was noted that it often takes between three to seven touches before a donor takes action. He stressed the importance of cultivating relationships with donors and illustrating the tangible impact of their contributions, such as showing how the donation helps students grow and succeed.

A. Ross - Concluded by emphasizing the value of telling the stories of students and their achievements, as this human element has proven to be a powerful tool in donor engagement. He shared an example from a previous institution, where bringing students into the conversation significantly enhanced donor relationships and community support.

J. Sparks - Addressed the board, emphasizing the importance of defining the Development Committee's priorities. To facilitate this process, He shared a QR code with the board members, which directed them to an anonymous survey. The survey included two questions: one regarding the committee's priorities and another asking for any leads or suggestions that could assist in their fundraising efforts.

J. Sparks - Encouraged board members to take the survey and provide input on how to best focus the committee's efforts.

A. Ross - Discussed opportunities for engagement and development through the work of the Development Committee. One key focus is fostering corporate sponsorships and encouraging individuals and organizations to donate their time and resources. Ross emphasized the importance of increasing the school's exposure and outlined strategies to build meaningful connections with corporate partners and donors.

He shared an example from the University of Indianapolis (UND), where efforts are being made to establish connections with a major donor who contributes to several local colleges, including Ivy Tech. Although this donor had no prior engagement with UND, the relationship is being cultivated this year. A former IMSA student, now enrolled at UND, is a recipient of a scholarship funded by this donor. To strengthen this relationship, a luncheon is being organized, featuring a campus tour led by students. This event aims to highlight the impact of the donor's support and foster further engagement.

J. Sparks - Endorsed the idea, noting the value of sharing such success stories to inspire further development efforts.

A. Ross - Concluded by mentioning that UND's internal marketing team would document the event, and the story of Ja'Kyla Knuckles, the former IMSA student benefactor, would be shared once finalized.

IX. Board Dashboard Review

A. Monthly Dashboard

M. Arslan provided financial updates, noting that the school is on track with income and expenses. The school has 134 days of cash on hand, which exceeds the expected minimum of 45 days.

M. Arslan mentioned that the attendance rate remains steady at 95-96%, and the suspension rate is stable, with a goal of keeping suspensions under 67 for the year.

M. Arslan updated the board on enrollment efforts, sharing that the school reports Average Daily Membership (ADM) rather than monthly enrollment updates. In October, the ADM was 665, with a goal of 680. The school is working with C. Bultman to improve enrollment numbers, including Facebook boosting strategies.

C. Bultman reported that daily enrollment is currently at 670 and that the school is organizing a "Winter Wonderland" event to engage the community. He also shared that a promotional video, created by Concept Southern Sky video department, is being used in a targeted marketing campaign. The campaign is focusing on three specific zip codes, with promising results.

M. Arslan updated the board on marketing efforts, stating that six promotional videos have been created and boosted in targeted zip codes to increase enrollment and engagement.

C. Bultman explained that the videos are being targeted based on demographics and zip codes, with data on reach and engagement. The videos highlight positive aspects of the schools, focusing on interactions between students and teachers.

T. Miller emphasized the importance of personalized attention in the videos, noting its positive impact on student support.

J. Sparks suggested gathering viewership metrics once the campaign has been running for a while.

C. Bultman confirmed that viewership metrics will be available soon, as efforts are underway to optimize video visibility on each social media platform.

J. Sparks asked about Instagram usage, and C. Bultman confirmed it is being used along with Facebook.

J. Brown reported that the graduation rate for the 2025 cohort has increased from 74% to 77.2% after further efforts to locate students who were not attending. The goal is 85%, but tracking and locating students remain challenging.

J. Brown shared that the school is actively working to locate missing students through outreach to families and other sources.

B. Garrett mentioned that the team is expanding efforts to locate missing students by contacting secondary contacts like aunts, cousins, and grandparents. Teachers are also involved in reaching out to students directly.

J. Brown emphasized the importance of nationwide searches to locate missing students.

B. Garrett added that the team is now also focusing on freshmen, sophomores, and juniors with attendance issues to ensure early intervention and proper program transitions.

X. School Updates

A. Principal's Corner

B. Garrett shared updates on student engagement initiatives, including the "Super Secret" activity where teachers wore themed clothing, increasing student participation on low-attendance days. She also mentioned Ruby, a junior, participating in an internship after completing her CNA licensure, though the program was discontinued due to high costs and low enrollment. The school is exploring alternative CTE pathways like coding and business.

Ms. Emmett received a \$500 grant from the Indiana Retired Teachers Foundation for additional texts and field trips for her AP English class.

The Knights Parents Association (KPA) saw an increase in attendance at virtual meetings, growing from 7 to 30 participants. Incentives like jeans passes for students whose parents attend have been effective.

Debate Team: 19 students participated in a debate at the University of Dayton, competing alongside college students. Henry Arias shared how the experience improved his skills. Board members are encouraged to attend future events.

Family Engagement: The Haunted Halls event included face painting, trick-or-treating, and a K-12 door decorating contest with pizza party prizes.

M. Atlihan provided updates on CYSP Fall Camp with 34 participants and the Kings Island trip for students who passed both ELA and Math exams. Over 140 students participated in the International Festival, where they met Diego Morales, the Secretary of State.

Z. Paley announced a regional event in Indiana next week, with further updates in January.

XI. Closing Items

A. Attendance Check for the Next Meeting - January 18, 2025

Most will be able to attend.

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 12:34 PM.

Respectfully Submitted,
J. Brown