



# Élan Academy Charter School

## September 2025 Board Meeting

Published on September 23, 2025 at 3:53 PM CDT

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### Date and Time

Wednesday September 24, 2025 at 5:30 PM CDT

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6501 Berkley Dr., New Orleans, LA 70131; (504) 619-9720; [www.elanacademy.org](http://www.elanacademy.org)

The matters listed are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items listed may, in fact, be discussed. Other items not listed may be brought up for discussion to the extent permitted by law. All agenda items are informational unless otherwise denoted, though all committee reports require a vote for acceptance. The meeting will be held on the campus of the school.

All meetings are lived streamed from: <https://tinyurl.com/elanboard>

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>5:30 PM</b>
<b>A.</b> Record Attendance			1 m
<b>B.</b> Call the Meeting to Order			
<b>C.</b> Approve Minutes from June Board Meeting	Approve Minutes	Jeremy Thibodeaux	1 m

	Purpose	Presenter	Time
<b>D.</b> Approve Minutes from Board Retreat	Approve Minutes	Jeremy Thibodeaux	1 m
Approve minutes for Board Retreat on July 26, 2025			
<b>II. CEO Report</b>			<b>5:33 PM</b>
<b>A.</b> CEO Report	Discuss	Melanie Clark	10 m
<b>B.</b> CEO FYE 2025/2026 Goals	Discuss	Melanie Clark	5 m
<b>III. Academic Achievement Committee</b>			<b>5:48 PM</b>
<b>A.</b> Committee Report	FYI	Gary Briggs	10 m
<b>B.</b> FYE 2025/2026 Goal Presentation	Discuss	Gary Briggs	5 m
<b>IV. CEO Support And Eval</b>			<b>6:03 PM</b>
<b>A.</b> FYE 2025/2026 Goal Discussion	Discuss	Darren Patin	5 m
<b>V. Finance/Development Committee</b>			<b>6:08 PM</b>
<b>A.</b> FYE 2025 Budget Amendment	Vote	Jeremy Thibodeaux	5 m
<b>B.</b> FYE 2026 YTD Financial Review	Discuss	Jeremy Thibodeaux	10 m
<b>C.</b> FYE 2025/2026 Committee Goals	Discuss	Jeremy Thibodeaux	5 m
<b>VI. Governance</b>			<b>6:28 PM</b>
<b>A.</b> Committee Report	FYI	Jeremy Thibodeaux	5 m
<b>B.</b> FYE 2025/2026 Committee Goals	Discuss	Jeremy Thibodeaux	5 m
<b>VII. Other Business</b>			<b>6:38 PM</b>
<b>A.</b> FYE 2025/2026 Attendance Policy	Vote	Melanie Clark	5 m
<b>B.</b> FYE 2025/2026 Pupil Progression Plan	Vote	Melanie Clark	5 m

	Purpose	Presenter	Time
C. Differentiated Compensation Stipends Disbursement Plan	Vote	Melanie Clark	5 m
D. FYE 2025 Budget Amendment	Vote	Jeremy Thibodeaux	5 m
VIII. Closing Items			6:58 PM
A. Adjourn Meeting	Vote		

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# Coversheet

## Approve Minutes from June Board Meeting

<b>Section:</b>	I. Opening Items
<b>Item:</b>	C. Approve Minutes from June Board Meeting
<b>Purpose:</b>	Approve Minutes
<b>Submitted by:</b>	
<b>Related Material:</b>	Minutes for Board Meeting on June 25, 2025



# Élan Academy Charter School

## Minutes

### Board Meeting

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#### Date and Time

Wednesday June 25, 2025 at 5:30 PM

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#### Elan Academy

6501 Berkley Dr.

New Orleans, LA 70131

(504) 619-9720

[www.elanacademy.org](http://www.elanacademy.org)

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#### Directors Present

C. Silas, D. Barnes, D. Patin, G. Briggs, G. Thomas-Batiste, J. Thibodeaux, L. Knight, R. Green

#### Directors Absent

S. Rademaker

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#### Guests Present

Kellie Wilson

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## I. Opening Items

### A. Record Attendance

### B. Call the Meeting to Order

D. Patin called a meeting of the board of directors of Élan Academy Charter School to order on Wednesday Jun 25, 2025 at 5:37 PM.

### C. Approval of Today's Meeting Agenda

D. Barnes made a motion to approve the minutes from June 2025 Minutes.

G. Briggs seconded the motion.

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

### D. Approval of Prior Meeting Minutes

R. Green made a motion to approve the minutes from April 2025 Board Meeting.

L. Knight seconded the motion.

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

## II. Head of School Report

### A. Head of School Report

G. Briggs made a motion to approve the minutes from June Head of School Report.

R. Green seconded the motion.

June Head of School Report as reported by Dr. Melanie Askew

1. Enrollment Update 25-26
2. Staffing Update 25-26
3. Operations Update 25-26
  1. Compliance check has passed with OPSB
4. Hiring Updates 25-26
  1. New staff members
5. LEA Transition Update

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

## III. Governance Committee Report

### A. Governance Committee Report

L. Knight made a motion to approve the minutes from June 25, 2025 Meeting.

G. Thomas-Batiste seconded the motion.

1. Discussed 2024-25 HoS Evaluation
2. Board Member recruitment discussion
  1. Board Members tasked with identifying one individual who would be interested in Board membership by September 2025
3. Discussed vendor status for 2025-26 school year
4. Explore partnership opportunities with nonprofit providers
5. Discussed Board Reports
6. Discussed FY2025-26 School Budget adoption
7. Discussed 2025-26 Board Officers
  1. Discussed Committee Chairs (Finance/Development, Academic, Governance)
8. Insurance Policy Updates
9. Discussed litigation matters

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

#### IV. Academic

##### A. Academic Committee Report

G. Thomas-Batiste made a motion to approve the minutes from June 2025 Meeting.

L. Knight seconded the motion.

Presented by: Dr. Clark and Gary Briggs

Discussed the following:

1. 2025-2026 Goals
  1. Discussed implications of new accountability system- specifically LEAP testing implications
  2. Discussed new teacher evaluation system
2. 2025-2026 Curriculum Implementation
  1. New Curriculum Adoptions
3. Summer 2025 Experience
4. Summer School Update

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

#### V. Finance

##### A. Finance Committee Report –

R. Green made a motion to approve the minutes from May 2025 Finance Report.

G. Briggs seconded the motion.

Reported by: Jeremy Thibodaux

Discussed the following:

1. Discussed May 2025 Finance Report
  1. Discussed grant funding sources
  2. Discussed potential impacts to the FY 2024-25 budget
    1. Net surplus
    2. Staffing considerations
    3. Federal funds , ESSR implications
    4. Potential additional revenue
    5. Fiscal Year 2024-25 Audit
2. Update policies and procedures
3. Discussed Actual and Forecasted 2025-26 FY School Budget
4. Discussed FY 2025-26 Vendor Contracts

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

## VI. Development

### A. Development Committee Report –

The Development Committee will move to the Finance Committee beginning SY 2025-26.

## VII. Additional Business

### A. Old Business

### B. NEW BUSINESS

### C. Consideration and vote re 25-26 Budget

G. Thomas-Batiste made a motion to approve the Elan Academy 2025-26 budget as drafted and recommended by the Finance Committee.

C. Silas seconded the motion.

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

### D. Consideration and vote re 25-26 Officers and Committee chairs

L. Knight made a motion to approve Jeremy Thibodaux as the 2025-26 Elan Academy Board Chair.

G. Briggs seconded the motion.

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

J. Thibodeaux made a motion to approve Gary Briggs as the 2025-26 Elan Academy Board Vice-Chair.

L. Knight seconded the motion.

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

D. Barnes made a motion to approve Lori Knight as the 2025-26 Elan Academy Board Treasurer.

G. Thomas-Batiste seconded the motion.

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

G. Briggs made a motion to approve Daphine Barnes as the 2025-26 Elan Academy Board Secretary.

L. Knight seconded the motion.

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

#### **E. Board retreat discussion**

Elan Academy Board Academy Retreat July 26, 2025 onsite.

#### **F. Consideration and vote regarding Transportation vendor contract**

C. Silas made a motion to authorize the Head of School to execute the 3-Year Contract (2025-28) with the transportation vendor.

J. Thibodeaux seconded the motion.

Buses have been updated to have monitors and A/C

Operator has given high level quality of services, no incidences

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

#### **G. Consideration of Head of School Evaluation (Executive session)**

G. Briggs made a motion to move to enter into Executive Session.

L. Knight seconded the motion.

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

J. Thibodeaux made a motion to exit Executive Session.

L. Knight seconded the motion.

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

### **VIII. 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 7:28 PM.

Respectfully Submitted,

D. Barnes

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# Coversheet

## Approve Minutes from Board Retreat

<b>Section:</b>	I. Opening Items
<b>Item:</b>	D. Approve Minutes from Board Retreat
<b>Purpose:</b>	Approve Minutes
<b>Submitted by:</b>	
<b>Related Material:</b>	Minutes for Board Retreat on July 26, 2025



# Élan Academy Charter School

## Minutes

### Board Retreat

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#### Date and Time

Saturday July 26, 2025 at 8:30 AM

#### Location

3445 North Causeway Blvd.

Suite #800

Metairie, LA 70002

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[www.elanacademy.org](http://www.elanacademy.org)

All meetings are live streamed at <https://www.youtube.com/@Elanacademynola>  
<https://studio.youtube.com/video/1P4alKGNBdc/livestreaming>

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#### Directors Present

C. Silas, D. Patin, G. Briggs, G. Thomas-Batiste, J. Thibodeaux, L. Knight

#### Directors Absent

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D. Barnes

## **Guests Present**

M. Clark

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## **I. Opening Items**

### **A. Record Attendance**

### **B. Call the Meeting to Order**

J. Thibodeaux called a meeting of the board of directors of Élan Academy Charter School to order on Saturday Jul 26, 2025 at 8:30 AM.

## **II. What Does it Mean to Be A Charter Board Member**

### **A. What Does it Mean to Be A Charter Board Member**

Mr. Thibodeaux gave a presentation on what it means to serve as a charter school board board member. Areas covered in his presentation include:

- Three duties of board members
- Difference between management and governance
- Main legal/public entities laws that charter school boards must follow

## **III. State of the School - Strategic Plan**

### **A. State of the School - Strategic Plan**

Dr. Clark presented a State of Elan report. Areas covered included:

- Historical enrollment and demographic data
- Historical academic data
- Progress on 2022 Strategic Plan
- Strengths, growth, opportunities, and threats analysis
- 2025 Strategic Plan Opportunities
- 2025-2026 organizational goals
- 2025-2026 CEO goals

## **IV. Committee Reset**

### **A. Committee Reset**

Mr. Thibodeaux presented on current committee structure and recommended changes for 2025-2026.

- Brief discussion on importance of committees and different roles that committees play in governance of a charter school
- Affirmation of 2025-2026 Committees and assignments
  - Governance Committee - Jeremy Thibodeaux (chair), Gary Briggs, Daphine Barnes, Lori Knight
  - Finance/Development Committee - Lori Knight (chair), Jeremy Thibodeaux, Darren Patin, Cardell Silas
  - Academic Committee - Gary Briggs (chair), Jeremy Thibodeaux, Gail Thomas-Baptiste
  - CEO Support & Evaluation Committee - Darren Patin (chair), Jeremy Thibodeaux, Cardell Silas, Gail Thomas-Baptiste

## **V. Lunch**

### **A. Lunch**

Board took a break for lunch from 12:00-12:30

## **VI. Governance Calendar**

### **A. Governance Calendar**

Discussion on FYE 2025-2026 Board and Committee meeting calendar

- Moving to bi-monthly board meetings
- Academics will meet around testing results
- CEO Support and Evaluation will meet at least quarterly, with more meetings around CEO evaluation time
- Finance/Development and Governance will meet bi-monthly opposite Board Meeting months

## **VII. Goal Setting & Action Planning**

### **A. Goal Setting & Action Planning**

Mr. Thibodeaux and Dr. Clark led the session on goal setting for FYE 2025-2026, highlighting the need to differentiate between board goals and school goals

- Board affirmed FYE 2025-2026 CEO goals
- Board agreed to goals for each committee to achieve during FYE 2025-2026

## **VIII. Debrief: Next Steps**

### **A. Debrief: Next Steps**

Mr. Thibodeaux led a brief discussion on next steps. Each committee was to work to come up with goal setting plan to achieve each goal with FYE 2025-2026. Committees will present goal plans at August 2025 board meeting

## **IX. 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 2:00 PM.

Respectfully Submitted,  
J. Thibodeaux

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# Coversheet

## CEO Report

<b>Section:</b>	II. CEO Report
<b>Item:</b>	A. CEO Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	CEO Report September 2025.pdf

# ÉLAN ACADEMY

## CEO REPORT

AUGUST 2025



Through a classical curriculum, high-quality instruction, and leadership development, Élan Academy Charter School ensures that all students have the foundation necessary to thrive in secondary school, succeed in college, and access lives of opportunity.

# K-8 Mastery Growth



Rank 1	Wilson Charter School	+7
Rank 2	Edward Hynes Charter School – Parkview	+6
	Martin Behrman Charter Acad of Creative Arts & Sci	+6
Rank 3	<b>Élan Academy Charter School</b>	<b>+4</b>
	Fannie C. Williams Charter School	+4
	ReNEW Laurel Elementary	+4
Rank 4	Esperanza Charter School	+3
	Mary Bethune Elementary Literature/Technology	+3
	Mildred Osborne Charter School	+2
Rank 5	Audubon Charter School	+2

## Enrollment Update 25-26

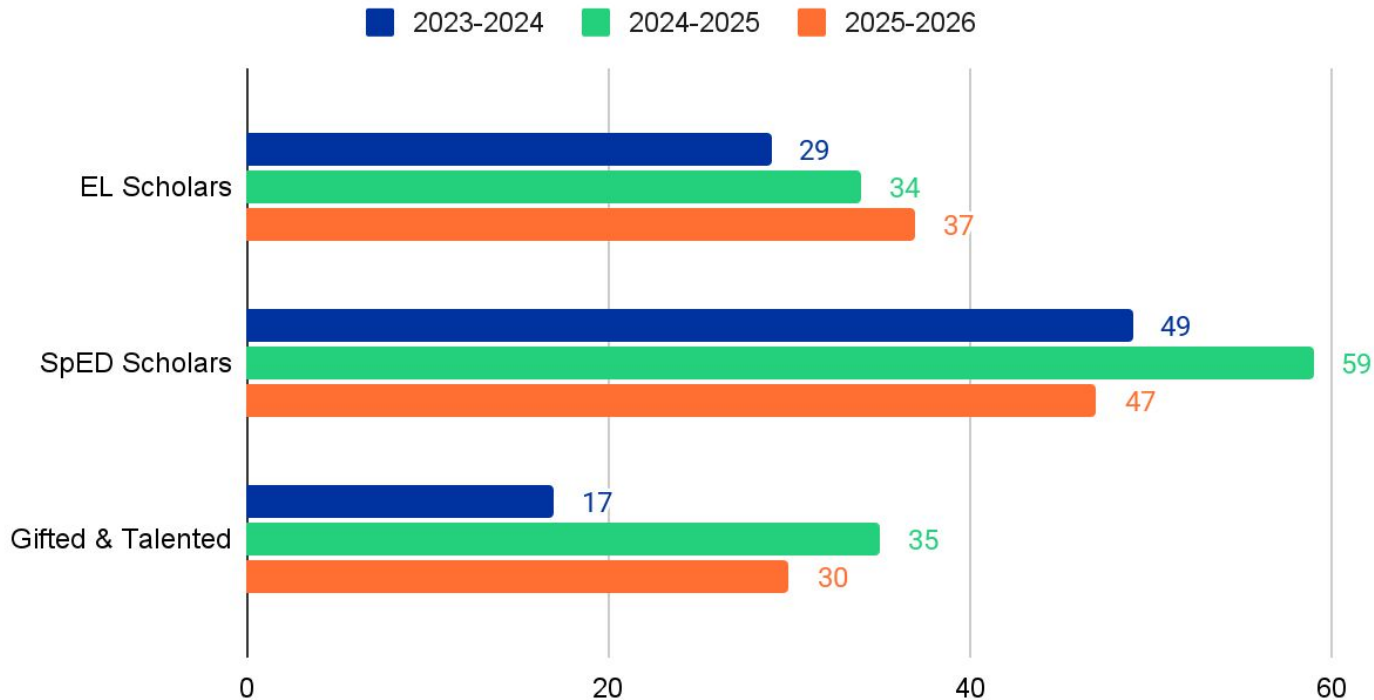
Budget w/ PK: 470  
\*16 scholars below

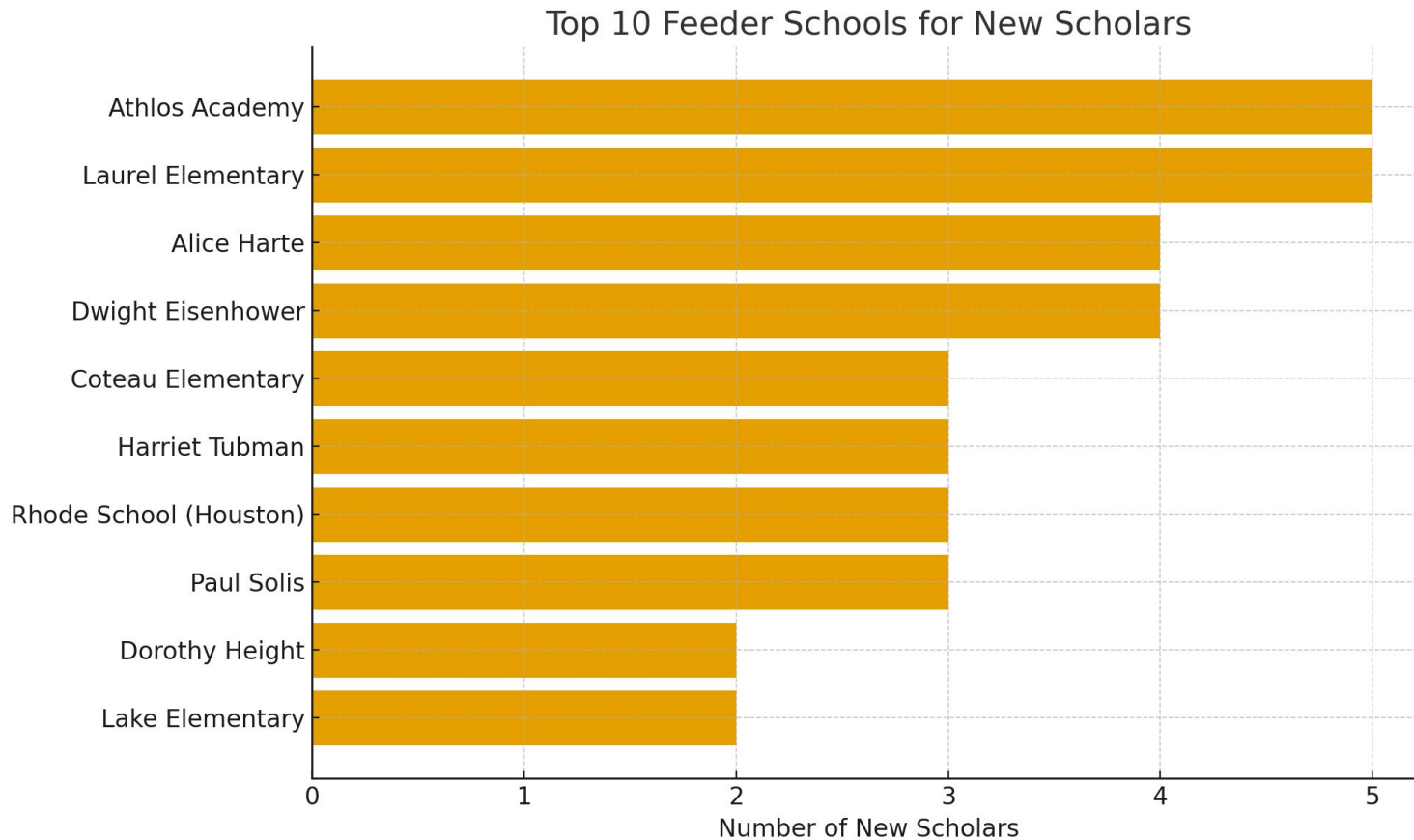
Grade	Active Students	10/1 Target	Available Seats
PK	15	15	0
PKT	5	5	0
K	48	52	4
1	52	52	0
2	48	52	4
3	51	52	1
4	47	52	5
5	45	52	7
6	50	52	2
7	46	52	6
8	47	52	5
<b>TOTALS</b>	<b>454</b>	<b>488</b>	<b>34</b>

## New Scholars

Grade	Active Students
PK	15
PKT	5
K	33
1	7
2	7
3	9
4	9
5	7
6	11
7	8
8	13
TOTALS	124

## Scholar Support Numbers





# Westbank Schools



**K-8**

# Enrollment by Zone: School-Level

## 2024-25 End of Year Active Student Enrollment by Zone

Student Zone (Where Students Reside)					
Site	Zone 1 (Westbank)	Zone 2 (Uptown/Central City)	Zone 3 (N.O. East)	Zone 4 (Downtown/Mid-City)	Student Location Not in System
Behrman	81%	5%	5%	7%	2%
Eisenhower	83%	2%	3%	12%	0%
Elan	80%	5%	5%	8%	3%
Harte	84%	5%	4%	7%	0%
Height	86%	3%	5%	4%	2%
NOMMA (8th)	15%	*N/A	*N/A	*N/A	85%
Tubman	82%	3%	3%	7%	4%

- All Westbank K-8 schools enroll ~80-86% of their students from Westbank families (Note: with the exception of NOMMA's 8th grade, which has a low percentage because they enroll students from outside Orleans Parish).

## K-8



# Enrollment Capacity

Zone	2023-24			2024-25			2025-26			
	10/1 K8 Enrollment	Targets	Fill Rate	10/1 K8 Enrollment	Targets	Fill Rate	*8/22 K8 Active Student Enrollment	*Estimated K-8 10/1 Enrollment	*Targets	Projected Fill Rate
Zone 1 Westbank*	4,159	4,645	90%	4,149	4,399	94%	4,233	4,108	4,332	95%
Zone 2 Uptown/Central City	7,002	7,771	90%	6,944	7,692	90%	7,031	6,823	7,658	89%
Zone 3 New Orleans East	6,297	7,351	86%	6,418	7,168	90%	6,388	6,199	7,365	84%
Zone 4 Downtown/Mid-City	11,385	12,421	92%	11,513	12,546	92%	11,686	11,340	12,443	91%
<b>Citywide</b>	<b>28,843</b>	<b>32,188</b>	<b>90%</b>	<b>29,024</b>	<b>31,805</b>	<b>91%</b>	<b>29,338</b>	<b>28,470</b>	<b>31,798</b>	<b>90%</b>

- Westbank grades K-8 has the smallest number of students of any zone, and saw a very small decrease in enrollment from SY 23-24 to SY 24-25. But, despite this, shrinking targets gave the Westbank the highest SY 24-25 fill rate of any zone at 94%.
- Overall K-8 enrollment on the Westbank is expected to drop this year by about 1%, but K-8 targets have decreased this year by 1.5%, resulting in a slightly higher projected fill rate of 95% (which would again be the highest of any zone).

**K-8**

## Enrollment: Westbank

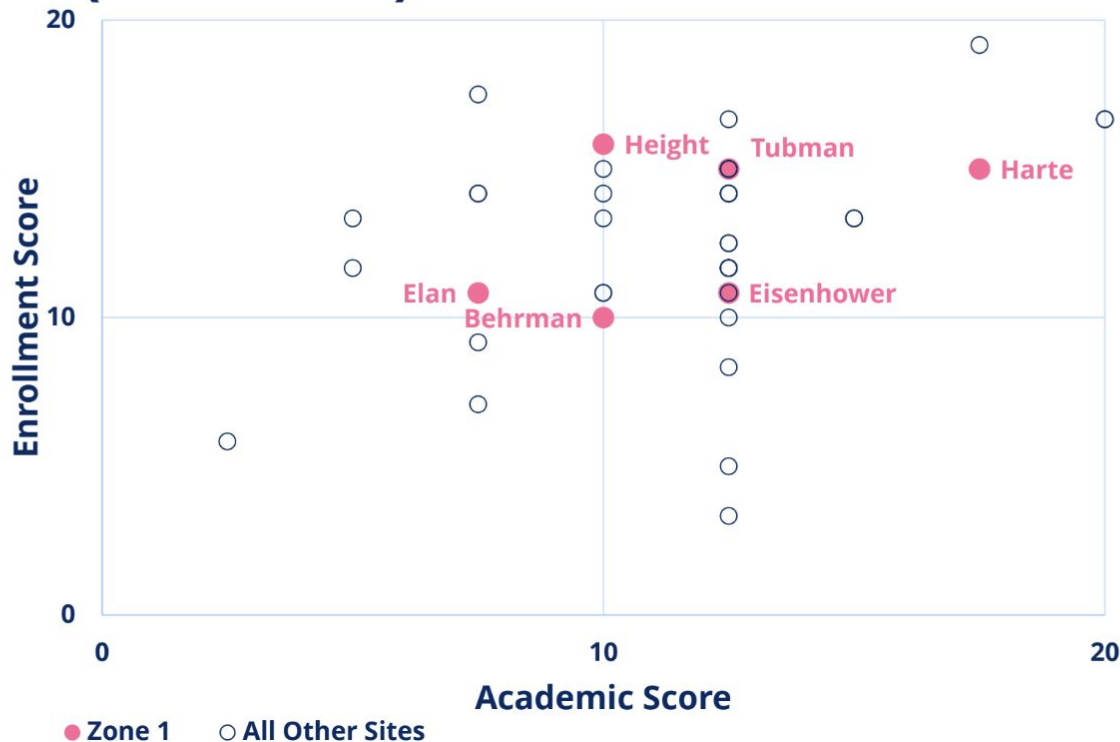
Site Name	2023-24			2024-25			2025-26			
	10/1 K8 Enrollment	Targets	Fill Rate	10/1 K8 Enrollment	Targets	Fill Rate	*8/22 K8 Active Student Enrollment	*Estimated 10/1 K8 Enrollment	*Targets	*Estimated Fill Rate
Behrman	764	956	80%	695	780	89%	727	705	739	95%
Eisenhower	573	681	84%	560	594	94%	560	543	570	95%
Elan	379	453	84%	415	457	91%	441	428	468	91%
Harte	694	723	96%	695	703	99%	703	682	702	97%
Height	789	801	99%	824	825	100%	832	807	807	100%
NOMMA (8th)	131	131	100%	114	140	81%	150	146	146	100%
Tubman	829	900	92%	846	900	94%	820	796	900	88%
<b>Total</b>	<b>4,159</b>	<b>4,645</b>	<b>90%</b>	<b>4,149</b>	<b>4,399</b>	<b>94%</b>	<b>4,233</b>	<b>4,108</b>	<b>4,332</b>	<b>94%</b>

- Although the Westbank schools vary in size, differing trends in enrollment and targets are resulting in relatively healthy fill rates for all schools.

K-8

ÉLAN  
ACADEMY

## Zone 1 (Westbank) NSNO Scorecard: 2024-25



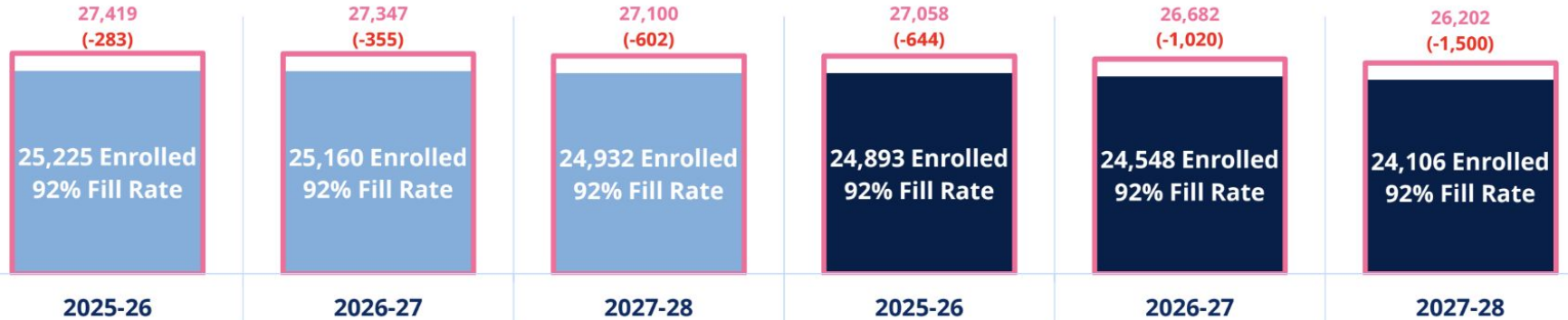
K-8



## Estimated Needed to Reach 92% Fill Rate

Type 2, alternative, and selective admission schools not included

Seats Needed To Reach 92% by Year When Applying  
Enrollment Estimates: K-8<sup>th</sup>



Seats Needed to Reach 92%: High Enrollment Estimate

Seats Needed to Reach 92%: Low Enrollment Estimate

- The 2024-25 Fill Rate for grades K-8 was 91%. When layering over our enrollment estimates, we estimate a 90-92% fill rate for 2025-26.
- For grades K-8, we estimate we have ~602 to ~1,500 “too many seats” when compared to the 92% fill rate goal for the 2027-28 school year. This is roughly one to two K8 schools.

**The Accelerator builds on NSNO's existing School Sustainability grantmaking and includes 3 additional categories for innovation. The initiative will fund projects in 2025 – 2027.**

School Sustainability	Diverse Learners	High School Models	Emerging Opportunities
<ul style="list-style-type: none"> <li>• School Closure</li> <li>• School Consolidation</li> <li>• Seat Reduction</li> <li>• School Relocation</li> <li>• Facility Co-location</li> <li>• Operator Merger</li> </ul>	<ul style="list-style-type: none"> <li>• Supports that will improve outcomes for students with disabilities and multilingual learners</li> <li>• Specialized programming</li> </ul>	<ul style="list-style-type: none"> <li>• Improve transitions from K-8 to HS, or HS to postsecondary</li> <li>• Approaches that enable further flexibility in students' time and schedules</li> </ul>	<ul style="list-style-type: none"> <li>• Mental health</li> <li>• A.I. tools inside and outside the classroom</li> </ul>

# Operations

## Facilities Update

- New Facilities Manager has been hired and has been doing an amazing job with the building upkeep.
- The **Department of Health** conducted an inspection on **August 15th** – we passed with **no findings**.
- The **Fire Marshal** conducted an inspection on **August 6th** – we also passed with **no findings**.
- The fire department conducted a random drill on September 22nd - we passed as an exemplar.

## Transportation Update

- Transportation is off to a great start for the school year no issues have occurred as of now.
- All drivers have submitted their current and updated license and SB-Numbers.

## Nutrition Update

- SFSP Audit was completed Thursday August 28th and held off site.

## Data Update

- We continue to face challenges with our Single-Sign On partner Clever. It has caused delays in BOY testing and access to curriculum and educational platforms.

# Hiring Updates

## FY26 Vacancies:

- 1 Teacher
  - Self-Contained (Maternity Sub.)

## New Hires:

- 14

## Returning Teammates:

- 39 - 70% Retention rate

## Returning Leaders:

- 6 - 100% Retention rate



# New Partnerships

ÉLAN  
ACADEMY



# Our Mission in Action

## In our Classrooms

### ELA % Mastery +

Grade	2024	2025	% Change
3rd	19%	22%	+3%
4th	19%	28%	+9%
5th	29%	26%	-3%
6th	24%	23%	-1%
7th	37%	37%	0%
8th	42%	54%	+12%

# Our Mission in Action

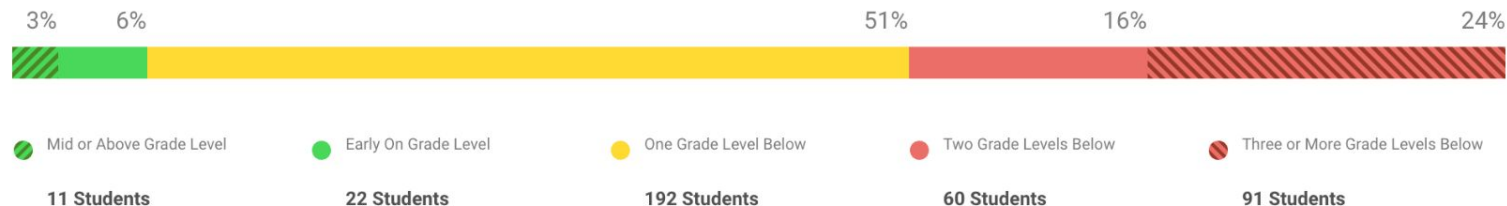
## In our Classrooms

### Math% Mastery +

Grade	2024	2025	% Change
3rd	10%	27%	+17%
4th	17%	22%	+5%
5th	18%	9%	-9%
6th	8%	15%	+7%
7th	23%	28%	+5%
8th	19%	17%	-2%

## Overall Placement

Students Assessed/Total: **376/392**



[i The Mapping Between 5-Level and 3-Level Placements](#)

### ▼ Placement by Domain



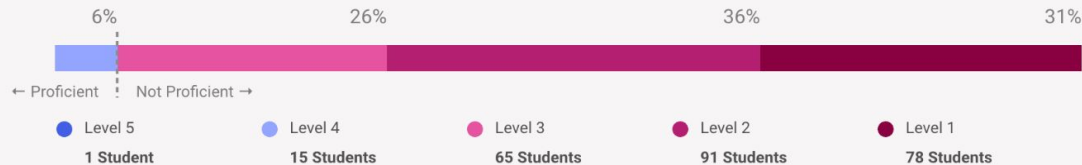
# MATH LEAP PROJECTIONS

## Proficiency if Students Show No Additional Growth

Students with Projection/Total: 250/268

Proficient: **6%**

(Level 5 + 4)

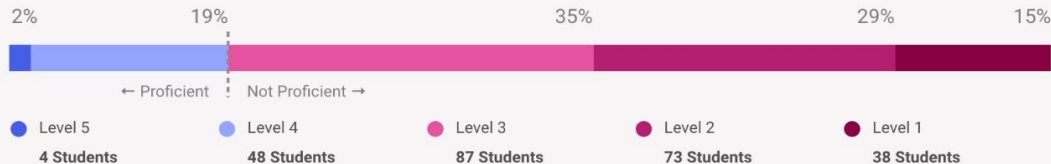


## Projection if Students Achieve Typical Growth

Students with Projection/Total: 250/268

Proficient: **21%**

(Level 5 + 4)

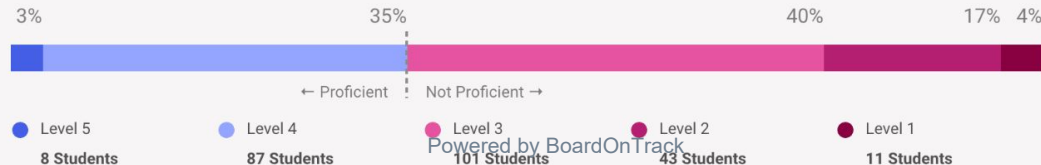


## Projection if Students Achieve Stretch Growth

Students with Projection/Total: 250/268

Proficient: **38%**

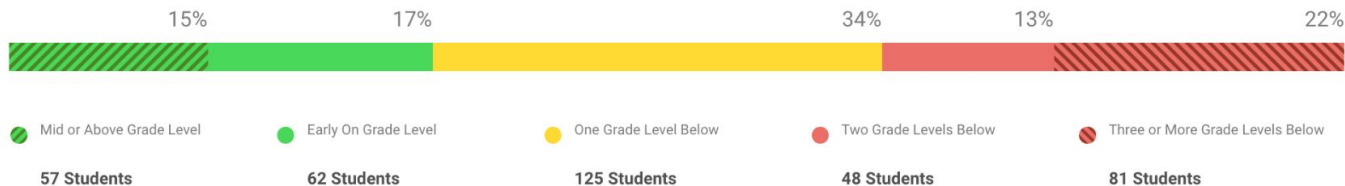
(Level 5 + 4)



# READING

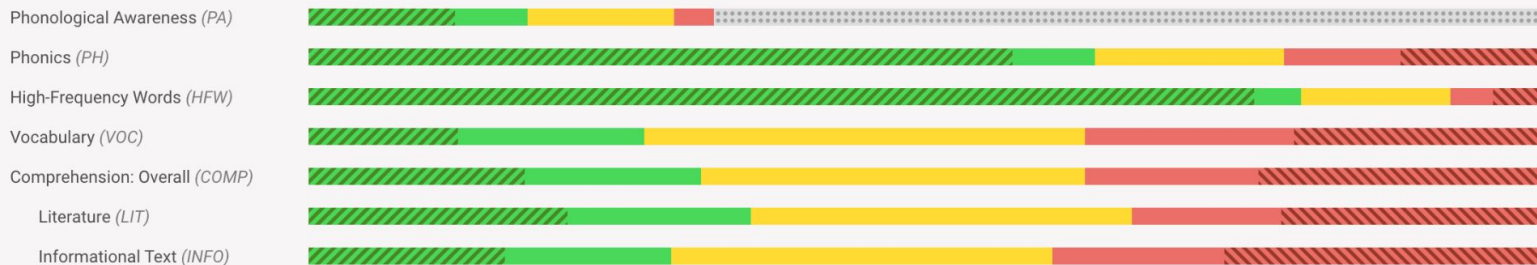
## Overall Placement

Students Assessed/Total: 373/392



[The Mapping Between 5-Level and 3-Level Placements](#)

## Placement by Domain



Not assessed (due to grade or domain exempted)

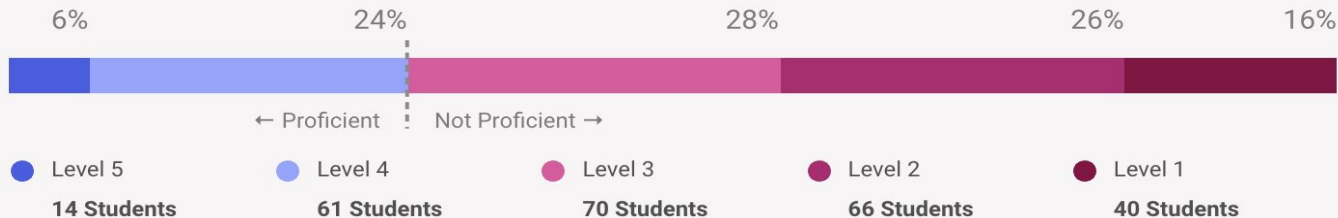
# ELA LEAP PROJECTIONS

## Proficiency if Students Show No Additional Growth

Students with Projection/Total: **251/268**

Proficient: **30%**

(Level 5 + 4)

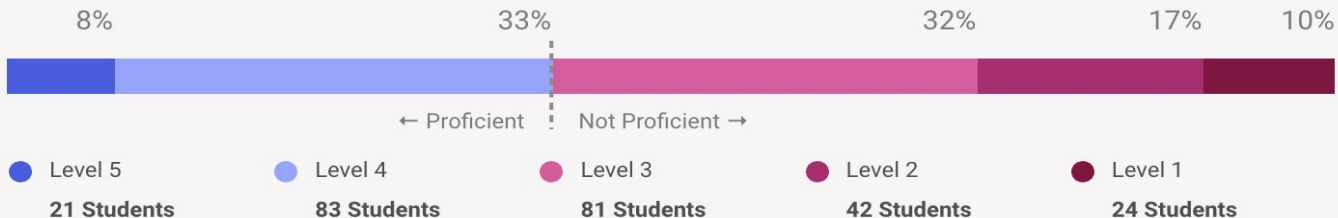


## Projection if Students Achieve Typical Growth

Students with Projection/Total: **251/268**

Proficient: **41%**

(Level 5 + 4)

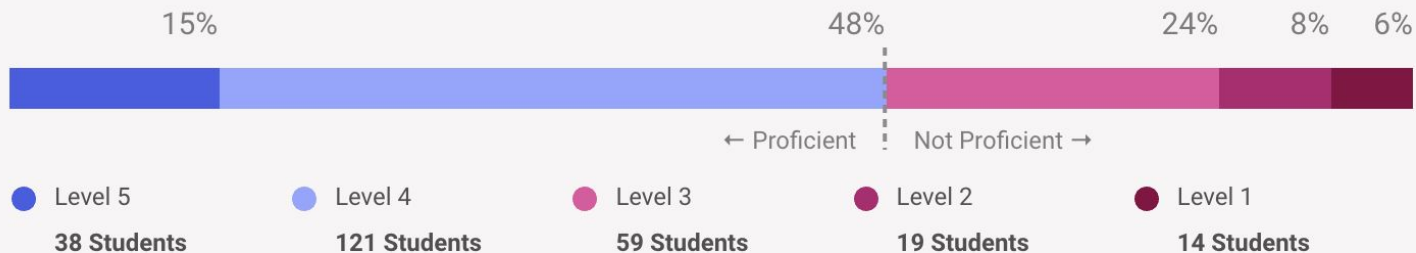


# ELA LEAP PROJECTIONS

## Projection if Students Achieve Stretch Growth

Students with Projection/Total: **251/268**

Proficient: **63%**  
(Level 5 + 4)



<b>24-25 iReady Math BOY Typical Growth Projection</b>	<b>24-25 iReady Math MOY Typical Growth Projection</b>	<b>24-25 iReady Math EOY Projection</b>	<b>24-25 Math LEAP Results</b>	<b>25-26 iReady Math Typical Growth Projection</b>
14%	16%	22%	19%	21%

<b>24-25 iReady ELA BOY Typical Growth Projection</b>	<b>24-25 iReady ELA MOY Typical Growth Projection</b>	<b>24-25 iReady ELA EOY Projection</b>	<b>24-25 ELA LEAP Results</b>	<b>25-26 iReady ELA Typical Growth Projection</b>
33%	40%	41%	29%	41%

# Coversheet

## CEO FYE 2025/2026 Goals

<b>Section:</b>	II. CEO Report
<b>Item:</b>	B. CEO FYE 2025/2026 Goals
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	FYE 2025-2026 CEO Goals.pdf

## CEO Goals

<b>SCHOLAR SUCCESS</b>	<ul style="list-style-type: none"> <li>95%+ student attendance; ISS/OSS &lt;10%; equity across subgroups</li> <li>Less than 5% student attrition due to dissatisfaction with Élan</li> <li>Keep scholar attrition due to dissatisfaction under 5%, verified through exit surveys and withdrawal data.</li> </ul>
<b>Academics</b>	<ul style="list-style-type: none"> <li>100% of 3–8 students master or grow at least one level on LEAP</li> <li>Increase the School Performance Score (SPS) by X points (to be set once 2024–2025 baseline data is released).</li> </ul>
<b>TALENT DEVELOPMENT &amp; STAFF RETENTION</b>	<ul style="list-style-type: none"> <li>80%+ teacher retention across Highly Qualified Instructional Staff by July 15th of each calendar year</li> <li>Complete mid-year and end-of-year evaluations for 100% of instructional staff, aligned to state standards.</li> <li>Develop and present a formal CEO Succession Plan to the Board.</li> </ul>

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## CEO Goals

<b>Financials &amp; Development</b>	<ul style="list-style-type: none"> <li>Fiscal health as determined by KPI's established annually by the Finance Committee</li> <li>Secure renewals from at least 75% of prior-year individual donors.</li> <li>Develop and present a 5-Year Strategic Budget that aligns with enrollment projections, staffing plans, and facility needs by June 30, 2026</li> </ul>
<b>Community Partnerships</b>	<ul style="list-style-type: none"> <li>Establish or deepen <b>3+ strategic community partnerships</b> that directly support academic or enrichment goals.</li> </ul>

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# Coversheet

## FYE 2025/2026 Goal Presentation

<b>Section:</b>	III. Academic Achievement Committee
<b>Item:</b>	B. FYE 2025/2026 Goal Presentation
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	Academic_Excellence_Committee_2025-2026_Goals.pdf

**Academic Excellence Committee 2025-2026 Goals**

Elan Academy Charter School

Goals and Action Steps	
Establish a clear, comprehensive, and consensus-driven definition of academic excellence to guide institutional standards and practices.	<div><div>1. <b>Review Existing Definitions</b> Analyze current definitions of academic excellence used by peer institutions and educational bodies.</div><div>2. <b>Engage Stakeholders</b> Facilitate consultations with faculty, students, administration, and alumni to gather diverse perspectives.</div><div>3. <b>Identify Core Attributes</b> Determine the essential characteristics and qualities that exemplify academic excellence within the institution.</div><div>4. <b>Draft a Preliminary Definition</b> Create an initial draft that reflects the core attributes and stakeholder insights.</div><div>5. <b>Solicit Feedback and Revise</b> Share the draft with stakeholders for feedback and make necessary revisions for clarity and consensus.</div><div>6. <b>Finalize the Definition</b> Complete and approve the final version of the definition through appropriate governance processes.</div><div>7. <b>Implement and Communicate</b> Disseminate the finalized definition across the institution and incorporate it into policies, strategic plans, and evaluation metrics.</div></div>

Goals and Action Steps	
Establish clear and comprehensive guidelines for providing support during non-testing windows to ensure continuous student assistance and engagement.	<div><div><div>1. <b>Review Current Support Policies</b> Examine existing policies and procedures related to student support during non-testing periods to identify strengths and gaps.</div><div>2. <b>Approve Development of Support Guidelines</b> Endorse the development of comprehensive guidelines and procedures for student support during non-testing windows.</div><div>3. <b>Support Staff Training Initiatives</b> Allocate resources and approve plans for training support staff and faculty on new guidelines.</div><div>4. <b>Approve Communication Strategy</b> Sign off on the communication plan to inform students and staff about available support services during non-testing periods.</div><div>5. <b>Monitor Implementation and Effectiveness</b> Establish oversight mechanisms, such as regular review meetings or reporting requirements, to ensure the guidelines are effectively implemented and meet student needs.</div><div>6. <b>Allocate Resources</b> Ensure appropriate funding and resources are in place to sustain ongoing support during non-testing windows.</div></div></div>

Goals and Action Steps	
Develop a comprehensive academic resource tool to support effective board orientation and understanding of institutional academic programs and policies.	<div><div><div>1. <b>Identify Key Information Needs</b> Determine the essential academic topics, policies, and data that the board needs to understand during orientation.</div><div>2. <b>Gather Relevant Content</b> Collect existing documentation, reports, and resources related to the institution's academic programs, policies, and performance metrics.</div><div>3. <b>Design the Resource Tool</b> Create a structured format for the tool, such as a digital platform, handbook, or presentation, ensuring clarity and accessibility.</div><div>4. <b>Develop Content</b> Compile and organize information into the tool, including overviews of academic programs, strategic priorities, accreditation standards, and key contacts.</div><div>5. <b>Review and Validate</b> Share the draft resource with academic leadership and key stakeholders for accuracy, clarity, and completeness.</div><div>6. <b>Finalize and Format</b> Incorporate feedback, finalize the content, and ensure the tool is user-friendly and professionally formatted.</div><div>7. <b>Implement and Distribute</b> Introduce the resource tool to the board, integrating it into orientation sessions and making it readily accessible.</div><div>8. <b>Evaluate and Update</b> Establish a process for regularly reviewing and updating the tool to ensure ongoing relevance and accuracy.</div></div></div>

Goals and Action Steps	

# Coversheet

## FYE 2025/2026 Goal Discussion

<b>Section:</b>	IV. CEO Support And Eval
<b>Item:</b>	A. FYE 2025/2026 Goal Discussion
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	CEO Support & Evaluation Committee Goals.pdf

**ONEAPP #309**

**(504) 619-9720**



**Tuition Free  
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College Prep**

## **ELAN ACADEMY CEO SUPPORT COMMITTEE**

### **Board Goals**

#### **I. Overarching Longterm Goals (3 years)**

Development of CEO Evaluation template and annual timeline to support and evaluate the CEO, by creating and implementing specific, measurable CEO and Board Level goals.

#### **II. Board Annual Goal**

Annually review and evaluate CEO performance.  
Annually evaluate Committee's work and the committed objectives.  
Annually prepare and revise the CEO Contract.  
Implement a comprehensive CEO Evaluation.  
Annually review and revise Board Level goals for CEO

#### **III. CEO Annual Goal**

Meet with CEO Committee to provide input.  
Identify and develop annual goals to present to the Committee for approval.  
Develop a dashboard to collect data for committee reports regarding measurables.  
Complete self-evaluation on an annual basis.

#### **IV. Board Committee Action Plan Goal No. 1**

Preparation of Annual documents pertinent to CEO evaluation

##### **Key Actions**

##### **Due Date**

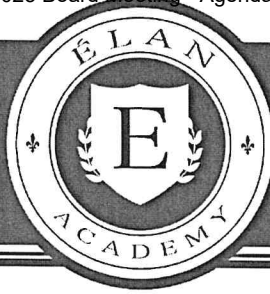
1. Revise CEO Evaluation Template
2. Prepare an outline of CEO's goals to include End of year Evaluation form
3. Prepare outline of Board Level Goals for CEO

#### **V. Board Committee Action Plan Goal No. 2**

Create deadlines regarding evaluation process

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**Key Actions**

**Due Date**

1. Review calendar and coordinate with CEO regarding setting of dates/deadlines.

**VI. Board Committee Action Plan Goal No. 3**

**Prepare CEO Contract**

**Key Actions**

**Due Date**

1. Review prior contracts.
2. Review template CEO contracts (BES, Board on Track, e.g.)
3. Include bonus structure and compensation plan.
4. Prepare benefit plan documents which articulate same.

# Coversheet

## FYE 2026 YTD Financial Review

<b>Section:</b>	V. Finance/Development Committee
<b>Item:</b>	B. FYE 2026 YTD Financial Review
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	FY26 Elan Finance Report - August 25 updated.pdf



## **August 2025 Finance Report**

**Board Meeting**  
**September 24, 2025**

## Financial Dashboard

- Current Ratio = Current Assets/Current Liabilities.
  - Goal is 1.5 or greater
  - Current Metric = **12.1**
  - **Satisfactory Ratio**
- Unrestricted Days Cash = Unrestricted Cash/(Total Expenses/365)
  - Goal is 60 Days Cash
  - Current Metric = **143 days**
  - **Satisfactory Ratio**
- Debt to Asset Ratio = Total Liabilities/Total Assets
  - Goal is below 90%
  - Current Metric = **5%**
  - **Satisfactory Ratio**
- Fund Balance as % of Total Expenses = Equity/Annual Operating Expenses
  - Goal is above 10%
  - Current Metric = **95%**
  - **Satisfactory Ratio**

## Budget vs. Forecast

- **Annual Revenue** is forecasted at **\$6.5M**, in line with the budgeted amount.
  - However, lower-than-expected enrollment is projected to create a **negative variance of approximately \$9K**.
- **Personnel Expenses** are forecasted at **\$3.8M**, compared to a budget of **\$3.7M**.
  - The variance is due to the timing of finalizing offer letters during the summer.
- **Non-Personnel Expenses** are forecasted at **\$2.8M**, consistent with the budget.
- **Net Deficit** for the fiscal year is forecasted to be **\$74K**, compared to a **budgeted breakeven (surplus of \$0)**.

## Forecast vs. Actual

- **Total revenue** was **\$896K** as of August 31, 2025, representing **16%** of the annual forecast.
- **Salaries and benefits** were **\$535K** as of August 31, 2025, or **15%** of the annual forecast.
- **Other than personnel expenses** were **\$593K** as of August 31, 2025, or **21%** of the annual forecast.
- The **YTD deficit** as of August 31, 2025, was **\$232K**.

## Balance Sheet

### Assets

- **Cash and cash equivalents** were **\$2.6MM** as of August 31, 2025.
- **Investments** were **\$3.6MM** as of August 31, 2025.
- **Accounts receivable** was **\$192K**, consisting of federal grant claims submitted but not yet received.
- **Fixed assets** were **\$251K**, net of depreciation.

### Liabilities & Equity

- **Accounts payable** were **\$167K** as of August 31, 2025.
- **Accrued expenses** were **\$172K**, which includes accrued LEA fees, food service, utilities, back office services, and accrued payroll benefits.
- **Total equity** was **\$6.3MM** as of August 31, 2025, with **prior year net assets** of **\$6.5MM** and **current year deficit** of **\$232K**.



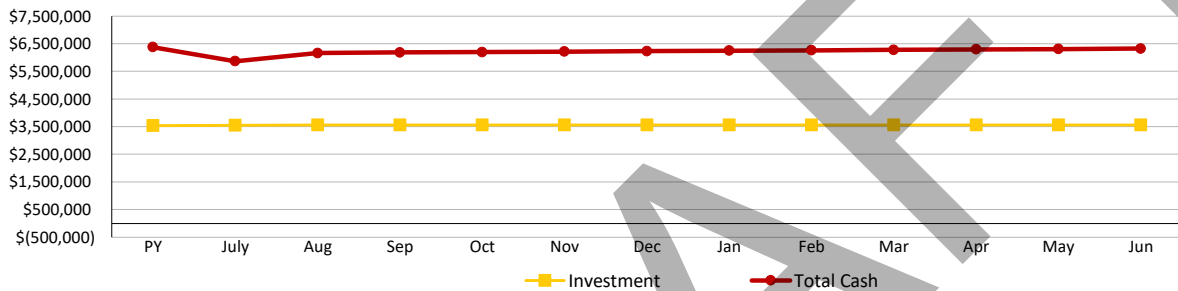
# ÉLAN ACADEMY

## Elan Academy Financial Dashboard August 2025 Financial Report

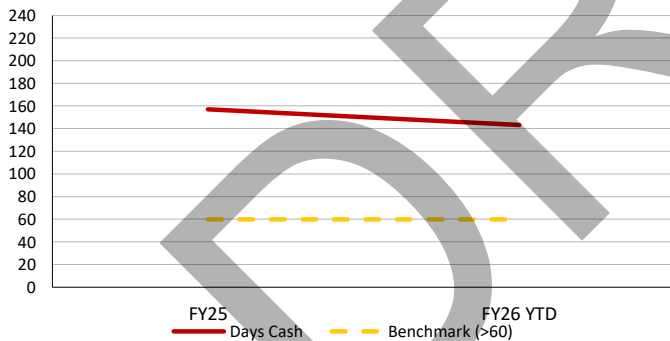
Statement of Activity			
Revenue	Forecast	Actual	%
Base	5,248	846	84%
Local	245	46	81%
State	84	-	100%
Federal	952	4	100%
<b>Total</b>	<b>6,529</b>	<b>896</b>	<b>86%</b>
<b>Expenditures</b>			
Personnel	3,797	535	86%
OTP	2,806	593	79%
<b>Total</b>	<b>6,603</b>	<b>1128</b>	<b>83%</b>
<b>Surplus (Deficit)</b>	<b>(74)</b>	<b>(231)</b>	

Statement of Financial Position	
Cash	2,594
Receivables	192
Other Assets	251
<b>Total Assets</b>	<b>3,038</b>
Payables	167
Accrued Expenses	172
Other Liabilities	-
<b>Total Liabilities</b>	<b>339</b>
<b>Net Asset</b>	<b>2,698</b>

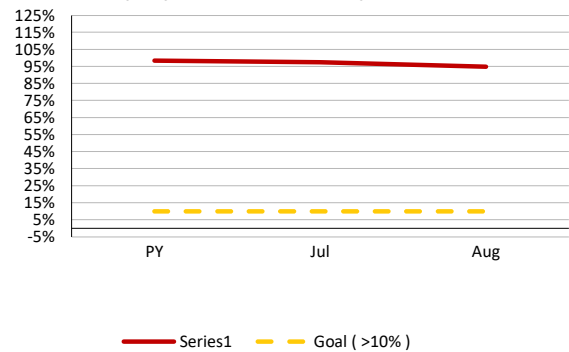
Projected Cash Flow



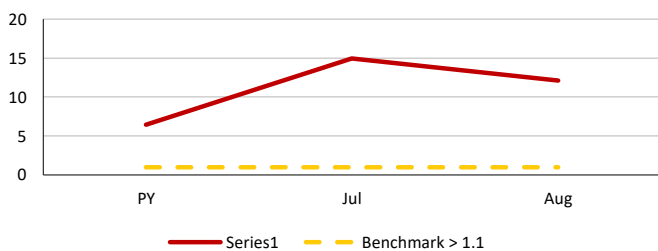
Days Cash  
=YTD cash/(forecasted operating expenses/365)



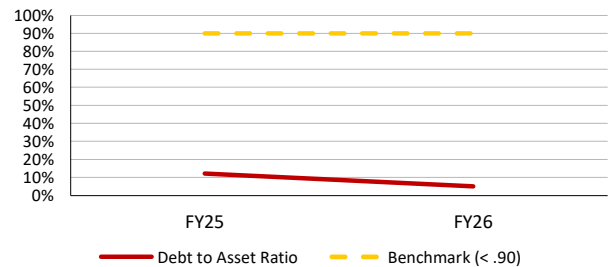
Fund Balance %  
=Equity/Total Annual Expenses



Current Ratio  
=current assets/current liabilities



Debt to Asset Ratio  
=YTD total liabilities/YTD total assets



**Elan Academy  
Budget vs. Forecast  
August 2025 Financial Report**

**September 25, 2024 Board Meeting**

	<b>Original Budget</b>	<b>Updated Forecast</b>	<b>Difference (+ = good)</b>
<b>Revenue</b>			
Base Funding	5,256,896	5,248,024	(8,872)
Local Revenue	245,107	245,107	-
State Revenue	83,700	83,700	-
Federal Revenue	952,359	952,359	-
<b>Total Revenue</b>	<b>6,538,061</b>	<b>6,529,190</b>	<b>(8,872)</b>
<b>Expenses</b>			
<b>100 - Salaries</b>	<b>3,011,809</b>	<b>3,121,669</b>	<b>(109,860)</b>
<b>200 - Benefits</b>	<b>719,758</b>	<b>675,458</b>	<b>44,300</b>
<b>300 - Purchased Professional Services</b>	<b>673,781</b>	<b>673,781</b>	<b>-</b>
SPED Services	90,000	90,000	-
Education Consultants	151,333	151,333	-
Professional Development	25,000	25,000	-
Assessment and Testing	50,864	50,864	-
Back Office Services	158,476	158,476	-
Medical Services	75,000	75,000	-
IT Consulting	58,985	58,985	-
Other Purchased Professional Services	64,123	64,123	-
<b>400 - Purchased Property Services</b>	<b>624,912</b>	<b>624,912</b>	<b>-</b>
Custodial Services	273,462	273,462	-
Other Property Services	351,450	351,450	-
<b>500 - Other Purchased Services</b>	<b>1,070,092</b>	<b>1,070,092</b>	<b>-</b>
Transportation	424,980	424,980	-
Food and SFA Services	431,826	431,826	-
Insurance	165,442	165,442	-
Staff and Student Recruiting	20,000	20,000	-
Other Purchased Services	27,844	27,844	-
<b>600 - Materials and Supplies</b>	<b>259,256</b>	<b>259,256</b>	<b>-</b>
Instructional Materials	190,346	190,346	-
Non-instructional Materials	15,000	15,000	-
Student Appreciation	17,481	17,481	-
Office Supplies	24,580	24,580	-
Staff Appreciation	11,849	11,849	-
<b>700 - Property</b>	<b>62,600</b>	<b>62,600</b>	<b>-</b>
Furniture & Fixtures	5,100	5,100	-
Classroom and office furniture	7,500	7,500	-
Classroom and office technology	30,000	30,000	-
Technology software	20,000	20,000	-
<b>800 - Miscellaneous Expense</b>	<b>115,854</b>	<b>115,676</b>	<b>178</b>
Dues and Fees	105,138	104,960	178
Other Misc Expenses	10,716	10,716	-
<b>Total Expenses</b>	<b>6,538,062</b>	<b>6,603,444</b>	<b>(65,382)</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(0)</b>	<b>(74,254)</b>	<b>(74,254)</b>

**Elan Academy**  
**Forecast vs. Actuals**  
**August 2025 Financial Report**

	Updated Forecast	Actual YTD	Remaining \$	Remaining %
<b>Revenue</b>				
Base Funding	5,248,024	846,408	4,401,616	84%
Local Revenue	245,107	46,427	198,680	81%
State Revenue	83,700	-	83,700	100%
Federal Revenue	952,359	3,531	948,828	100%
<b>Total Revenue</b>	<b>6,529,190</b>	<b>896,366</b>	<b>5,632,824</b>	<b>86%</b>
<b>Expenses</b>				
<b>100 - Salaries</b>	<b>3,121,669</b>	<b>427,386</b>	<b>2,694,283</b>	<b>86%</b>
<b>200 - Benefits</b>	<b>675,458</b>	<b>107,828</b>	<b>567,630</b>	<b>84%</b>
<b>300 - Purchased Professional Services</b>	<b>673,781</b>	<b>176,187</b>	<b>497,595</b>	<b>74%</b>
SPED Services	90,000	1,393	88,607	98%
Education Consultants	151,333	45,192	106,141	70%
Professional Development	25,000	8,904	16,096	64%
Assessment and Testing	50,864	11,415	39,449	78%
Back Office Services	158,476	43,184	115,292	73%
Medical Services	75,000	19,200	55,800	74%
IT Consulting	58,985	42,525	16,460	28%
Other Purchased Professional Services	64,123	4,374	59,749	93%
<b>400 - Purchased Property Services</b>	<b>624,912</b>	<b>122,397</b>	<b>502,515</b>	<b>80%</b>
Custodial Services	273,462	61,562	211,900	77%
Other Property Services	351,450	60,835	290,615	83%
<b>500 - Other Purchased Services</b>	<b>1,070,092</b>	<b>155,490</b>	<b>914,602</b>	<b>85%</b>
Transportation	424,980	53,550	371,430	87%
Food and SFA Services	431,826	3,415	428,411	99%
Insurance	165,442	75,384	90,058	54%
Staff and Student Recruiting	20,000	11,093	8,907	45%
Other Purchased Services	27,844	12,048	15,796	57%
<b>600 - Materials and Supplies</b>	<b>259,256</b>	<b>98,366</b>	<b>160,890</b>	<b>62%</b>
Instructional Materials	190,346	77,398	112,948	59%
Non-instructional Materials	15,000	561	14,439	96%
Student Appreciation	17,481	585	16,896	97%
Office Supplies	24,580	19,822	4,758	19%
Staff Appreciation	11,849	-	11,849	100%
<b>700 - Property</b>	<b>62,600</b>	<b>8,794</b>	<b>53,806</b>	<b>86%</b>
Furniture & Fixtures	5,100	-	5,100	100%
Classroom and office furniture	7,500	4,129	3,371	45%
Classroom and office technology	30,000	-	30,000	100%
Technology software	20,000	4,665	15,335	77%
<b>800 - Miscellaneous Expense</b>	<b>115,676</b>	<b>31,470</b>	<b>84,206</b>	<b>73%</b>
Dues and Fees	104,960	31,277	73,683	70%
Other Misc Expenses	10,716	194	10,522	98%
<b>Total Expenses</b>	<b>6,603,444</b>	<b>1,127,917</b>	<b>5,475,527</b>	<b>83%</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(74,254)</b>	<b>(231,552)</b>		

**Elan Academy**

**Balance Sheet**

**August 2025 Financial Report**

**September 25, 2024 Board Meeting**

	<u>June 30, 2025</u>	<u>August 31, 2025</u>
<b>Assets</b>		
<b>Current Assets</b>		
Cash & Equivalents	2,843,929	2,594,308
Investments	3,538,179	3,564,539
Accounts Receivable	707,846	191,961 *
Prepaid Expenses	59,449	-
<b>Total Current Assets</b>	<b>7,149,402</b>	<b>6,350,808</b>
<b>Non-Current Assets</b>		
Fixed Assets, net of depreciation	251,424	251,424
<b>Total Non-Current Assets</b>	<b>251,424</b>	<b>251,424</b>
<b>Total Assets</b>	<b>7,400,826</b>	<b>6,602,232</b>
<b>Liabilities &amp; Equity</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts Payable	427,841	167,398
Accrued Expenses	358,845	213,041
Accrued Payroll	113,493	(41,026)
Other Short-Term Liabilities	6,276	-
<b>Total Current Liabilities</b>	<b>906,456</b>	<b>339,413</b>
<b>Total Liabilities</b>	<b>906,456</b>	<b>339,413</b>
<b>Equity</b>		
Net Assets	6,050,988	6,494,371
Net Surplus/(Deficit)	443,382	(231,552)
<b>Total Equity</b>	<b>6,494,371</b>	<b>6,262,819</b>
<b>Total Liabilities &amp; Equity</b>	<b>7,400,826</b>	<b>6,602,232</b>

\* Accounts Receivable Detail

Grant		Claim Date	Amount
LA-4	FY25	6/30/2025	\$ 4,792
State Stipends	FY25	6/30/2025	110,879
HCS	FY25	5/31/2025	1,275
School Food Services	FY25	6/30/2025	8,429
Redesign	FY25	6/30/2025	66,400
<b>Total</b>			<b>\$ 191,775</b>

# Coversheet

## FYE 2025/2026 Committee Goals

<b>Section:</b>	V. Finance/Development Committee
<b>Item:</b>	C. FYE 2025/2026 Committee Goals
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	Finance_Development Committee FYE 2025-2026 Goals.pdf



## **FINANCE/DEVELOPMENT COMMITTEE FYE 2025/2026 GOALS**

### **1. Develop 5-Year Budget/Projection**

- **Specific:** Partner with 4th Sector Solutions (outsourced finance provider) to create a 5-year financial projection that incorporates enrollment growth, staffing models, facility needs, and strategic priorities.
- **Measurable:** Completed 5-year projection document reviewed by Finance Committee and approved by the full Board.
- **Achievable:** Finance Committee, CEO, and 4th Sector Solutions collaborate using historic financial data and assumptions aligned with the strategic plan.
- **Relevant:** Provides financial roadmap for sustainability and strategic growth.
- **Time-Bound:**
  - August–September 2025: Gather assumptions (enrollment, staffing, program expansion, facilities).
  - October–December 2025: 4th Sector prepares initial projection framework; Finance Committee reviews assumptions.
  - January 2026: Present draft v1 to Finance Committee for feedback.
  - March 2026: Deliver refined draft for committee recommendation.
  - April–May 2026: Revise based on board feedback.
  - June 2026: Final approval by Board.

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### **2. Update Financial Policies and Procedures**

- **Specific:** Review and update all financial policies and procedures (procurement, approvals, reimbursements, internal controls, reserves, reporting) with support from 4th Sector Solutions. Present final revised manual to Board for adoption.
  - **Measurable:** Updated manual completed and formally approved by Board; communicated to staff.
  - **Achievable:** Finance Committee and CEO coordinate with 4th Sector Solutions; external auditor feedback incorporated if available.
  - **Relevant:** Ensures compliance with laws/regulations, strengthens accountability, and aligns with best practices.
  - **Time-Bound:**
    - August 2025: Review current policies and identify outdated sections.
    - September 2025: Draft revisions prepared by 4th Sector Solutions.
    - Early October 2025: Finance Committee reviews draft and suggests changes.
    - October 15, 2025: Final draft completed.
    - October 31, 2025: Board approval and adoption.
    - November 2025: Distribute updated manual and train staff.
-



### 3. Develop Strategic Plan to Celebrate 10-Year Anniversary (FYE 2026–2027)

- **Specific:** Create a written plan for celebrating the 10th anniversary, including fundraising events, communications campaign, and stakeholder engagement strategies.
- **Measurable:** Written anniversary plan approved by Board; at least 3 major anniversary initiatives identified and scheduled.
- **Achievable:** Development Committee leads, with CEO and Communications staff support; input from Finance Committee on budget.
- **Relevant:** Builds community engagement, enhances visibility, and supports fundraising during milestone year.
- **Time-Bound:**
  - Spring 2026: Initial brainstorming sessions (events, communications, fundraising).
  - Summer 2026: Draft plan prepared with budget estimates.
  - Fall 2026: Present draft to Development Committee for refinement.
  - December 2026: Final draft to Board.
  - March 2027: Plan formally adopted.
  - July 2026–June 2027: Implementation of anniversary activities.

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### 4. Create List of Potential Donors/Partners

- **Specific:** Compile a list of at least 25 prospective donors/partners (individuals, foundations, corporations) with contact information, giving capacity, and alignment with mission.
- **Measurable:** Completed donor prospect list documented and shared with Development Committee; at least 25 qualified leads identified.
- **Achievable:** Development Committee members leverage networks; CEO and staff assist in research; possible consultant support.
- **Relevant:** Strengthens fundraising pipeline and prepares for anniversary campaign.
- **Time-Bound:**
  - August–September 2025: Each committee member submits 5–10 names from their networks.
  - September 2025: CEO and staff research foundations/corporations aligned with mission.
  - October 2025: Consolidate list; add capacity and contact info.
  - November 2025: Development Committee reviews and prioritizes top 25 prospects.
  - December 2025: Final prospect list approved and distributed for cultivation planning.

# Coversheet

## FYE 2025/2026 Committee Goals

<b>Section:</b>	VI. Governance
<b>Item:</b>	B. FYE 2025/2026 Committee Goals
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	Governance Committee FYE 2025-2026 Goals.pdf



## **GOVERNANCE COMMITTEE FYE 2025/2026 GOALS**

### **1. Amend By-Laws**

- **Specific:** Review current by-laws, identify needed revisions (e.g., committee structures, officer roles, conflict-of-interest), draft amendments, and obtain board approval.
  - **Measurable:** Completion of draft amendments, legal review, committee approval, and final board adoption.
  - **Achievable:** Governance Committee leads the review; seek input from CEO and legal counsel as needed.
  - **Relevant:** Updated by-laws ensure compliance, clarity, and alignment with strategic goals.
  - **Time-Bound:**
    - Initial review & draft changes: **by October 31, 2025**
    - Legal review: **by November 30, 2025**
    - Board vote: **by December 17, 2025**
- 

### **2. Develop New Board Member Orientation Packet and Training Protocol**

- **Specific:** Create a packet including mission/vision, strategic plan, financial overview, governance policies, committee descriptions, and meeting calendar; design a training protocol for onboarding.
  - **Measurable:** Finalized packet distributed; training protocol documented; at least one pilot session held with a new/existing member.
  - **Achievable:** Draft by Governance Committee with staff support; review by full board for feedback.
  - **Relevant:** Strengthens governance effectiveness and prepares new members to engage quickly.
  - **Time-Bound:**
    - Draft packet & training outline: **by January 31, 2026**
    - Final version approved: **by March 31, 2026**
    - First training delivered: **no later than June 30, 2026**
- 

### **3. Develop Robust Board Recruitment and Succession Procedures**

- **Specific:** Document criteria for board membership, recruitment sources, vetting process, term limits, leadership succession, and diversity goals.
  - **Measurable:** Written recruitment and succession plan; adoption by board; implementation evidenced by at least 2 new members recruited through the process in FY2026.
  - **Achievable:** Committee develops draft with input from Nominating/Executive Committee and CEO; board approves final version.
  - **Relevant:** Ensures continuity, diversity, and strength of board leadership.
  - **Time-Bound:**
    - Draft procedures: **by February 28, 2026**
    - Board approval: **by April 30, 2026**
    - First cycle of recruitment using new procedures: **by June 30, 2026**
-



#### 4. Develop Compliance/Operations Calendar

- **Specific:** Create an annual calendar that includes compliance deadlines (IRS 990, state filings, audit, charter requirements), governance tasks (CEO evaluation, board self-assessment), and strategic planning milestones.
- **Measurable:** Calendar produced, approved, and adopted by the board; updated annually.
- **Achievable:** Governance Committee works with Finance, Academic, and CEO to collect all key dates; committee staff/board secretary maintains updates.
- **Relevant:** Ensures compliance, reduces risk, improves board efficiency.
- **Time-Bound:**
  - Draft calendar prepared: **by November 30, 2025**
  - Board adoption: **by December 17, 2025**
  - Annual review/update process established: **every June, starting June 2026**

# Coversheet

## FYE 2025/2026 Attendance Policy

<b>Section:</b>	VII. Other Business
<b>Item:</b>	A. FYE 2025/2026 Attendance Policy
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	Attendance Policy 2025-2026.pdf



## Élan Academy Attendance Policy

In the event of a planned absence or tardy, please call the *office*. Students are considered tardy beginning at **8:16 a.m.** All absences are considered unexcused until the school receives documentation of extenuating circumstances that merit an excused absence. It is preferred that the parent/guardian provide written documentation regarding a child's absence to the front office on the day the student returns to school. **Documentation may also be submitted by sending an email with the information attached to [attendance@elanacademy.org](mailto:attendance@elanacademy.org).** Parent or guardian excuses will not be accepted for a previous term immediately following a given term's Report Card Conference.

**Family vacations or other absences unrelated to the student's medical condition *and* family visitation will be considered unexcused with no exceptions.**

Examples of extenuating circumstances and documentation are:

- Personal illness (as verified by a written note from a physician, dentist, or nurse practitioner licensed to practice in Louisiana)
- Death in family (not to exceed one week, as verified by a written note from the parent; obituary)
- Natural catastrophe and/or disaster
- Participation in school-approved off-site activity
- Absence for the observance of recognized holidays of the child's own faith (as verified by a written note from a religious official)
- Any other extenuating *circumstances* as approved by the school leader

### Three Unexcused Absences in a Year:

If a student is absent for three days of school, it is considered a significant amount of time missed and raises serious concerns. A meeting with the school social worker or school-appointed designee via phone, virtual, or in person will be held, and a warning letter issued.

**Ten Unexcused Absences in a Year:** If a student is absent 10 days of school in a year, the student is considered habitually truant from school. A FINS (Families In Need of Services) report will be filed and a formal letter will be sent home. The family must attend an in-person meeting with the SAT Team. At this time, an Attendance Support Plan will be created and signed by the family.

**Fifteen Unexcused Absences in a Year:** After the fifteenth unexcused absence, the student will be required to attend the attendance recovery program. At this point, the student may be at risk of not being promoted to the next grade if attendance recovery is not completed.

**Twenty Unexcused Absences in a Year:** If a student is absent 20 days of school in a year and fails to meet academic requirements on a nationally normed standardized assessment, the student will be retained in their current grade. The Principal will meet with the family to discuss retention and support moving forward.



### Long-term Absences

A student will be issued a warning of automatic withdrawal after ten consecutive unexcused absences and withdrawn from the school roster after 15 consecutive unexcused absences.

Unexcused Absences	
# of Absences	Actions Taken by Élan Academy
Daily	Automated phone calls for unexcused absences
3	<ul style="list-style-type: none"> <li>An attendance warning letter is created and sent to families</li> </ul>
7	<ul style="list-style-type: none"> <li>Phone Call from School Social Worker or Principal Designee</li> </ul>
10	<ul style="list-style-type: none"> <li>FINS (Families In Need of Services) report filed after 10 absences (per trimester).</li> <li>Formal letter sent home</li> <li>Parent meeting with the School Leader and SAT Team to create an attendance support plan</li> </ul>
15	<ul style="list-style-type: none"> <li>The student is required to attend Attendance Recovery to be considered for promotion to the next grade.</li> </ul>
20	<ul style="list-style-type: none"> <li>The student will be retained, and a meeting will be scheduled with the Principal to discuss support and next steps moving forward.</li> </ul>

### Legal Requirements

Unexcused Tardies	
# of Tardies per trimester	Actions Taken by Élan Academy
Daily	Automated phone calls for unexcused tardiness
5	<ul style="list-style-type: none"> <li>Formal tardy warning letter sent home</li> </ul>
7	<ul style="list-style-type: none"> <li>Phone Call from School Social Worker or Principal Designee</li> </ul>
10	<ul style="list-style-type: none"> <li>Parent meeting with the School Leader and SAT Team to create an “On Time” support plan</li> <li>FINS (Families In Need of Services) report filed after 10 tardies (per trimester).</li> </ul>
15	<ul style="list-style-type: none"> <li>Meeting with Principal</li> <li>Scholar is at risk for retention</li> </ul>

**State Requirements:** State law requires schools to refer to FINS or Municipal Court after the 5th unexcused absence or tardy in a semester or the 10th absence or tardy for schools not operating on semesters (R.S. 17:221). State law requires schools to notify parents after a student has three unexcused absences.



- *Élan Academy operates on a trimester system and therefore will report to FINS or Municipal Court after the 10th unexcused absence or tardy in a trimester.*

**LEA Agreement Requirements:** *Based on a standard 375-minute instructional day and the 2025-2026 academic calendar, a student can miss no more than 10 days of school for the year to be eligible for promotion without attending academic recovery (Exempted and Excused Absences in PowerSchool do NOT count against attendance requirements) .*