



E.L. Haynes Public Charter School

April 2024 Board Meeting

Date and Time

Tuesday April 9, 2024 at 6:00 PM EDT

Location

E.L. Haynes Public Charter School
4501 Kansas Avenue, NW
High School - Think Tank
Washington, DC 20011

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Record Attendance			1 m
B. Call the Meeting to Order			1 m
C. Approve Minutes	Approve Minutes	Lisa Carlton Waller	2 m
	Approve minutes for February 2024 Board Meeting on February 15, 2024		
D. Public Comment	Discuss	Lisa Carlton Waller	15 m
II. CEO Update			6:19 PM
A. CEO Update	FYI	Hilary Darilek	15 m

	Purpose	Presenter	Time
III. School Performance Committee			6:34 PM
A. MSA Accreditation Recommendation	Discuss	Rikki Hunt Taylor	10 m
B. ASPIRE Overview	Discuss	Rikki Hunt Taylor	5 m
IV. Governance Committee			6:49 PM
A. SY 23-24 Board Recruitment Update and Next Steps	Discuss	Roshelle Payes	5 m
B. Discuss and VOTE to approve Jennie Niles to Board of Trustees	Vote	Roshelle Payes	5 m
V. Community Relations Committee			6:59 PM
A. Annual Fund Update	FYI	Fonda Sutton	9 m
B. Upcoming Campus Activities for Board Participation	FYI	Joe Callahan	1 m
VI. Audit, Finance, and Facilities			7:09 PM
A. FY25 Budget Update	Discuss	Justin Rydstrom	15 m
B. FY25 Mayor's Education Budget	FYI	Fonda Sutton	5 m
VII. Closed Session			7:29 PM
A. Personnel Discussion	Discuss	Lisa Carlton Waller	30 m
VIII. Closing Items			7:59 PM
A. Adjourn Meeting	Vote		1 m

Coversheet

Approve Minutes

Section: I. Opening Items
Item: C. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for February 2024 Board Meeting on February 15, 2024

APPROVED



E.L. Haynes Public Charter School

Minutes

February 2024 Board Meeting

Date and Time

Thu Feb 15, 2024 at 6:00 PM

Location

E.L. Haynes Public Charter School
4501 Kansas Avenue, NW
High School - Think Tank
Washington, DC 20011

Trustees Present

F. Sutton (remote), J. Hanna (remote), K. Simpkins, L. Carlton Waller, L. Johnson-Law (remote), L. Robinson Mills, M. Hall, N. Greene (remote), R. Laine, T. Gibian

Trustees Absent

G. Navidi-Kasmai, M. Kovner, R. Payes

Trustees who arrived after the meeting opened

F. Sutton, L. Johnson-Law

Guests Present

A. Brooks, Alvin Greene, Basil Chawkat, Dominique Moore, E. Hueber Stoetzer, H. Darilek, Hiddai Rudasill, J. Callahan, J. Rydstrom, Jonathan Rudasill, Julelah Wallace, M. Boyer, P. Rayamajhi, R. Hunt Taylor, R. Murphy, Stacy Polanco, Tashiyra Freeman (remote)

I. Opening Items

A.

Record Attendance

B. Call the Meeting to Order

L. Carlton Waller called a meeting of the board of trustees of E.L. Haynes Public Charter School to order on Thursday Feb 15, 2024 at 6:00 PM.

C. Approve Minutes

L. Carlton Waller made a motion to approve the minutes from December 2023 Board Meeting on 12-14-23.

R. Laine seconded the motion.

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

L. Johnson-Law arrived at 6:15 PM.

D. Public Comment

Jonathan Rudasill: Mr. Rudasill expressed concern about the restructuring decisions made and its impact on staff. Appreciates the growth and positive culture that has been built due to staff relationship building and development. Mr. Rudasill presented a petition signed by staff, as well as letters from students in support of the Assistant Principal.

Dominique Moore, ROAR Coordinator: Been a parent since her son joined E.L. Haynes in Pre-K3, he is now in 3rd grade. Has appreciated the sense of home, community, and sense of family that has existed. Would like to see the school provide continued support, information, resources, and connections with parents. Would like to see before-and aftercare for Summer programming and improvement in parent-teacher conference structure.

- **Question from LaJoy Johnson-Law:** What suggestions or solutions? DM
Response: Created a parent-teacher conference handout to help parents understand the type of information received from the school and what types of questions parents should ask. Still feels like there is a lack of awareness of the specific benchmarks that quarterly grades indicate. Would also like there to be clear communication when there are not enough slots to meet with all families. Would like there to be a dedicated POC after conferences for parents unable to attend or make slots.

Alvin Greene: Acknowledging the additional planning that went into expansion of intersession. Mr. Greene was curious about what the proposed increase to the UPSFF would have on Haynes. Specifically, Mr. Greene asked questions about how the loss in federal COVID funds, and the increased local funds means for the school and our planning.

II. CEO Update

A. CEO Update

Mayor's Investment in Education:

- Just found out on Tuesday regarding the Mayor's proposed education budget
- Never seen this type of investment in education before leading up to proposed 12% increase in budget
- Investment will not change the changes in staff;
- Appreciative of the timing of the news from the Mayor because traditionally it has occurred much later in the school year. Timing of news allows for additional time to prepare for how the potential approval of the budget will affect Haynes budgeting decisions through the remainder of FY.

Middle States Re-Accreditation Visit

- Middle States coming to visit all 3 campuses March 4-7. We will be inviting Board members to specific parts of the visit. Stay tuned for more information.

PCSB 5-Year Review

- PCSB 5 year review approaching. Will be going to the meeting to represent Haynes and answer questions about Haynes.

Enrollment Update

- Demand reports showing an increase in interest in enrollment at Haynes. Enrollment process has begun for all three campuses.

III. School Performance Committee

A. Quarter 2 Academic Update

Data Highlights from Mid-Year Review:

Robert Muphy, Senior Director of Curriculum, Instruction, and Assessment

provided key updates to the Board around our MOY academic data, specifically focusing on iReady and ANET results.

- iReady Performance (Growth Assessment in Reading and Math for grades K-8
- iReady identifies typical growth and stretch growth
- Seeing an increase in students who are at mid year benchmark by mid year
- Seeing fewer students who are further behind
- Students on pace to reach their growth goals has increased

- Keeping an eye on how data will be impacted by 5th grade remaining on ES campus
- For Middle school Math at BOY there were about 50% of students 3 or more grade levels below; seeing similar growth and shift in number of students 3 or more grade levels below in ELA
- School performance team has been focusing on how to target individual students

MOY ANET Analysis (grades 3-10)

- Measures how well students are mastering standards being taught; different from measure of growth with iReady
- A2 assessment being used to align ELA/ Math assessments
- Looking at students' proficiency on standards within assessments

Board members asked clarifying questions around the data and Robert Murphy provided responses to those questions.

F. Sutton arrived at 6:57 PM.

B. Campus Reconfiguration Discussion and Vote

R. Laine made a motion to Approve application to PCSB for Campus Reconfiguration.

L. Robinson Mills seconded the motion.

E.L. Hayne must submit a formal application to PCSB in order to have the 5th Grade shift to the elementary school accountability system.

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

IV. Community Relations Committee

A. Annual Fund Update

Fonda Sutton provided a brief overview of how E.L. Haynes is performing to-date. So far we are on target to meet our Annual Fund goals.

B. FY24 EOY Giving Campaign Update

Fonda Sutton and **Joe Callahan** provide an update and overview of our FY24 EOY Giving Campaign and our performance against historical data.

Though we raised less money this year during our EOY campaign (due to the proximity to our annual fundraiser), we are within similar margins to the year we hosted the 15th Anniversary Event. Meaning, next year, we should also plan for a similar (decreased) level of EOY giving.

But, through analysis of EOY giving, we determined the following:

- ELH grosses more money in years where we have events

- When we host events we raise more from individuals;
- Majority of corporate sponsors give to events
- Increasing outreach to corporate sponsors and individuals earlier to illicit giving

C. Upcoming Campus Activities for Board Participation

V. Audit, Finance, and Facilities

A. FY24 - Q2 Financials Update

- Q2 financials are strong. There are no causes for concern.

B. FY25 Budget Planning Update

- We will provide budget learning opportunities for the community to reinforce the understanding that operational expenses and capital expenses are different, and use different funds.
- Pausing facilities consolidation schedule for about a year and possibly transiting to a flex space

VI. Closed Session

A. Personnel Discussion

L. Carlton Waller made a motion to Enter into Closed Session for a Personnel Discussion.

L. Robinson Mills seconded the motion.

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

VII. 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 8:00 PM.

Respectfully Submitted,

T. Gibian

Coversheet

Adjourn Meeting

Section: VIII. Closing Items
Item: A. Adjourn Meeting
Purpose: Vote
Submitted by:
Related Material: April 2024 Board Meeting Deck (4.9.24) (1).pdf

APRIL 2024 BOARD OF TRUSTEES MEETING

April 9, 2024





Board of Trustees Meeting

April 9, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

- **WELCOME**
- **OPENING ITEMS**
- **CEO UPDATE**
- **SCHOOL PERFORMANCE COMMITTEE**
- **GOVERNANCE COMMITTEE**
- **COMMUNITY RELATIONS COMMITTEE**
- **AUDIT, FINANCE, AND FACILITIES COMMITTEE**
- **CLOSED SESSION**



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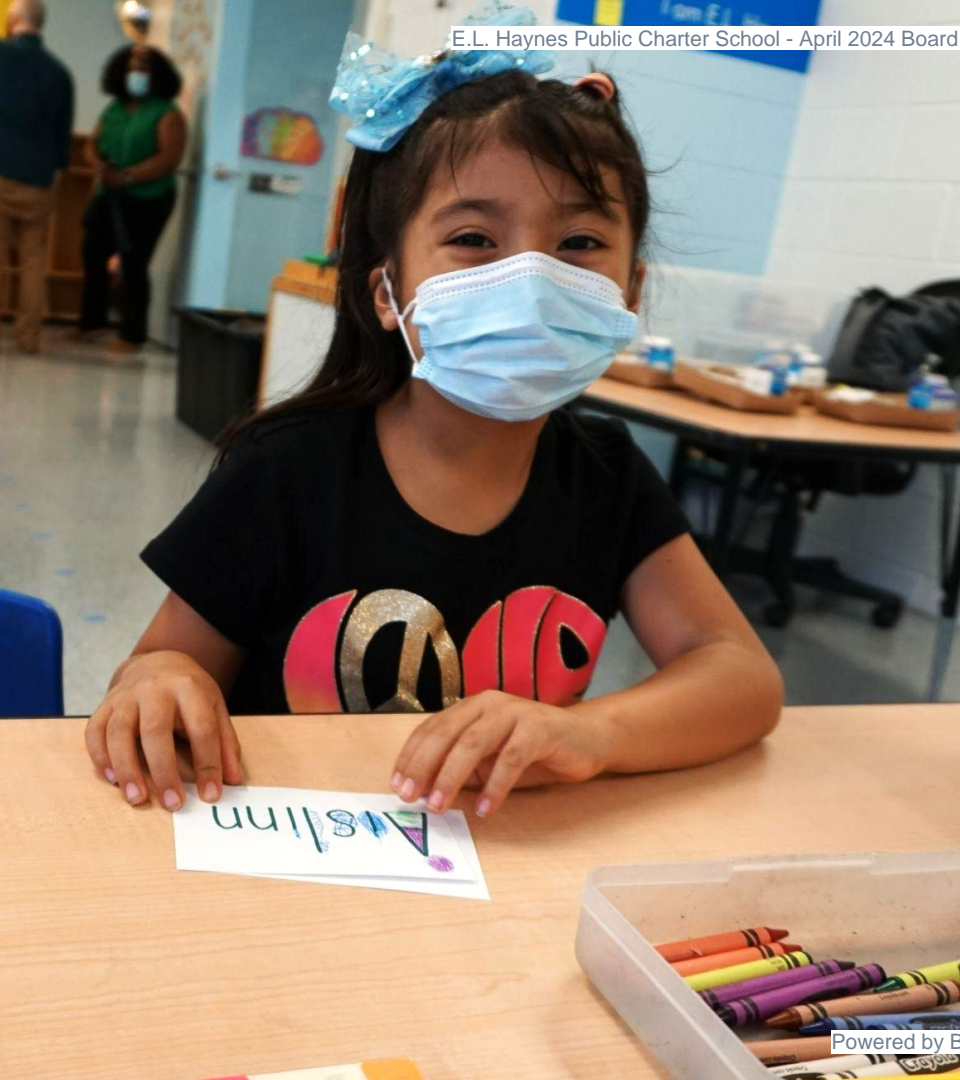


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Agenda

School Performance Committee

- **MSA Accreditation Recommendation**
- **ASPIRE Overview**

Middle States Accreditation

March 4-7, 2024

Agenda

School Performance Committee

- MSA Accreditation Recommendation
- **ASPIRE Overview**

Background

- Since 2011, DC PCSB has used the Performance Management Framework (PMF) as a public-facing school quality report and later as a way of assessing fulfillment of charter goals for many LEAs.
- The last PMF was issued in 2019, pre-pandemic. Discussions about a revised framework had already begun.
- In 2019, OSSE published the first STAR Framework report, which evaluated all public schools on a 1 to 5 star scale.
- Neither the PMF nor the STAR Framework were produced in 2020, 2021, or 2022.
- In Fall 2023, OSSE released results on a revised framework (now minus the star ratings)

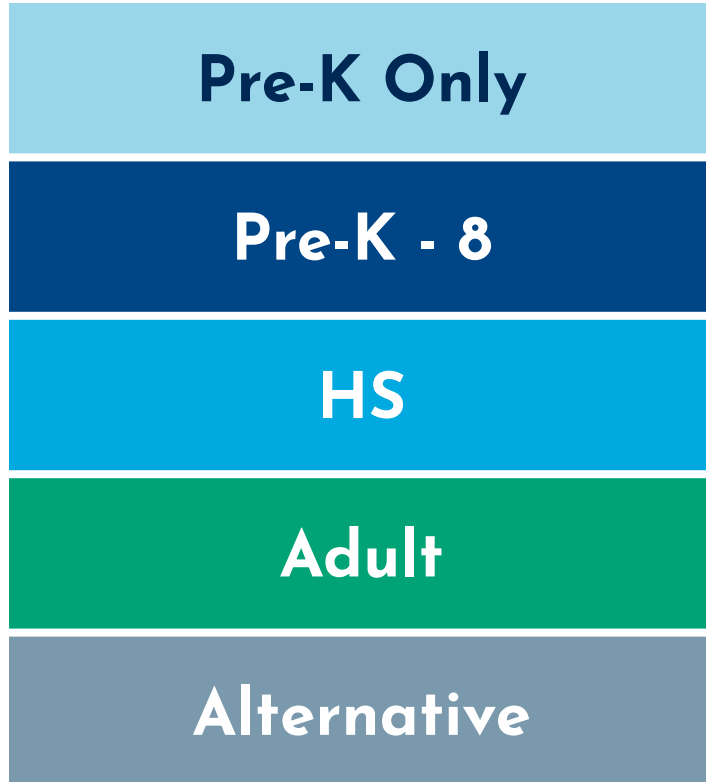
Timeline

Date	Description
February 2024	DC PCSB released the final components of the new accountability system after more than two years of working on it.
April 8	Deadline for public comment
June 10	DC PCSB vote on new framework
SY24-25	DC PCSB collects data based on ASPIRE system and issues report in Fall 2025. The Fall 2025 report will be public and used in review and renewal decisions.
June 2024 - June 2025	DC PCSB works with individual LEAs to design school-specific metrics (worth 10 points) that will be a part of ASPIRE score in 2025-26.

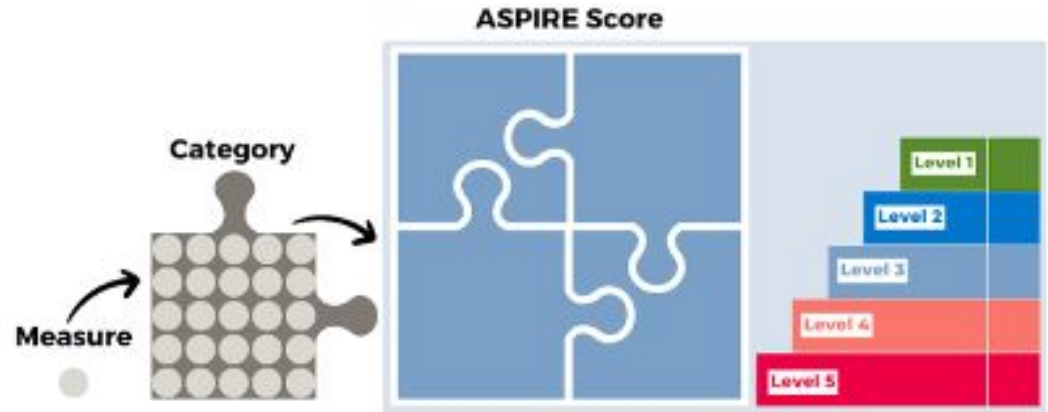
ASPIRE Disclaimers!

- **ASPIRE is not yet finalized;** it is still in the technical guide approval phase
- **It is very similar to the DC School Report Card** (previously STAR) so don't get too caught in the weeds
- **Don't focus too much on trying to predict ASPIRE scores**
 - There is a lot of variability in any ASPIRE prediction
 - Stay focused on the underlying academic quality
 - Focusing on the fundamentals leads to strong results
- **These slides do not explain how measures are structured** (floors and targets) or how the PMF is mostly graded on a curve

ASPIRE is Comprised of FIVE Frameworks



Each framework has different measures that add up to a final score.



ASPIRE Category Explanation -- General



ASPIRE Has Four Main Categories of Measures



Category	Example Measures
Progress	<ul style="list-style-type: none"> • DC CAPE Growth • ACCESS Growth
Achievement	<ul style="list-style-type: none"> • DC CAPE Achievement • HS Graduation • AP Achievement • College Acceptance
Environment	<ul style="list-style-type: none"> • Attendance • Re-enrollment
School-Specific	<ul style="list-style-type: none"> • School's Choice (negotiated w/ PCSB)

The Categories Have Different Weights for MS & HS

Weights *		
Category	ES / MS **	HS
Progress	48	15
Achievement	26	53
Environment	16	22
School-Specific	10	10

* Weights may change as the technical guide goes through the approval process and may vary by year

** Exact weights depend on the specific framework. These are just shown to give a sense of the weights

ASPIRE Calculates and Then Combines Scores by Subgroup

Student Group	Weight*
Economically Disadvantaged	40
Not Economically Disadvantaged	20
Race / Ethnicity	15
Students with Disabilities	15
Emerging Multilingual Learners	10

*** Weights may change as the technical guide goes through the approval process and may vary by year**

The Final Result is a Score and Level

<p>The score is the percent of the total points earned</p>	<p>Level 1 <i>Exemplary Performance</i></p>	<p>Percentage of points earned is greater than or equal to 75%</p>
	<p>Level 2 <i>Strong Performance</i></p>	<p>Percentage of points earned is between 74.9% and 55.0%</p>
	<p>Level 3 <i>Satisfactory Performance</i></p>	<p>Percentage of points earned is between 54.9% and 35.0%</p>
	<p>Level 4 <i>Weak Performance</i></p>	<p>Percentage of points earned is between 34.9% and 20.0% <i>Risk of being closed at review or renewal (see appendix)</i></p>
	<p>Level 5 <i>Unsatisfactory Performance</i></p>	<p>Percentage of points earned is less than 20.0% <i>Risk of being closed at review or renewal (see appendix)</i></p>

PMF vs ASPIRE (Key Points)

PMF	ASPIRE
3 Tiers	5 Levels
Achievement and progress weighted equally	<p>More weight on progress in ES & MS</p> <ul style="list-style-type: none"> • Less correlation with income and race/ethnicity • More variable year-to-year • Hard to predict
No subgroup calculations	Subgroups heavily weighted
N/A	Introduction of some new measures (e.g. chronic absenteeism, school-specific)



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- **GOVERNANCE COMMITTEE**
- COMMUNITY RELATIONS COMMITTEE
- AUDIT, FINANCE, AND FACILITIES COMMITTEE
- PUBLIC COMMENT
- CLOSED SESSION

Agenda

Governance Committee

- **SY2023-2024 Board Recruitment Needs**
- **VOTE to elect Jennie Niles to 24-25 Board of Trustees**

SY 2023-2024 Board Recruitment Needs

FY24 Recruitment Needs	
Current Membership	13
FY24 Vacancies	2
Total Expiring Terms	1
Possible One-Year Extensions	1
Expiring First Terms	3
TOTAL POSSIBLE NEEDS <i>(as of 6/30/24)</i>	3-7

Demonstrated Needs

- Financial Management
- Education Expertise
- DC Government Understanding and Expertise
- Fundraising and Governance
- Parent / Family Voice - particularly one from middle school
- Neighbors (Individual or institutional)
- Latino / Latina representation

Committee Needs

- Chair, Audit, Finance, & Facilities Committee (23-24)
- Treasurer (24-25)
- Chair, Board of Trustees (24-25*)

Characteristics

- Deep commitment to equity
- Team player
- Willing to do the work
- Understanding and commitment to our vision and strategy for the future

Agenda

Governance Committee

- **SY2023-2024 Board Recruitment Needs**
- **VOTE to elect Jennie Niles to 24-25 Board of Trustees**

Jennie Niles

Founder, E.L. Haynes Public Charter School

Jennifer C. Niles leads the CityWorks DC team as an experienced educational leader. She founded and led the acclaimed E.L. Haynes Public Charter School. Niles built myriad programs focused on improving urban education beyond the school's own walls, including cross-sector initiatives to build a teacher pipeline, race and equity seminars, and ongoing professional development for teachers. After her twelve year tenure, she served as DC's Deputy Mayor for Education for three years overseeing DC Public Schools, the Office of the Superintendent of Education, the Department of Parks and Recreation, the DC Public Library, and the University of the District of Columbia. CityWorks DC was the outcome of her research and design project as a Senior Fellow based at CityBridge Education.

VOTE

To appoint **JENNIE NILES** to serve their first three-year term, on the E.L. Haynes Board of Trustees **effective July 1, 2024.**



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Annual Fund Update

Annual Fund Report as of 04/01/24

Category	FY23 Raised	FY24 Goal	FY24 Raised TD	% of Goal	Delta
GOVERNMENT	\$450,140	\$470,000	\$465,270	99%	(\$4,730)
FOUNDATIONS	\$264,775	\$215,000	\$238,000	110%	\$23,000
CORPORATIONS	\$12,950	\$20,000	\$15,500	77.5%	(\$4,500)
INDIVIDUALS	\$78,557	\$75,000	\$65,260	87%	(\$9,740)
SPECIAL EVENTS	\$17,000	\$25,000	\$78,420	314%	\$53,420
TOTAL	\$823,422	\$805,000	\$862,450	107.1%	\$57,450

Opportunities to Engage with the E.L. Haynes Community / Key Upcoming Dates

Event	Date	Time	Location
April Board Meeting	4/9/2024	6:00 - 8:00 p.m.	HS Think Tank
Spring Break	4/15-4/19		
10th Grade Career Shadow Day	4/25/2024	9:00 a.m. - 4:00 p.m.	
May Board Meeting	5/14/2024	6:00 - 8:00 p.m.	HS Think Tank
Graduation	6/1/2024	10:00 a.m. - 12:00 p.m.	Howard University
Board of Trustees Retreat	6/7/2024	9:00 a.m. - 5:00 p.m.**	TBD
ES All-School Meetings	Weekly on Wednesdays	8:40 - 9:15 a.m.	ES Lollipop



Board of Trustees Meeting

February 15, 2024
6:00 p.m. - 8:00 p.m.

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- CLOSED SESSION

Sustainability in FY25+

Our Current Context - Where We Were in January

Review FY24 Budget Process – *We started making shifts/reductions last year.*

- Investments in our teacher salary scale – and those in 12-month, non-instructional, and aide compensation – created a budget pressure
- Revising and updating our SPED/MLL model led to staffing shifts (staff additions and reductions)
- To respond to these pressures, we looked closely at COVID investments and the implications of decisions we made aligned to our strategic plan

Preview FY25 Budget Process – *We face an even bigger challenge this year.*

- We face a **\$2.2m budget reduction for FY25**, as a result of the end of our Federal ESSER/COVID resources
- Given citywide budget challenges, maintaining and/or increasing UPSFF resources is uncertain
- We are proactively focused on savings this year, including maintaining the hiring freeze/review process and monitoring spending

Our Current Context – Where We Are Now

Updated FY25 Budget Process – *We project additional resources for FY25.*

- We are in a unique position to leverage the additional projected resources from the city BECAUSE of the work we did in FY24 and so far in our planning for FY25.
- We are committed to long-term sustainability, and will use the additional projected resources for key academic program needs focused on increasing capacity in the MS and in math.

FY25 Budget Assumptions

Category	January 2024	April 2024
UPSFF	3% UPSFF	10% UPSFF
Enrollment	Enrollment increase (1175)	Enrollment stable (1170)
Benefits	15% increase in health care benefits	5% increase in health care benefits
ESSER	Removal of ESSER funding	Removal of ESSER funding
Support Corp	\$1 million Support Corp donation	\$200,000 Support Corp donation (minimum)
Staffing Model	Removed 19 staff roles, added 3	Added 6 additional roles (aligned to academic program)

Previous Budget Comp FY25 (January 2024)

Description	SY4-25	SY23-24	Difference
Students	1,175	1,160	15
Income Statement			
Revenue			
04 · State and Local Revenue	33,658,259	31,546,060	2,112,199
05 · Federal Revenue	2,119,728	4,416,286	(2,296,558)
06 · Private Revenue	1,877,684	1,176,979	700,705
Total Revenue	37,655,671	37,139,325	516,346
Operating Expense			
07 · Staff-Related Expense	26,839,142	26,734,299	104,843
08 · Occupancy Expense	2,077,953	1,820,263	257,690
09 · Additional Expense	6,282,339	5,779,522	502,816
Total Operating Expense	35,199,433	34,334,084	865,349
Net Operating Income	2,456,238	2,805,241	(349,003)
Interest, Depreciation			
Interest	1,234,441	1,275,761	(41,319)
Depreciation	1,982,688	1,960,862	21,826
Total Expenses	38,416,563	37,570,707	845,856
Net Income	(760,892)	(431,382)	(329,510)
Adjustments To Cash Flow			
Operating Activities			
Net Income	(760,892)	(431,382)	(329,510)
Cash Flow Adjustments	(203,481)	44,584	(248,065)
Net cash increase for year	(964,373)	(386,798)	(577,576)

Description	SY4-25	SY23-24	Difference
CASH FLOW ADJUSTMENTS BREAKOUT			
Add Depreciation	1,982,688	1,960,862	21,826
Operating Fixed Assets	(786,875)	(632,597)	(154,279)
Buildings and Facilities Projects	(1,279,964)	(1,327,353)	47,388
Other Operating Activities	(119,330)	43,672	(163,002)
Financing Activities	0	0	0
TOTAL	(203,481)	44,584	(248,065)

Additional Analysis			
Starting Bank Balance	12,735,198	12,857,299	(122,101)
End Bank Balance	11,770,825	12,470,501	(699,677)
Daily Expense (Estimate)	99,819	97,561	2,258
Number of Days Cash on Hand	118	128	(10)
Debt Service Coverage Ratio			
DSCR with sinking fund	1.01	1.19	(0)
DSCR without sinking fund	1.39	1.51	(0)

Updated Budget Comp FY25 (April 2024)

Description	SY4-25	SY23-24	Difference
Students	1,170	1,160	10
Income Statement			
Revenue			
04 · State and Local Revenue	35,652,325	31,546,060	4,106,265
05 · Federal Revenue	2,306,068	4,416,286	(2,110,218)
06 · Private Revenue	883,608	1,176,979	(293,371)
Total Revenue	38,842,000	37,139,325	1,702,676
Operating Expense			
07 · Staff-Related Expense	28,216,706	26,734,299	1,482,407
08 · Occupancy Expense	1,993,462	1,820,263	173,199
09 · Additional Expense	6,445,437	5,779,522	665,915
Total Operating Expense	36,655,605	34,334,084	2,321,521
Net Operating Income	2,186,396	2,805,241	(618,845)
Interest, Depreciation			
Interest	1,232,364	1,275,761	(43,397)
Depreciation	1,759,820	1,960,862	(201,042)
Total Expenses	39,647,788	37,570,707	2,077,082
Net Income	(805,788)	(431,382)	(374,406)
Adjustments To Cash Flow			
Operating Activities			
Net Income	(805,788)	(431,382)	(374,406)
Cash Flow Adjustments	48,782	44,584	4,198
Net cash increase for year	(757,005)	(386,798)	(370,208)

Description	SY4-25	SY23-24	Difference
CASH FLOW ADJUSTMENTS BREAKOUT			
Add Depreciation	1,759,820	1,960,862	(201,042)
Operating Fixed Assets	(513,193)	(632,597)	119,404
Buildings and Facilities Projects	(1,241,354)	(1,327,353)	85,999
Other Operating Activities	43,509	43,672	(162)
Financing Activities	0	0	0
TOTAL	48,782	44,584	4,198

Additional Analysis			
Starting Bank Balance	12,870,424	12,857,299	13,125
End Bank Balance	12,113,418	12,470,501	(357,083)
Daily Expense (Estimate)	103,803	97,561	6,241
Number of Days Cash on Hand	117	128	(11)
Debt Service Coverage Ratio			
DSCR with sinking fund	0.89	1.19	(0.30)
DSCR without sinking fund	1.08	1.51	(0.43)

Detailed E.L. Haynes FY25 Budget Timeline

Date	Action Item
March 13 & 20	Budget learning sessions with stakeholders; budget drafting sessions
March 25	Send draft budget to finance committee
March 27	Presentation of detailed draft budget to finance committee with discussion and feedback
April 9	High level FY25 budget draft shared with full Board of Trustees
April	Update budget based on finance committee feedback
May 1	Presentation of updated budget to finance committee (with invite to BoT members); AFF vote on motion for approval by full Board
May 14	Approval of FY25 budget motion from AFF to Board of Trustees
May 30	Submit budget to PCSB (one month prior to deadline)

Our Guiding Principles

Keep Our Focus on Our Mission, Core Goals, and Priorities

- **Mission:** Whenever possible, we will limit the direct impact on our student's classroom experience
- **Maintain our strategic priorities:** Pre-K through 12 super power; Great place to work; Built to last
- **Strategic alignment:** Outline a clear staffing model for each school and the LEA
 - Alignment is not uniformity – schools and teams have different needs

Lead with Our Values

- **Focus on the purpose of each position/role:** Separate the position from the person (this is not a substitute for/opportunity for accountability) (Achieve Excellence)
- **Humanity:** All staff treated with care and respect, providing clear timelines and communications, as well as support for those impacted by these decisions (Choose Joy, Succeed Together)
- **Equity:** Intentionally review the differential impact of our decisions on staff and students (Lead for Equity)

Effective Change Management

- **Clarity about the future of priority work streams.** We will be explicit about where work goes, and what is not done/stops.
- **Direct and ongoing communication.** Intentional, thoughtful communication (i.e. unique stakeholder groups, written vs. conversation, sequence)
- **Support for leaders and managers.** Leaders and managers of impacted staff will be critical messengers, and we will share key, timely information with them in order for them to help lead through these difficult decisions.



Board of Trustees Meeting

April 9, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- SCHOOL PERFORMANCE COMMITTEE
- GOVERNANCE COMMITTEE
- COMMUNITY RELATIONS COMMITTEE
- AUDIT, FINANCE, AND FACILITIES COMMITTEE
- **CLOSED SESSION**

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

Be Kind.
Work Hard.
Get Smart.