



# The New American Academy Charter School

## TNAACS Board Meeting

### Date and Time

Thursday November 20, 2025 at 5:00 PM EST

### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>5:00 PM</b>
<b>A.</b> Record Attendance		Lisa Parquette Silva	1 m
<b>B.</b> Call the Meeting to Order		Lisa Parquette Silva	1 m
<b>C.</b> Approve Minutes	Approve Minutes	Lisa Parquette Silva	3 m
<ul style="list-style-type: none"> <li>To review and approve the minutes from the October board meeting</li> </ul>			
Approve minutes for TNAACS Board Meeting on October 16, 2025			
<b>II. Finance &amp; Data</b>			<b>5:05 PM</b>
<b>A.</b> Monthly Financials	Discuss	Elaine Schmiedeshoff	15 m
<ul style="list-style-type: none"> <li>To review October's Monthly Financials</li> </ul>			

	Purpose	Presenter	Time
<b>B. TNAACS Academic and Behavioral Data</b> <ul style="list-style-type: none"> <li>• To share recent academic data</li> <li>• To share recent behavioral data</li> </ul>	Discuss	Jennifer Trani	30 m
<b>III. Governance</b>			<b>5:50 PM</b>
<b>A. Academic Excellence Committee</b> <ul style="list-style-type: none"> <li>• The Academic Excellence Committee will share updates from their most recent meeting.</li> </ul>	Discuss	Cristy Cuellar-Lezcano	15 m
<b>B. Staffing Updates</b> <ul style="list-style-type: none"> <li>• To share recent TNAACS Staffing Updates</li> </ul>	FYI	Lisa Parquette Silva	20 m
<b>C. TNAACS Principal Evaluation and Board Evaluation</b> <ul style="list-style-type: none"> <li>• To review the most recent TNAACS Principal Evaluation</li> <li>• To review the most recent TNAACS Board Evaluation</li> </ul>	Discuss	Colleen Kelly	30 m
<b>IV. Other</b>			<b>6:55 PM</b>
<b>A. Board Professional Development Resources</b> <ul style="list-style-type: none"> <li>• BoardOnTrack Governance and Training Resources @ The BoardOnTrack Help Center:                             <ul style="list-style-type: none"> <li>◦ LINK: <a href="https://bot-support.pathwisek12.com/hc/en-us/sections/27279445138715">https://bot-support.pathwisek12.com/hc/en-us/sections/27279445138715</a></li> </ul> </li> </ul>	FYI	Lisa Parquette Silva	5 m
<b>V. Closing Items</b>			<b>7:00 PM</b>

	Purpose	Presenter	Time
<b>A.</b> Adjourn Meeting	Vote	Colleen Kelly	3 m

# Coversheet

## Approve Minutes

**Section:** I. Opening Items  
**Item:** C. Approve Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for TNAACS Board Meeting on October 16, 2025

APPROVED



# The New American Academy Charter School

## Minutes

### TNAACS Board Meeting

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#### Date and Time

Thursday October 16, 2025 at 5:00 PM

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#### Directors Present

C. Cuellar-Lezcano (remote), D. Dula (remote), F. Monroe (remote), H. Hunt (remote), J. Beavers (remote)

#### Directors Absent

C. Kelly, V. McDonald

#### Guests Present

J. Trani (remote), L. Parquette Silva

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### I. Opening Items

#### A. Record Attendance

#### B. Call the Meeting to Order

#### C. Approve Minutes

F. Monroe made a motion to approve the minutes from TNAACS Board Meeting on 09-18-25.

C. Cuellar-Lezcano seconded the motion.

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

## II. Finance & Data

### A. Monthly Financials

Elaine Schmiedesshoff shared the monthly financials for the period ending September 30th. TNAACS has \$2.8 million in the bank and 4.8 months of cash on hand. Recent changes include moving \$1.3 million to an interest-bearing CD account and \$900,000 to an additional savings account. By the end of the fiscal year, TNAACS is predicted to have 3.5 months of cash on hand.

Enrollment is slightly below budget, resulting in a slight decrease in per-pupil revenue. Current personnel expenses are slightly under budget, as two teacher positions remain open. We are projecting both positions to be filled in November.

Everything else is on budget. The only difference is the PD costs attributed to reflection and the Executive coaching costs. A slight loss is currently projected.

### B. Enrollment Data

Jenny Trani shared that attracting new applicants this year has been challenging. Our Actuals for this year are 248, while our projected student count was 268. It is important to note that while the number of applications received was at an all-time low, we had a high rate of applications that led to students actually enrolling.

### C. iReady Data

Jenny Tranin then shared iReady baseline data in Reading and Math from our first round of schoolwide assessments.

She first focused on reading. At the beginning of this year (25/26), 28% of TNAACS students scored in the green or striped green compared to 26% of students last year (24/25)

Jenny shared that our schoolwide goal for this year is that by the third assessment in June, no student's score will be in the red in either Reading or Math. Last year, 5% of TNAACS students scored in the red by June (24/25).

Jenny also shared that, unlike previous years, more students are scoring in the green in the Upper Loop in both reading and math than in the Lower Loop, reversing a trend of several years in which students in the green have gone down in the Upper Loop.

### D. Schola Renewal Proposal

Lisa shared a renewal proposal from Schola, offering a 14-month contract at the price of a 12-month contract. She shared a brief history with Schola: there had been a significant dip in their performance, followed by a complete leadership change, resulting in service improvements, including increased support for Ms. Tatum and more leads. In reviewing the proposal more closely, Jenny observed that while they were offering two months "free," they were also increasing the monthly cost by \$250. In addition, while the services seemed to be increasing, it was unclear precisely what they would provide. After some discussion, it was decided that Lisa and Jenny would go back to the Schola Reps to review the agreement in greater detail, clarify exactly what was being offered, and counter with the original monthly cost of \$3500. A vote to approve the contract was tabled until additional information could be gathered.

### III. Governance

#### A. Academic Excellence Committee

Cristy shared that the Academic Excellence Committee was focused on Lesson Planning and Intellectual Prep. After reviewing Paloma's notes, they found inconsistencies in teacher planning and intellectual prep, which are crucial for instruction. The committee is focused on several questions:

- How to hold teachers accountable?
- How to codify systems
- How do we hold teachers accountable for promotion and salary increases

Lisa shared the 4-step system developed with the DTLS to hold teachers accountable. A discussion was held about the importance of documentation, ensuring staff know what is expected of them, and where to find the documentation of the expectations.

#### B. Potential Partnership Opportunity

Lisa shared that enrollment in Kindergarten in both DOE and Charter schools is down, but that while enrollment is down 1.8% in DOE schools, it is down 4% in charters. This is mainly because charters in NYC are not eligible for RFP PreK grants and cannot start their own PreKs.

Lisa is proposing to establish partnerships with non-DOE preK centers and childcare centers to serve as feeder schools for TNAACS. TNAACS can provide parent workshops, store hours, exclusive tours, priority registration, and supplies. In return, these preKs will recommend us to their students and families. Mr. Marrero is currently working on one such partnership, and Ms. Kori will be approaching a second site shortly.

### IV. Other

#### A.

## **Board Professional Development Opportunities**

L. Silva shared some upcoming BoardOnTrack PD opportunities.

## **V. 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 7:00 PM.

Respectfully Submitted,  
L. Parquette Silva

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## **Documents used during the meeting**

- TNAACS Schola Services 14-month Renewal Proposal Sep 2025.pdf

# Coversheet

## TNAACS Principal Evaluation and Board Evaluation

**Section:** III. Governance  
**Item:** C. TNAACS Principal Evaluation and Board Evaluation  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** FY24-25 Board Assessment.pdf  
FY24-25 evaluation Survey Principal (1).pdf  
Principal Goals 2025\_2026.docx

Board Assessments > FY24-25 Board Assessment > Recommendations

## Recommendations

Based on 7 of 8 completed participants

Topics	Your Board Scored	Recommended Resources
Board Composition Board Size		How many members should the board have?
Board Recruitment Board Recruitment Pipeline		What should the process be to nominating non board members to committees?  Is it a good idea to have non-board members serve on committees?
Development Philosophical Alignment		Riding the Horse the Way It's Going
Development Strategic Fund Development Plan		Keep Your Donors: Building Profitable Relationships That Last  Fund Development: Basic Principles and Best Practice  Choosing Your Road: Organizational development specialist or just another fundraising technician?  Sample Job Description of a Chief Development Officer
Development Accountability		Sample Board Member Agreement Sample Individual Trustee Performance Expectations Sample Guilt-Free Board Member Expectations Sample Job Description for the Full Board How much time should a trustee devote to the board each month? Keep Your Donors: Building Profitable Relationships That Last How and when to evaluate individual trustees? How and when to evaluate the full board? Should all trustees be held to the same standard? What are some tips for making trustees accountable?   Hi. I'm here if you need any help!  What should we do with board members who don't do anything?



Topics

Your Board Scored

Recommended Resources

<p><b>BoardSavvy CEO</b> Succession Planning</p>		<p>Succession Planning Article Key Characteristics &amp; Actions of a BoardSavvy CEO</p>
<p><b>Board Meetings</b> Board Meeting Content</p>		<p>Are there any other strategies for improving our board meetings? Should committees report at every full board meeting? Who should be presenting at board meetings? How can we make sure board meetings are strategic and not merely reactive?</p>
<p><b>Board Meetings</b> Open Meeting Law Compliance</p>		<p>Tips to Comply with the Open Meeting Law What is "Open Meeting Law," and can we really be an effective board and comply with this law? Open Meeting Law Pop Quiz</p>
<p><b>Board Recruitment</b> Recruitment Plan</p>		<p>Board Composition Matrix Conducting an Inventory of Your Board</p>
<p><b>Board Composition</b> Previous Governance Experience</p>		<p>What skills are needed on a charter school board?</p>
<p><b>Board Recruitment</b> Orientation</p>		<p>Sample Orientation Plan</p>
<p><b>Finance</b> Financial Policies and Procedures</p>		<p>Board Staff Financial Contract Finances Who Does What</p>
<p><b>Finance</b> Board Education</p>		<p>Finances Who Does What What are the most common mistakes charter school boards make around finance?</p>
<p><b>Finance</b> Annual Audit/990</p>		<p>Board Staff Financial Contract</p>
<p><b>Development</b> Board Training</p>		<p>Keep Your Donors: Building Profitable Relationships That Last</p>
<p><b>Board Meetings</b> Board Meeting Evaluation</p>		<p>Should we evaluate our board meetings? Board Meetings Observation Checklist</p>

Topics

Your Board Scored

Recommended Resources

<p><b>Board Composition</b> Level of Objectivity</p>		<p>Board Composition Matrix</p> <p>Conducting an Inventory of Your Board</p> <p>Sample Nepotism Policy Clauses</p> <p>Should parents of students currently enrolled in the school serve on the board?</p> <p>Should students serve on the board?</p> <p>Should teachers serve on the board?</p> <p>Should the CEO be a voting member of the board?</p>
<p><b>Academic Oversight</b> Clarity of Vision</p>		<p>How do we create a definition of academic excellence for our organization?</p> <p>Role of the Academic Excellence Committee</p> <p>Sample Culture Rubric</p> <p>Sample Instructional Rubric</p> <p>Sample Leadership Rubric</p>

We also recommend that your board should:

- Frequently review the members only [Governance and Training Resources](#)
- Attend [training events](#) in your area

# Report

## FY24-25 evaluation Survey

Start Date:	August 21, 2025
Close date:	September 30, 2025
Subject:	Lisa Parquette Silva

### Legend

- BOARD – Average for all board members
- STAFF – Average for everyone with one of the roles: STAFF, NBM\_COMMITTEE, ADMIN\_ASSISTANT
- 👤 – Lisa Parquette Silva
- 👤 – One person
- 👤 – Me

### Summary

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Demonstrates Integrity (Leadership Standard 2)			<span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">STAFF</span>	<span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">BOARD</span>	<span style="color: purple; font-size: 1.2em;">👤</span>	8%
Cultivates a Culture of Excellence (Benchmark 3)				<span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">STAFF</span> <span style="color: purple; font-size: 1.2em;">👤</span>	<span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">BOARD</span>	8%
Drives Academic Excellence and Student Performance (Benchmark 1)				<span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">BOARD</span> <span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">STAFF</span>	<span style="color: purple; font-size: 1.2em;">👤</span>	
Leads the Educational Program (Benchmark 2; Leadership Standard 4)				<span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">BOARD</span> <span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">STAFF</span>	<span style="color: purple; font-size: 1.2em;">👤</span>	6%
Develops and Leads Staff (Leadership Standard 6 & 7)			<span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">STAFF</span>	<span style="color: purple; font-size: 1.2em;">👤</span>	<span style="border: 1px solid black; border-radius: 15px; padding: 2px 8px;">BOARD</span>	17%

Strongly Disagree Disagree Neutral Agree Strongly Agree Don't Know

Manages Organizational Compliance and Administration (Benchmarks 7 & 9)

STAFF  


BOARD

3%

Builds and Maintains Family Satisfaction Benchmark 3 and Leadership Standard 8)

STAFF

BOARD



10%

Manages Financial Performance (Benchmarks 4 & 5; Leadership Standard 9)



BOARD

STAFF

Actively Promotes the Organization and Ensures Adequate Resources (Benchmark 9)



STAFF

BOARD

8%

Ensures Adequate Facilities



STAFF

BOARD

10%

Partners with the Board (Benchmark 7)

STAFF



BOARD

3%

Engages the Community (Benchmarks 3 & 9)

STAFF



BOARD

6%

Overall Leadership and Performance (Benchmarks 7 & 8)

STAFF



BOARD

3%

Leadership Goals

STAFF



BOARD

20%

## Interaction

I am the person being evaluated    Hardly ever    Once or twice a quarter    Once or twice a month    Once or twice a week    Daily

How often do you interact with the person being evaluated?



BOARD

STAFF

## Core Competencies

This section is for evaluating the CEO's demonstration of core competencies that have been directly linked to successful charter schools. Please provide comments with examples for as many competencies as possible with suggestions on what he/she could start, stop or continue doing more of to be the most effective leader possible.

### Demonstrates Integrity (Leadership Standard 2) \*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Deals with others in a straightforward, honest, and ethical manner.				STAFF 	BOARD 	
Behaves in a way that supports the organization's mission, vision and values.			STAFF 	BOARD 		
Admits mistakes and takes timely corrective action.			STAFF 	BOARD 		
Treats others with dignity and respect.				BOARD STAFF 		

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- I have an open-door policy with my staff and families, making myself available whenever they need to speak with me.
- I continue to seek feedback and guidance from both the Board chair, the vice chair, and the board as a whole.
- I have taken responsibility for my mistakes or errors in judgment and am actively seeking ways to learn and improve from my mistakes.
- I am open to additional training and coaching.

### Cultivates a Culture of Excellence (Benchmark 3) \*

Strongly Disagree Disagree Neutral Agree Strongly Agree Don't Know

Creates and maintains an organizational culture that promotes student achievement and college preparation for all students.				STAFF 	BOARD 	
Makes the organization a place where staff and students are all committed to excellence and believe that hard work is the key to achieving it.				STAFF 	BOARD	
Demonstrates commitment to competent communications and conflict resolution.			STAFF	BOARD 		
Consistently evaluates and proactively improves people, processes, programs, and services for greater effectiveness, efficiency, and value.			STAFF		BOARD	

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- This year, with the support of my Assistant Principal, I continued to implement unannounced targeted teacher observations using SOTEL (Safety, Objective, Teaching, Engagement, and Learning) to provide teachers with the targeted feedback needed to improve their pedagogy and drive academic achievement.
- We continued weekly meetings with the DTLs to support their work with teaching teams.
- I met weekly with ELT, where curriculum, data, and systems were regularly discussed and revised as needed. The ELT set academic, parent engagement, and student enrollment goals.
- I met weekly with staff in person. I consistently send the Weekly Staff Messenger to the staff & board every week.
- I met weekly with the enrollment team to analyze enrollment and recruitment trends.

Strongly Disagree Disagree Neutral Agree Strongly Agree Don't Know

All students demonstrate levels of mastery, which exceed grade-level standards.			STAFF	BOARD		
The organization creates, maintains and regularly revises systems and processes to drive student achievement.					BOARD STAFF 	
The organization has met or exceeded agreed upon goals set for increasing student performance.				BOARD	STAFF 	
The organization is on track to outperform other public schools in our community.				BOARD	STAFF 	

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- For the second consecutive year, TNAACS outperformed NYS, NYC, and CSD18, our district of location, on both the NYS ELA and NYS math exams.
- TNAACS outperformed NYS by 22% in ELA and 15% in math.
- TNAACS's SPED population outperformed CSD18 by 22% in ELA and 30% in math.
- TNAACS met or exceeded the academic goals set for the 24/25 school year

**Role-Specific Competencies**

This section is for evaluating the CEO's key competencies in leading, directing, and managing your organization. Please provide comments with examples for as many competencies as possible. Consider suggestions on what your CEO could start, stop, or continue doing to be the most effective leader possible.

Leads the Educational Program (Benchmark 2; Leadership Standard 4) \*

Strongly Disagree Disagree Neutral Agree Strongly Agree Don't Know

Demonstrates thorough knowledge of effective curriculum, assessment, and instructional practices to close the achievement gap.

STAFF

BOARD



Ensures that the organization uses performance data to drive decision-making and curricular decisions.

BOARD

STAFF



Ensures there is a standards-based curriculum. The curriculum includes scope and sequences for all subjects taught at every existing and expected grade level, and it exceeds national academic standards.

BOARD

STAFF



Ensures all teachers regularly use assessment data to plan curriculum, lesson plans, meet individual student needs, and make daily instructional decisions.

BOARD

STAFF



The organization's structure and staffing ensures that special student populations are making progress equal to those students in its regular education program.

STAFF

BOARD



Comments or examples that support your responses above.

Subject \_\_\_\_\_

- TNAACS teachers continue to participate in weekly data meetings, and data is used regularly by teachers in their instruction.
- I participate in grade team data meetings with the DTLs and the Director of Data and Finance three times per year to discuss and analyze data trends and develop strategies for academic improvement.
- Leadership continues to ensure that both formative and summative assessments are used to drive instruction.

LP

- The director of Data & Finance meets regularly with teachers to facilitate deep data dives
- Data is discussed monthly at ELT meetings.
- All current curricula used by TNAACS, including Amplify CKLA & TERC Investigations 3, were selected for their rigor and strong alignment to the Next Generation Learning Standards

Develops and Leads Staff (Leadership Standard 6 & 7) \*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Attracts and selects high performing staff and leadership.			STAFF 		BOARD	
Creates a staff culture and work environment in which highly effective staff members are actively engaged and feel connected to the organization and its mission.			STAFF 	BOARD		
Develops, maintains, and regularly reviews and revises systems and practices that improve staff ability to increase student achievement.				BOARD STAFF 		
Successfully retains top performers. Creates an environment where staff is committed to a long tenure and would recommend working at the school to others.		STAFF			BOARD	

Comments or examples that support your responses above.

Subject \_\_\_\_\_

- While TNAACS consistently employs its multi-step hiring process to select high-quality staff, the pool of highly qualified educators has become increasingly smaller in recent years, making it more challenging to recruit higher-performing candidates.
- Regularly communicates with staff both electronically through the Weekly Staff Messenger and in person during weekly check-in meetings, which serve to foster a positive work culture.

• This year, several teachers with several years of experience left TNAACS. While these departures can be attributed in large part to changing life circumstances (such as marriage or returning to their home state after many years, or relocation due to a spouse's job), exit interview data does indicate that some work can be done to improve the culture. Steps, including the addition of an executive coach and bringing back leadership reflection, as well as DEI and implicit bias summer training, are being introduced in the 25/26 school year to address these concerns.

**Manages Organizational Compliance and Administration (Benchmarks 7 & 9) \***

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Ensures that the organization meets and is in compliance with all local, state and federal laws and mandates.					BOARD STAFF	
Oversees development and proper functioning of an enrollment and admission process.					BOARD STAFF	
Provides for the overall safety and well being of students and staff.				STAFF 	BOARD	
Ensures organization is administered well with efficient investment of staff time and other resources.				STAFF 	BOARD	

Comments or examples that support your responses above.

Subject \_\_\_\_\_

- The Principal ensures all NYSED reporting mandates are met on a regular basis.
- The Principal monitors all teacher certification data and meets with teachers to ensure that they are making progress toward achieving certification.
- The Principal is a member of the TNAACS Enrollment Committee.
- Along with the Student Recruitment & Family Engagement Coordinator, the Principal meets with a representative from Schola bi-weekly to monitor applications and registrations of new students.
- The Principal participates in monthly building safety meetings.

### Builds and Maintains Family Satisfaction Benchmark 3 and Leadership Standard 8) \*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Ensures organization has frequent, meaningful, and well-attended ways for families to be involved in their child's learning and the school community.				STAFF	BOARD 👤	
Provides indication of a high level of parent satisfaction with the organization as evidenced by quantitative data and low student attrition rates.			STAFF		BOARD 👤	
Listens and responds respectfully to the range of concerns expressed by parents and families.			STAFF		BOARD 👤	

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- In the most recent NYCDOE survey, 98% of parents who responded said they are satisfied with the quality of the education their child is receiving.
- In the most recent NYCDOE survey, 100% of parents who responded said they feel respected and supported by school leadership and are treated as partners in educating their children.
- In the most recent NYCDOE survey 100% of parents surveyed said leaders at this school nurture individual agency and build collective capacity from teachers, parents, school community leaders, and students around a common vision of reform.

### Manages Financial Performance (Benchmarks 4 & 5; Leadership Standard 9) \*

Strongly Disagree Disagree Neutral Agree Strongly Agree Don't Know

Understands and provides leadership in the areas of financial planning, budgeting, accounting, and management of the organization's financial resources.					BOARD STAFF	
Determines the current and future financial resources needed to realize the organization's mission.					BOARD STAFF	
Ensures that clear and accurate accounting, payroll, cash management, and insurance systems are maintained.					BOARD STAFF	
Oversees the development, maintenance, and regular revision of systems for capturing, managing, and analyzing financial data to improve performance.					STAFF BOARD	

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- Participates in monthly TNAACS Board Finance Committee meetings
- Along with the Director of Operations, meets weekly with the Director of Data & Finance.
- Actively participates in the Annual audit
- Meets with CSBM as needed
- Actively participates in the creation of the budget and budget revisions as needed.
- Ensures financial information is shared with the board monthly

Actively Promotes the Organization and Ensures Adequate Resources (Benchmark 9) \*

Strongly Disagree Disagree Neutral Agree Strongly Agree I Don't Know

Partners with the board to develop effective public relations, marketing and fundraising plans.



BOARD  
STAFF

Coordinates efforts of the Board and its Development Committee to implement a board-approved fundraising plan.



STAFF

BOARD

Creates partnerships with community organizations and businesses.



STAFF

BOARD

Pursues and secures philanthropic support that directly supports the mission and vision of the organization.



STAFF

BOARD

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- I have worked with the former Assistant Principal, the Director of Data & Finance, and the Recruitment Team to build partnerships with organizations such as Schola and Schoolmint.
- As of today, the board does not yet have a Development Committee or a fundraising plan.
- I have supported my Student Recruitment & Family Engagement Coordinator in developing and fostering relationships with community organizations and businesses.

Ensures Adequate Facilities \*

Strongly Disagree Disagree Neutral Agree Strongly Agree I Don't Know

Oversees necessary facilities planning and makes recommendations to the Board.



STAFF

BOARD

Strongly Disagree Disagree Neutral Agree Strongly Agree I Don't Know

Assures the proper maintenance of the organization's facility and adherence to all local, state, and federal codes.



STAFF

BOARD

Ensures the physical environment reflects the organization's mission and values as well as enhances learning.



BOARD

STAFF

The organization's physical environment (buildings and grounds) is well-cared for, sanitary, and promotes health and safety.



BOARD

STAFF

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- While I have established a positive relationship with the Principal of my co-located school and the building custodian, as a charter school co-located in DOE space I am not responsible for facilities.

Partners with the Board (Benchmark 7) \*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Acts as liaison to ensure an effective flow of critical information between the board and the organization's senior staff, teachers and students.				 STAFF	BOARD	
Helps to facilitate the board's governance, composition and committee structure. Implements board policies, and recommends policies for board consideration.				 STAFF	BOARD	

Strongly Disagree Disagree Neutral Agree Strongly Agree I Don't Know

Develops and implements strategic and operational plans to achieve the organization's mission and vision; allocates resources accordingly.

STAFF  


BOARD

With input from the board, ensures the development and ongoing refinement of a long-term strategy; establishes objectives and plans that meet the needs of students, staff, and all constituents; ensures consistent and timely progress toward strategic objectives.

STAFF  


BOARD

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- The Principal attends and participates in monthly Board Meetings
- The Principal is in regular communication with the board chair and vice chair
- The Principal has worked with the board to recruit board members, support board governance and committees
- The Principal has recommended multiple policies to the board for consideration, including material and nonmaterial changes to the school's charter
- The Principal works with the board and the Educational Leadership Team (ELT) to develop objectives to meet the needs of students and staff

Engages the Community (Benchmarks 3 & 9) \*

Strongly Disagree Disagree Neutral Agree Strongly Agree I Don't Know

Serves as chief spokesperson for the organization, in coordination with the Board Chair.



STAFF

BOARD

Strongly Disagree Disagree Neutral Agree Strongly Agree I Don't Know

Listens and responds respectfully to the range of concerns expressed by various constituents.			STAFF	BOARD 		
Develops and maintains effective external relationships that support the organization's performance and fundraising success.	STAFF 			BOARD		
Maintains communication with local and state officials.			STAFF	BOARD 		
Builds strong relationships with relevant community organizations.			STAFF	BOARD		

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- The Board chair and the Principal do not currently participate in opportunities to act as spokespeople for the school in the larger community.
- The principal serves as a spokesperson during schoolwide community events, including our Summer Family Fun Day, Curriculum Night, the TNAACS Breast Cancer Walk, Movie Day, Family Game Night, and in-person and virtual open houses.
- The Principal makes herself available to speak with and respond to a variety of stakeholder concerns. The Principal is regularly at arrival and uses this as an opportunity to connect with families.
- Along with the Parent Coordinator, I am working on building relationships with local elected officials.

Overall Leadership and Performance (Benchmarks 7 & 8) \*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Leads the organization in fulfilling its mission and goals in accordance with the policies established by the Board of Trustees.				STAFF 	BOARD	

Strongly Disagree Disagree Neutral Agree Strongly Agree Don't Know

Takes responsibility for the success or failure of the organization. Provides vision and leadership by example.

STAFF



BOARD

Develops and implements strategic and operational plans to achieve the organization's mission and vision; oversees the operation of the organization, develops staff, allocates resources and ensures proper controls.

STAFF



BOARD

Oversees well-being of the entire organization by fostering positive and productive relationships across the organization and community.

STAFF



BOARD

Comments or examples that support your responses above.

Subject \_\_\_\_\_

LP

- The Principal meets weekly with the Educational Leadership Team to create operational and strategic plans to support the school's mission, vision, and values
- The Principal works with the board to create, share, and or implement goals that align with board policies.
- The Principal works hard to foster and maintain positive relationships with a variety of stakeholders, parents, students, staff, and leadership.

### Leadership Goals

Lisa set these goals during the previous year's annual planning and/or with the leadership team

Leadership Goals \*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

Don't Know

Principal will share quarterly on the efforts to develop and maintain external relationships To support recruitment, enrollment, and retention by increasing 240 applicants and 100% of retention (222 stud) to get to 300 enrollment by Sept, I will develop the partnership with Launch by continuing conversations and determine whether this is a worthy partner and then create a plan for partnership by June, monitoring the Outreach teams holding of focus groups of our Alumni that attends Launch, Continue to review the weekly Outreach data dive, doing Principal tours, monitoring the implementation of the STEAM integration and partnerships (i.e. Girls who Code), (Benchmark 9)



BOARD

STAFF

To support faithfulness to the mission and key design elements, I will draft the material change for key design elements and share with the Board and staff and submit to NYSED by Dec 1, 2023. (Benchmark 8)

BOARD

STAFF



To support faithfulness to the mission and key design elements (DTLs, Loop K-2 & 3-5, Teacher Student Ration, , prioritize what needs to be done and planning for that when possible, then knowing what to prioritize when things come up. (Ongoing Benchmark 8)

STAFF

BOARD



Strongly Disagree Disagree Neutral Agree Strongly Agree Don't Know

All students at TNAACS demonstrate levels of mastery, which meet or exceed grade level standards. To support the achievement of the schoolwide goal of 50% student proficiency in math by June 2024, I will systematize math observations to ensure they are more frequent & provide timely actionable feedback to math teachers that impacts their instruction and student achievement in math (Benchmark 1)

BOARD  
STAFF



To support DTLs to achieve school wide goal of 50% student by June, I will set clear expectations, move the cognitive lift to the DTLs through monitoring coaching logs, x% of time is coaching, increase in DTLs taking on PL experiences, hold DTLs accountable for the Report Card grades being accurate (aligned to data front he MP) and meaningful, and continue norming on report grade consistency across grades. (Benchmark 2)

STAFF

BOARD

### Additional information

What are Lisa's most significant accomplishments and/or strengths demonstrated this year? \*

Subject \_\_\_\_\_

LP

Lisa achieved four out of the five leadership goals set last year. In addition, for the second consecutive year, TNAACS outperformed NYS, NYC, and District 18 on the NYS ELA and math exams. TNAACS also received a full five-year renewal of its charter in May of 2025.

Subject \_\_\_\_\_

LP

To move the organization forward, it is essential to attract and retain top talent, thereby maintaining and exceeding the school's recent achievements. This includes ensuring that teachers are moving up the career ladder.

List any key challenges in the year ahead, for Lisa and/or for the organization: \*

Subject \_\_\_\_\_

LP

In the upcoming year, it will be essential to ensure that trust, communication, and transparency are improved.

## Principal Goals - L. Silva

### I. Career Ladder Promotion Expectations

- **Goal:** With the support of the Board and the ELT, revise the Career Ladder Promotion Criteria to make the expectations for promotion transparent, and to provide teachers with specific, low-inference examples of actionable examples for each section of the professional responsibilities for promotion from:
  - *Apprentice to Associate*
  - *Associate to Partner*
  - *Partner to Director*
- **Timeline for implementation:**
  - November to December: Principal & ELT drafts revised Career Ladder Promotion Document
  - December: Principal presents revised document to the board for feedback and approval
  - January: Principal shares revised promotion document with staff
  - January: Principal and DTLs conduct 2:1 Meetings with potential candidates for promotion.
- A similar process will be conducted for non-teacher staff positions.

### II. Implementation of Leadership Reflection

- **Goal:** To improve communication and increase trust, reintroduce Reflective Practice at TNAACS, starting with ELT leadership reflections. This Guided reflection will support TNAACS leadership by enhancing self-awareness, improving decision-making, and building a stronger team. By engaging in this practice, leaders can better navigate challenges and create more positive and productive work environments.
- **Timeline for implementation:**
  - November: PD led by Ms. Lorraine Scorsone, Guided Reflection Coach Practitioner, *"Introduction to The Art of Reflection"*
  - November to June: Weekly Leadership Reflection as part of every ELT meeting, with leadership members rotating as the "focus teacher"
  - December to June: Monthly Leadership Guided Reflection Sessions with L. Scorsone
  - The TNAACS Educational Leadership Team will engage in a one-hour Guided Reflection with a trained reflective coach.
  - May/June: The ELT will decide whether to expand reflective practice to teaching teams and whether to include this training in the summer training in August.

### III. Academics

- **Goal:** By June of 2026, 100% of students who have attended TNAACS for one school year will score in the yellow to striped green range on iReady assessments in both reading and math.

**Supports Include:**

- Increased focus on Lesson Planning and intellectual prep
- Lavinia coaching in both ELA and math
- Focus on small group instruction