Inwood Academy for Leadership Charter School

Minutes

Annual Board of Trustees Meeting

Date and Time
Saturday June 18, 2022 at 12:00 PM

Trustees Present
B. Wilson (remote), C. Talero, J. Almonte, J. Patrick, K. Mangual (remote), K. Smith (remote), M. Rosenthal, S. Mlynar (remote), S. Santo, T. Almonte, V. Singh (remote)

Trustees Absent
J. Harris

Guests Present
B. Mercedes, C. Reyes, J. Pichardo, M. Hackett, N. Polanco

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

T. Almonte called a meeting of the board of trustees of Inwood Academy for Leadership Charter School to order on Saturday Jun 18, 2022 at 12:00 PM.

C. Approve Minutes

T. Almonte made a motion to approve the minutes from May 17, 2022 Board Meeting May Board of Trustees Meeting on 05-17-22.

K. Mangual seconded the motion.

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

II. Committee Reports

A. Academic Committee Report Out

Christina Reyes presented a 25-minute video report to the board

Video focused on the following:

- The impact Covid-19 continued to have within our community
    - Affecting students, parents, and teachers
    - Update on CCS program success
        - Alumni retention success
    - The impact reading levels differ in different areas in the nation
    - Affects of economy recession on our communities
    - The approval of the opening of an Elementary School

Christina Reyes presented the Goals report to the board

- The New Leadership Directory was presented to the board
    - We have a full Leadership team for next year
    - 12 of these leaders have grown up in the community
- **School Wide Goals**
    - **Academics:** 80% of students meet their reading goal in AIMsWeb
        - We did not meet this goal
        - The data is inconsistent due to grades and scores not being in yet
        - MS data: 5th Grade =73%

6th Grade =55%

7th Grade= 40%

8th Grade= 33%

- HS data: 9th Grade = 26%

10th Grade = 13%

11th Grade = 35%

12th Grade = 31%

- These goals were unmet because this is the first year we set a goal for this assessment. Next year we will restructure how to best set a reading goal.
- The data shows that, regardless of the goals set, the middle school and 11th graders grew overall
    - **Instruction:** Define good teaching using the NASOT Framework
        - Marzano/NASOT Goal

- Goal: 80% of staff will say that the NASOT framework helps them define what good teaching in classrooms looks like
- We surveyed the teachers in February and then again in May
- February survey showed that 60% of teachers agreed that the NASOT framework helps them in the classroom
- May survey showed that 51% of teachers agreed that the NASOT framework helps them in the classroom
- The leadership team will be attending a Marzano: Highly Reliable Schools Conference in July
    - **Culture:** 100% of staff are trained in Collaborative Problem Solving
        - Collaborative problem solving showed us that tracking this data gets influenced by the time frame being tracked due to the flow of the year changing at different times
            - We should front load a lot of our PD coaching so that the end of the school year is better supported for teachers
            - While the goal was not met, the NYC DOE survey question regarding program coherence says otherwise
                - 76% of teachers say that we follow up on programming progression

School-Wide Strategic Plan 2022-2023 Updates

- This plan was created after attending Marzano conference in February
- HRS Level 1: Leading Indicator 1.1 & 1.2
    - The faculty and staff perceive the school environment as safe and orderly
    - Students, parents, and the community perceive the school environment as safe and orderly
        - We must first define, for all, what safe and orderly mean
        - Bianca has already started to survey this
    - CEO and COO must have clear vision and implementation of critical concepts
    - We must continue to use our bucket of funds for continual improvement
- Level 1 also focuses on building a professional learning community, which we do not have in place at the moment.
    - Without this in Level 1, we cannot advance to Level 2
- Over the years we have been able to identify key issues that are then immediately addressed and avoided in the future
- Our surveys and other tracking methods allow us to collect and evaluate our data to remedy any current issues/concerns
- To be able to identify key priorities in Level 1, we must first complete an assessment. For us, this will be held in the fall.
- The way we know we are setting the correct goals for each level, is by ensuring our leading indicators remedy issues identified under each level.

- Due to the nations issue with school safety, we must ensure that within Level 1, we target these issues to ensure school safety is at the top of the goals.
    - Some indicators will change with time. For example, this year we dealt with increasing suspension rates. We expected some issues after we re-opened, but we now know that new leading indicators were needed for this period.
        - It is a work in progress
- CPS allows us to identify any key factors that contribute to an unsafe environment

Collaborative Problem Solving

- 100% of staff who started in August (beginning of the school year) were trained and received coaching throughout the entire year.

CEO Specific Goals

- Identify and administer a baseline survey to measure the socio-emotional learning of students based on the IAL Character Traits
    - We know how important this is
    - Mary will fully focus on this in the upcoming school
- Apply for elementary school grade expansion
    - We received approval for expansion

CFO/COO Specific Goals

- Meet our enrollment targets to ensure five-year renewal
- Increase ELL applications
- Al of these goals were met

Attendance (internal) Goals

- 92% school-wide attendance (starting September 30th)
    - This was unmet, by 3%
    - We expected this outcome due to dealing with COVID variants
- Retention
    - While retention was not a goal we set, it's important to note that during this time of a pandemic, our retention rates were outstanding.

Graduation Projections

- June Graduates (Confirmed): 97 students, 80%
- August Graduate Projections: 10 students, 8%
- Retained Student: 11 students, 9%
- HES/Other: 4 students, 3%
- We have many students working on credit recovery
    - High school senior classes end earlier specifically for Credit recovery

- APEX is used for our online credit recovery
- Allows students to work at their own pace
    - Some students retake specific courses or a semester throughout the summer

B. Diversity, Equity & Inclusion

Diversity, Equity, and Inclusion (DEI)

- Jason Harris has done a tremendous job assisting us with this
    - He has decided to step down from the Board
- The DEI Committee recommended to the ELT to have more choice in professional development opportunities for our teachers
- Approval of the Student Anti-Bullying Policy is needed from the Board
    - We have not had this policy before and used DOE guidance to create this draft
    - Came about from noticing the way students communicate with each other
    - Aligning to the law is top priority
    - We must also educate our students on how to better express themselves
    - We will vote in July after a lawyer has reviewed the policy

S. Santo made a motion to Approve anti-bullying policy.
C. Talero seconded the motion.
Board will vote after the anti-bullying policy is reviewed by an attorney
The motion did not carry.

C. Marzano Highly Reliable Schools

Mario Acosta, from Marzano Highly reliable Schools, presented to the board

- Background
    - Has been a Marzano consultant for over 10 years
    - Worked 8 years as a campus principal and 14 years in administration
- The Marzano framework is very versatile, continuously improving, and backed by over 50 years of data
- 5 levels/characteristics of a high reliability organization: Levels 1, 2, and 3 are foundational for all schools
    - 5 - A competency-based system
        - Staff, parents, students, and community feel save in the school environment
        - The overall success of the schools aligns with individual success
    - 4 - Standards-referenced reporting
        - Clear vision for instructional staff is given, along with teacher/staff support, and job-embedded professional development opportunities
    - 3 - Guaranteed and viable curriculum
        - All schools are aligned with state/district regulations

- Data is analyzed and used for schools to achieve their goals
- Appropriate school – and classroom – level programs and practices are in place to help students meet individual achievement goals
  - 2 - Effective teaching in every classroom
    - Clear and measurable goals are established and are focused on critical needs regarding improving achievement of individual students
    - Data are analyzed, interpreted, and used regularly to monitor progress toward achievement goals for individual students.
  - 1 - Safe and collaborative culture
    - Students who have demonstrated competency levels greater than those articulated in the system are afforded immediate opportunities to begin work on advanced content and/or career paths interest.
- Each level has to be healthy in order to move on to the next
- Unfortunately, hard work and application of best practices does not guarantee success
  - Which is why we must continuously identify critical factors that affect students and implement better practices
  - We must also note that each campus has different needs; all conditions needs to be monitored and adjusted if need be
- The high reliability school's framework helps us ensure we implement the best practices for each environment and offers continuous monitoring for positive outcomes in
  - State tests, graduation rates, attendance rates, standardized test rates, and key data points

D. **Finance & Executive Committee Reports**

Finance and Executive Committee Reports
Finance Committee

- Continued Support for all Academic Programming: closing learning loss and social emotional needs
  - Curriculum alignment
  - Peer to Peer Tutoring
  - Partnership Test Prep Programs (SAT & PSAT prep)
  - Partnerships with Think: Kids Collaborative Problem Solving, After school activities
  - Partnerships with Marzano resources
- Elementary School Approval
  - Identifying Incubation space for Elementary School 2024-25 opening
  - Identifying Permanent Home for Elementary School projected 2026-27
  - All in process
- Continued to ensure equity for all students with Technology, school supplies & uniforms
  - Purchased New Chromebooks for 5-12

- Provided Students in Need with Hotspots
- Provided all students with free uniform
- Provided supplies for students
- Provided camp partnership for
- Ensured Equity for Staff
  - Created a salary scale for Teachers, Social Workers, Guidance Counselors & Speech Language Pathologist
- Continued to provide financial stability
  - To expand to the Elementary School
  - Continue to provide programming to improve the IAL Student Experience
- Committee Milestones since 2014/15
  - Stabilized Finances through hiring COO/CFO, creating policies and developing internal and external partnerships
  - Created a multi-year financial outlook to forecast and support the schoolwide goals
  - Secured Financing to build space for expanding school
  - Developed and implemented a Salary and Compensation plan for school community
  - Provided stability during the pandemic for staff, students and school community
  - Support Academic Programming with Curriculum Alignment 5-12
- Impact to Budget
  - Revenue Increases: Per Pupil Funding Increase
    - Which is why enrollment numbers are so important
  - Debt Service Repayment $1.3MM Annually
    - This was what helped us build the high school
  - Maintaining Debt Service Ratio at 1.1%
  - Commitment to equity in salaries (Teacher, Counselor, Social Worker, and Speech Salary Scale)
  - Expanding Program to close the learning gap and social emotional needs
  - Commitment to equity (space, technology, supplies)
- As of June 14/15, we have $11.4MM cash on hand
  - This includes the $1.4MM increase from last year
    - Reimbursements from 4MM grants
    - Reserves
      - $650K was added to Reserves
      - $5.6MM in Reserves now
  - Breakdown of Cash on hand
    - Elementary Site $5.75MM (51%)
      - Incubation space, money that we need to have upfront for building and salaries
    - Reserves $5.65MM (49%)
- Status of $4MM Grant
  - $1.586MM of the Federal Grant received has been used

- ◦ Remaining $2.412MM is available to be used by September 2024
- ◦ We set certain allocations of the grant in certain buckets (curriculum, tutoring/enrichment, SEL Partnerships, technology, building repairs/Operations and leadership development)
    - As time passes, we are able to see where funds are mostly being used and can shift allocations throughout
- • Elementary School Search
    - ◦ Incubation Space- temporary space for 2024-2025 school year
        - Potential location: 215th Street and Broadway
        - Spector Group performing test fit
    - ◦ Permanent Space- the home of the new elementary school
        - Potential build-up of current middle school space
            - Most difficult construction path
        - Or 4650 Broadway Sherman Plaza (Arden Group)
        - Or the Manhattan Bible Church
            - Which is the closest one to our current middle school campus

Budget for 2022-2023

- • Debt to Service Ratio: we are set to be above our requirement
- • Budgeting for 940 students enrolled
    - ◦ Currently we have 930 students enrolled
    - ◦ Per pupil funds increased
    - ◦ This budget projects we end at 12.4 MM next year
- • There are budget cuts being discussed at the DOE level, but the conversations are not regarding changing "per pupil" funding

Executive Committee

- • Board Term
    - ◦ The Board agreed on the following changes to the By-laws:

The Board voted to change all board officer positions to two-year term beginning the month that the Trustee is elected and ending on June 30th of the second subsequent year. All Board Trustees are eligible for re-election after the first term, of two years, is completed. All Board Trustees are eligible to serve another two-year term, a maximum of four years, if reelected.

- • The Board voted on the following members to serve as the officers
    - ◦ Maxwell Rosenthal- Board Chair
    - ◦ Kathleen Mangual- Board Vice Chair
    - ◦ Steve Mlynar- Secretary
    - ◦ Jhoselyn Almonte- Treasurer

- The Board voted to elect JoAnn Looney to rejoin the board. JoAnn initially served on the Board from 2014 - 2018.

T. Almonte made a motion to By-laws amendment, officer positions, and JoAnn Looney's board membership reinstatement.
K. Mangual seconded the motion.
The board **VOTED** to approve the motion.

E. Executive Session: Approval of Executive Contract/Salary

K. Mangual made a motion to Approve the 2022-2023 Budget.
C. Talero seconded the motion.
The board **VOTED** to approve the motion.

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:00 PM.

Respectfully Submitted,
J. Almonte