

APPROVED



## Inwood Academy for Leadership Charter School

### Minutes

#### Annual Board of Trustees Meeting

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##### **Date and Time**

Saturday June 18, 2022 at 12:00 PM

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##### **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

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#### **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
- All 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 safe 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