Spokane International Academy

Monthly Board Meeting

August

Published on August 5, 2026 at 10:21 AM PDT

Date and Time

Friday August 7, 2026 at 12:00 PM PDT

Location

Spokane International Academy, Media Center
777 E Magnesium Rd. Spokane, WA 99208

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**12:00 PM**
A.	Record Attendance I. Record Attendance		Cassie Anderson	3 m
B.	Call the Meeting to Order		Cassie Anderson	1 m
II.	**Consent Agenda**			**12:04 PM**

The purpose of the Consent Agenda is to act upon routine matters in an expeditious manner. Items placed on the Consent Agenda as determined by the Chair, in cooperation with the HOS, are those that are considered common to the operation of the Board and

		Purpose	Presenter	Time

normally require no special board discussion or debate. A board member may request that any item on the Consent Agenda be removed and inserted at an appropriate place on the regular agenda. Items on the Consent Agenda for this meeting include:

- Approval of minutes from a previous meeting
- Approval of monthly financial statements
- Acknowledgement of monthly enrollment reports, if any
- Approval of updated school policies and/or procedures, if any

		Purpose	Presenter	Time
A.	Approve July Meeting Minutes	Approve Minutes	Cassie Anderson	1 m
B.	Resolution to add a Student Activity Fee 26-27	Vote	Cassie Anderson	2 m

Student Activities Fee Resolution: Consider approval of a resolution establishing an annual Student Activities Fee for the 2026–2027 school year to support student programs, extracurricular activities, and school-sponsored events. The resolution includes provisions for administration of the fee and financial assistance for eligible families.

		Purpose	Presenter	Time
C.	Approve Consent Agenda	Vote	Cassie Anderson	3 m

III. Public Comment

IV. Enrollment 26-27 — 12:10 PM

		Purpose	Presenter	Time
A.	Enrollment Update	Discuss	Russ Battiata	5 m

V. Strategic Growth Options — 12:15 PM

Can Spokane International Academy demonstrate that it has the governance, operational capacity, leadership, financial planning, and facilities strategy necessary to responsibly grow to 1,180 students?

I move that the Spokane International Academy Board of Directors accept the Strategic Growth Options document as an initial planning framework and authorize the Head of School to develop a Phase I feasibility work plan and budget addressing enrollment demand, site capacity, portable options, permanent campus expansion, second-campus feasibility, organizational capacity, and a five-year growth financial pro forma. Staff will

		Purpose	Presenter	Time

return to the Board with findings and recommendations before any binding facility, financing, or expansion commitment is made.

		Purpose	Presenter	Time
A.	Strategic Growth Options	Vote	Morgen Flowers-Washington	30 m

Attached is a report detailing strategic growth options for SIA. The Board needs to determine the course of action, and then vote accordingly.

		Purpose	Presenter	Time
B.	Head of School Goals 26-27	Discuss	Morgen Flowers-Washington	10 m

Review of the Head of School goals for the 26-27 school year.

VI. Other Business

VII. Closing Items

		Purpose	Presenter	Time
A.	Adjourn Meeting	Vote		
B.	Board Retreat	Discuss	Cassie Anderson	

Board Retreat 1:00 PM-5:00 PM
Facilitator - Board on Track

Coversheet

Resolution to add a Student Activity Fee 26-27

Section:	II. Consent Agenda
Item:	B. Resolution to add a Student Activity Fee 26-27
Purpose:	Vote
Submitted by:	
Related Material:	Board Resolution - Establishing a Student Activities Fee.pdf

BACKGROUND:

https://docs.google.com/document/d/1__eNqt3Q9i3ScX_6UmDU0dZjU9j1vVvGYohq_BvYclI/edit?usp=sharing

Board Resolution - Establishing a Student Activities Fee for the 2026–2027 School Year

WHEREAS, Spokane International Academy ("SIA") is committed to providing students with meaningful educational opportunities that extend beyond the traditional classroom through student activities, athletics, clubs, leadership opportunities, field experiences, assemblies, performances, and other co-curricular and extracurricular programs;

WHEREAS, these programs enrich the educational experience, foster school connectedness, develop leadership skills, and support the mission and vision of Spokane International Academy;

WHEREAS, the Board of Directors recognizes the increasing costs associated with providing high-quality student activities and desires to establish a sustainable funding source to support these opportunities while maintaining responsible stewardship of public resources;

WHEREAS, Washington law permits public schools to collect fees for optional non-credit extracurricular activities and associated student programs, provided such fees are adopted by the governing board and administered in accordance with applicable state and federal law;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of Spokane International Academy hereby approves the establishment of a Student Activities Fee for the 2026–2027 school year under the following conditions:

1. **Fee Amount**
   - The General Student Activities Fee shall be:

ASB Card (Annual - Non-Athletic): $50 for the 2026-2027 school year.

- Grants access to participation in extracurricular programs (including intramurals) excluding WIAA Athletic and/or Performance/Competition ExtraCurricular.
- Supports ASB activities and all extracurricular offerings
- Discount of 50% entry fee for ASB Activities, Host / On Campus SIA School Team Competitions, and Host/ On Campus SIA Student Performances.

Add on ASB Card (+ WIAA Athletic and/or Performance/Competition ExtraCurricular Teams or Groups): $50 for the 2026-2027 school year.

- Teams or Groups meeting multiple times a week, hosting and/or competing / performing outside of SIA school hours. Examples would be Cross Country, Track & Field, Theatre, Future Cities, Knowledge Bowl, and Robotics.
- Helps support expenses such as registration fees, equipment, general operational costs and travel.

Clubs not Associated with ASB: No ASB Card Required

- Clubs meeting during the school day who have a volunteer staff advisor will remain free and accessible to all students. Examples - Pride Club, Mental Health Club, Peer Mentoring/Tutoring.
- Encourages broad student involvement without financial barriers

2. Applicability

- The fee shall apply to a 6th-12th Grade student's pass to participate in school-sponsored extracurricular activities and events throughout the academic year. This includes athletics, performing arts, intramurals, and select teams/groups. This does not include field study fees, senior event fees, and college visit fees. The ASB Card program provides a balanced approach to funding and access. It supports a vibrant extracurricular environment while remaining mindful of student affordability. This model encourages participation, builds community, and strengthens the overall student experience.

3. Purpose

- Revenue generated through the Student Activities Fee shall be used exclusively to support student activities and programs, which may include, but are not limited to:
  - Student extracurricular activities and organizations;
  - Student leadership and Associated Student Body (ASB) activities, where applicable;
  - Athletics and extracurricular programming;
  - School-wide events and assemblies;
  - Student recognition programs;
  - Performing arts and special activities;
  - Supplies, equipment, transportation, officials, admissions, and other costs directly related to student activities.

4. Administration

- The Head of School, or designee, is authorized to implement procedures for the collection, accounting, and expenditure of Student Activities Fee revenues in accordance with applicable laws, accounting standards, and Board policies.

5. **Financial Assistance**
   - Spokane International Academy is committed to ensuring that no student is denied the opportunity to participate in school-sponsored activities due to financial hardship.
   - The Head of School shall establish procedures for fee waivers or reductions consistent with state law and school policy for students and families who qualify.

6. **Annual Review**
   - The Board of Directors may review the Student Activities Fee annually and may modify the fee amount or structure through future Board action.

BE IT FURTHER RESOLVED, that this resolution shall become effective upon adoption by the Board of Directors and shall remain in effect for the 2026–2027 school year unless amended or repealed by subsequent Board action.

Adopted by the Board of Directors of Spokane International Academy on _____________, 2026.

BOARD OF DIRECTORS

Board Chair

Secretary

Attest:

Head of School

Coversheet

Strategic Growth Options

Section:	V. Strategic Growth Options
Item:	A. Strategic Growth Options
Purpose:	Vote
Submitted by:	
Related Material:	SIA_Board_Strategic_Growth_Options_2026-2030__1_.pdf

SPOKANE INTERNATIONAL ACADEMY

Strategic Growth Options

Board Review and Decision Framework

2026-2030

DRAFT FOR BOARD CONSIDERATION

Prepared by the Head of School

Executive Summary

Spokane International Academy (SIA) is considering how to responsibly grow from its current enrollment to a long-term target of approximately 1,180 students. The current enrollment plan anticipates growth from 868 students in 2025-26 to 1,180 students by 2029-30, an increase of 312 students. Most of the projected increase occurs in the high school program.

The decision before the Board is not simply whether SIA should grow. The Board must determine where the school is going, how it will get there, what organizational capacity must be built, how facilities will support the enrollment target, and how growth will be financed without weakening academic quality or long-term financial sustainability.

Central Board Question

Can Spokane International Academy demonstrate that it has the governance, operational capacity, leadership, financial planning, and facilities strategy necessary to responsibly grow to 1,180 students?

This document presents three pathways for Board consideration:

- Scenario 1: Maximize the existing footprint using phased portable classrooms and targeted site improvements.
- Scenario 2: Expand the existing campus through a permanent building addition.
- Scenario 3: Develop or acquire a second campus.

The figures in this document are planning estimates, not bids or adopted budgets. They are intended to support Board discussion and identify the due diligence required before a final pathway is approved.

1. Current-State Baseline

Enrollment Trajectory

School Year	Projected Enrollment	Annual Change
2025-26	868	-
2026-27	958	+90
2027-28	1,074	+116
2028-29	1,128	+54
2029-30	1,180	+52

The projected growth is concentrated in high school. The high school enrollment plan increases from 107 students to 334 students, while elementary grows from 528 to 576 and middle school grows from 233 to 270. This means that the facilities and staffing strategy should be designed primarily around secondary programming, specialized spaces, student services, and the high school master schedule.

Current Financial Baseline Without the Full Growth Plan

SIA's current four-year budget forecast is based on total K-12 enrollment growing from approximately 895.5 FTE in 2026-27 to 962 FTE in 2029-30. It projects annual revenues increasing from approximately $14.94 million to $16.06 million, expenditures increasing from approximately $14.90 million to $16.01 million, and modest annual operating surpluses of approximately $42,000 to $45,000.

Metric	2026-27	2027-28	2028-29	2029-30
Budgeted Enrollment FTE	895.5	922	948	962
Revenue	$14.94M	$15.30M	$15.68M	$16.06M
Expenditures	$14.90M	$15.26M	$15.63M	$16.01M
Net Change	$42K	$43K	$44K	$45K
Ending Fund Balance	$4.14M	$4.18M	$4.23M	$4.27M

Important Financial Implication

The current forecast demonstrates stability under the existing model, but it does not yet model the full cost or revenue impact of reaching 1,180 students. Any growth decision should therefore be paired with a separate five-year growth pro forma.

2. Shared Planning Assumptions

- Growth is phased and subject to annual Board greenlighting.
- Recurring positions must eventually be supported by recurring operating revenue.
- One-time grants, donations, or reserves should primarily support one-time planning, transition, and capital costs.
- SIA should preserve a Board-determined minimum fund balance and avoid using reserves to cover recurring structural deficits.
- Facility decisions must include classroom capacity, common spaces, parking, transportation, safety, food service, technology, and student support needs.
- No scenario should proceed without updated enrollment demand data, a site-capacity analysis, and a multi-year financial pro forma.
- The Board may pause, revise, or discontinue a growth phase if enrollment, academic, staffing, or financial benchmarks are not met.

Planning Cost Conventions

For discussion purposes, the following estimates are used throughout this document. Actual costs will depend on site conditions, permitting, construction pricing, prevailing wage requirements, financing terms, and the level of finish selected.

Planning Item	Working Estimate	Purpose
Additional leadership/operations position	$110K-$180K annually	Salary, benefits, payroll costs
Additional certificated instructional FTE	$115K-$150K annually	Salary and benefits
Additional classified/support FTE	$65K-$100K annually	Salary and benefits
Portable classroom, installed and equipped	$350K-$550K per classroom	Unit, delivery, foundation, utilities, ADA, furniture, technology
Facility feasibility/master planning	$100K-$250K	Architecture, engineering, site, capacity, code review
Traffic/parking/site studies	$50K-$150K	Traffic, stormwater, utilities, parking, circulation

3. Scenario 1: Maximize the Existing Footprint

Strategy

SIA would remain on one campus and increase capacity through phased portable classrooms, reconfiguration of existing spaces, master schedule efficiencies, and targeted site improvements. Portables would function as a deliberate bridge strategy rather than an automatic permanent solution.

Likely Capacity

A portable-based strategy may allow SIA to reach approximately 1,000-1,100 students, subject to a formal site-capacity study. Reaching the full 1,180-student target may be possible only if the site can support approximately 10-14 additional classrooms and the associated demands on parking, lunch, restrooms, circulation, athletics, specialized instruction, and student services.

Phased Portable Plan

Phase	Timing	Classrooms	Approx. Capital Cost	Decision Purpose
Phase 1	2026-27 planning / 2027 install	4	$1.6M-$2.2M	Absorb initial enrollment growth; validate site and operational assumptions
Phase 2	2028	2-4 additional	$0.8M-$2.2M	Respond to verified demand and remaining classroom pressure
Phase 3	2029-30	2-6 additional or stop	$0.8M-$3.3M	Reach site limit or transition to a permanent facility decision

Estimated Facility and Site Costs

Cost Category	Working Range	Notes
4 installed/equipped portable classrooms	$1.6M-$2.2M	Includes units, foundations, utilities, ADA access, furniture, and technology
8 installed/equipped portable classrooms	$3.2M-$4.4M	Mid-range bridge configuration
12 installed/equipped portable classrooms	$4.2M-$6.6M	Potential full build-out; site feasibility is uncertain
Parking/traffic/site circulation	$300K-$900K	May include new stalls, traffic controls, fire access, and walkways
Stormwater, utilities, and civil work	$150K-$600K	Highly site-dependent
Security, exterior lighting, and access control	$100K-$300K	Campus perimeter and portable connectivity
Common-space adjustments	$250K-$1.0M	Lunch, restrooms, student services, offices, or shared areas
Planning, design, permits, contingency	15%-25% of project	Should be added to direct project costs

Estimated Organizational Capacity Costs

Investment	Estimated Annual Cost	When Needed
Growth/facilities project management	$100K-$150K	Planning through installation
Additional assistant principal or dean	$150K-$180K	As secondary enrollment and staffing increase
Enrollment/communications support	$85K-$120K	Before and during growth
Operations/facilities support	$90K-$130K	As the campus footprint and compliance workload expand
Additional counselor/student support	$105K-$140K	As secondary enrollment grows

Illustrative Financing Approach

Funding Source	Illustrative Use	Board Guardrail
Operating reserves	Feasibility, design, deposits, or one-time site work	Maintain minimum reserve policy; do not fund recurring positions indefinitely
Equipment or facilities financing	Portable purchase and installation	Debt service must fit within a conservative five-year operating model
Lease or lease-purchase	Reduce upfront portable cost	Compare total lifetime cost against purchase
Philanthropy/capital gifts	Furniture, technology, site improvements	Do not assume gifts until commitments are documented
Enrollment-generated operating revenue	Teachers, support staff, and ongoing operations	Add recurring staff only as enrollment materializes

Pros

- Lowest initial capital exposure among the three scenarios.
- Can be implemented in phases and adjusted as enrollment demand becomes clearer.
- Preserves a unified K-12 campus and shared school culture.
- Allows the Board to defer a larger permanent capital decision.
- Creates a practical bridge while SIA evaluates whether 1,180 students is the most sustainable size.

Cons and Risks

- The site may not physically support enough portables to reach 1,180 students.
- Portables solve classroom capacity but do not automatically solve lunch, parking, restrooms, athletics, offices, or specialized program needs.
- Incremental portable purchases may become expensive if they are later replaced by permanent construction.
- The campus may feel crowded and less cohesive as the portable count increases.
- Permitting, stormwater, utility, fire access, and ADA requirements may materially increase cost.

Step-by-Step Board Actions

1. Authorize a formal site-capacity and portable feasibility study, including utilities, stormwater, fire access, ADA, parking, traffic, and common-space impacts.
2. Establish a Board maximum capital exposure for Phase 1 and identify the minimum fund balance that must remain protected.
3. Direct staff to obtain at least three preliminary portable configurations: lease, purchase, and lease-purchase.
4. Approve a Phase 1 enrollment target and specify the number of verified applications or enrolled students required before installation begins.
5. Approve the organizational capacity plan, including which leadership or operational role must be added before the first portable classrooms open.
6. Review a five-year growth pro forma that includes new revenue, staffing, debt or lease payments, transportation, technology, and site operating costs.
7. Authorize Phase 1 only after facility, enrollment, and financial greenlighting criteria are met.
8. Conduct an annual continuation vote before each additional portable phase.
9. By 2028-29, decide whether to stop growth at the site's sustainable limit or transition to Scenario 2 or Scenario 3.

4. Scenario 2: Permanent Expansion on the Existing Campus

Strategy

SIA would remain a single-campus K-12 school and construct a permanent addition on the existing property. The project would be designed to support the approximately 1,180-student enrollment target and address both classroom and shared-space constraints.

Likely Scope

- 10-14 additional classrooms, depending on utilization and specialized-space needs.
- Expanded secondary student services, counseling, special education, and administrative space.
- Potential commons, cafeteria, restroom, gym, parking, or traffic improvements.
- Technology, security, furniture, and campus circulation improvements.
- Possible use of portables as temporary swing space during design and construction.

Illustrative Capital Budget

Cost Category	Working Range	Notes
Classroom/secondary addition	$10M-$14M	Conceptual estimate; scope and square footage to be determined
Commons/cafeteria/shared-space expansion	$2M-$3M	May be needed to support the full campus population
Parking, utilities, civil, and site work	$1M-$2M	Site-specific
Furniture, technology, security	$1M-$1.5M	Opening and outfitting costs
Architecture, engineering, permits, owner representation	$1M-$2M	Soft costs and project management
Contingency/escalation	$2M-$4M	Depends on project timing and design maturity
Total planning range	$17M-$26.5M	Requires formal feasibility and cost estimating

Estimated Organizational Capacity Costs

Investment	Estimated Annual/One-Time Cost	Purpose
Owner's representative/project manager	$150K-$250K annually	Protect SIA's interests through design and construction
Additional operations/facilities leadership	$140K-$180K annually	Campus systems, vendors, safety, and facilities
Additional academic leadership	$150K-$180K annually	Expanded secondary program and staff supervision
HR/finance capacity	$100K-$160K annually	Hiring, contracts, payroll, compliance, and financial reporting
Legal, financing, and campaign preparation	$150K-$400K one time	Transactions, due diligence, financing, fundraising readiness

Illustrative Financing Structure

Source	Illustrative Amount	Purpose	Key Condition
Capital campaign/philanthropy	$3M-$6M	Reduce financed amount and fund one-time components	Documented commitments and realistic campaign plan
Facilities loan, bond, or long-term financing	$10M-$18M	Core construction and site work	Affordable annual debt service under conservative enrollment assumptions
Reserves	$0.5M-$1.5M	Predevelopment and limited equity contribution	Reserve floor remains protected
Grants and partner support	$0.5M-$2M	Planning, equipment, or project gap	Not counted until awarded
Enrollment-generated revenue	Ongoing	Staffing, utilities, maintenance, debt service support	Enrollment reaches annual targets

Pros

- Most direct permanent pathway to the 1,180-student target.
- Preserves a unified campus and reduces duplicated administrative functions.
- Can address both classroom and shared-space constraints in one coordinated project.
- May offer better long-term educational quality and cost efficiency than a large portable campus.
- Creates an asset with a longer useful life.

Cons and Risks

- Requires substantial capital, financing, and Board oversight.
- Debt service may reduce operating flexibility for many years.
- Construction pricing, permitting, and schedule risks are significant.
- Enrollment must materialize on schedule to support recurring costs and debt.
- The project could exceed the site's practical limits even after expansion.
- A capital campaign may require substantial staff and Board effort.

Step-by-Step Board Actions

10. Authorize a full campus master plan and feasibility study, including conceptual design, site constraints, capacity, and order-of-magnitude cost estimates.
11. Establish the educational specifications for the addition, including classrooms, specialized programs, student services, common spaces, and administrative needs.
12. Approve a debt and capital-risk policy defining maximum annual debt service, minimum fund balance, and acceptable financing terms.
13. Direct staff to prepare a five-year growth and debt-service pro forma using conservative, expected, and high-enrollment cases.
14. Determine whether portables are needed as interim or swing space and include them in the construction sequencing plan.
15. Authorize a capital campaign feasibility assessment and identify the Board's fundraising role.
16. Select an owner's representative or project advisor before hiring architects or entering major contracts.
17. Approve a preliminary project budget and financing plan only after independent cost validation.
18. Adopt formal construction greenlighting criteria, including enrollment, fundraising, financing, permitting, and contingency thresholds.
19. Authorize design, financing, and construction through separate Board votes rather than one blanket approval.
20. Review project performance, enrollment, and cash flow at every regular Board meeting during construction.
21. Complete a post-opening review to confirm that recurring operating costs are fully supported by enrollment revenue.

5. Scenario 3: Develop or Acquire a Second Campus

Strategy

SIA would become a multi-campus organization. The most likely configuration would be to move the high school or the secondary program to a separate campus, while maintaining the existing campus for primary and/or middle grades.

Potential Configurations

- Separate high school campus.
- K-8 campus plus 9-12 campus.
- Primary campus plus secondary campus.
- Acquisition or long-term lease of an existing school, office, institutional, or commercial property.
- New construction on a second site.

Illustrative Capital and Start-Up Costs

Cost Category	Working Range	Notes
Property acquisition or long-term lease setup	$2M-$8M	Varies widely by site and transaction structure
Renovation or new construction	$15M-$35M	Code conversion, classrooms, specialized space, site work
Furniture, technology, security, equipment	$1.5M-$3M	Opening two-campus operations
Transportation and fleet/route changes	$250K-$1M start-up	May also create significant recurring costs
Preopening, legal, design, permits, relocation	$1M-$3M	Due diligence and transition
Contingency/escalation	$3M-$7M	Depends on acquisition and construction risk
Total planning range	$22.75M-$57M	Highly dependent on site and whether the project is lease, renovation, or new construction

Estimated Organizational Capacity Costs

Investment	Estimated Annual Cost	Purpose
Second campus principal	$170K-$210K	Campus leadership
Executive/organizational leadership expansion	$180K-$240K	Multi-campus oversight
Central operations/facilities leadership	$150K-$190K	Two-site operations
HR and finance capacity	$220K-$350K combined	Larger workforce and transactional complexity
Technology/compliance/data capacity	$120K-$200K	Systems, security, reporting, and support
Additional front office/security/custodial coverage	$300K-$600K	Duplicated site-level operations

Illustrative Financing Structure

Source	Illustrative Amount	Purpose	Key Condition
Capital campaign/philanthropy	$5M-$12M	Equity, renovation, furniture, and launch costs	Major campaign readiness
Long-term facilities financing	$15M-$30M	Acquisition and construction	Debt service sustainable without weakening the existing campus
Lease financing or lease-to-own	Variable	Reduce initial acquisition cost	Long-term occupancy and escalation terms are acceptable
Reserves	$1M-$2M	Due diligence and limited start-up	Existing school reserve position remains protected
Grants/partners	$1M-$3M	Planning and one-time transition expenses	Not assumed until secured
Enrollment-generated revenue	Ongoing	Campus staffing and central operations	Second campus enrollment ramp is achieved

Pros

- Creates the greatest long-term capacity and flexibility.
- Could provide a high school environment specifically designed for secondary programming.
- May relieve traffic, parking, lunch, athletic, and common-space pressure at the existing site.
- Creates future options beyond the 1,180-student target.
- May allow SIA to acquire an existing property rather than build on a constrained site.

Cons and Risks

- Highest capital cost, operating complexity, and governance burden.
- Requires duplicated site staffing and expanded central-office functions.
- May fragment school culture and complicate communication across campuses.
- Transportation and family logistics may become more difficult.
- A second campus may require enrollment beyond 1,180 students to achieve the strongest economies of scale.
- Opening a second campus before leadership systems are mature creates significant organizational risk.

Step-by-Step Board Actions

22. Adopt a preliminary multi-campus vision and determine which grade configuration should be studied.
23. Authorize a regional enrollment-demand and geographic analysis to identify whether a second location is supportable.
24. Establish acquisition criteria, including geography, size, zoning, transportation, cost, renovation potential, and timeline.
25. Approve a leadership-capacity plan that identifies when executive, campus, HR, finance, operations, and technology roles must be added.
26. Direct staff to prepare a stand-alone second-campus pro forma showing preopening costs, enrollment ramp, duplicated operations, and central-office costs.
27. Authorize confidential property exploration only within Board-approved financial and geographic parameters.
28. Require environmental, structural, title, zoning, traffic, and code due diligence before approving any property transaction.
29. Determine the minimum philanthropic equity and reserve contribution required before financing is pursued.
30. Approve a financing strategy that protects the existing campus and prevents the second campus from creating an operating deficit.
31. Develop a multi-campus governance and reporting structure, including Board committees and performance dashboards.
32. Authorize acquisition, design, renovation, and opening through separate stage-gate votes.
33. Delay opening if enrollment commitments, leadership hiring, financing, or facility readiness fall below Board-established thresholds.

6. Comparative Analysis

Decision Factor	Scenario 1: Portables	Scenario 2: Existing-Campus Addition	Scenario 3: Second Campus
Likely sustainable enrollment	~1,000-1,100; 1,180 uncertain	~1,180-1,250	1,180 with future growth potential
Capital planning range	$2M-$8M depending on phases and site work	$17M-$26.5M	$22.75M-$57M
Time to first capacity	1-2 years	3-5 years	3-7 years
Recurring organizational cost	Moderate	Moderate to high	High
Financial risk	Low to moderate	Moderate to high	High
Board complexity	Moderate	High	Very high
Culture impact	Lowest	Low	Highest
Flexibility	High in early phases	Moderate after construction begins	High long term, low during acquisition/ opening
Ability to reach 1,180	Uncertain; site-dependent	Strongest direct pathway	Strong, but may be more capacity than needed
Best use	Bridge and risk management	Permanent single-campus strategy	Long-term multi-campus strategy

7. Proposed Board Greenlighting Criteria

Regardless of the pathway selected, the Board should require the following evidence before authorizing each major phase.

Area	Minimum Evidence	Board Decision
Enrollment	Verified applications, retention trends, grade-level demand, and conservative/expected/high projections	Approve, revise, or pause annual growth target
Finance	Five-year pro forma, cash flow, recurring staffing costs, debt/lease costs, and reserve impact	Confirm structural sustainability
Facilities	Site capacity, code, permitting, utilities, traffic, parking, common-space, and project estimates	Authorize next facility stage
Leadership	Named accountable leader, hiring plan, span-of-control analysis, and transition capacity	Approve positions before complexity increases
Academics	Student achievement, attendance, culture, staffing quality, and program readiness	Confirm growth will not weaken the academic model
Governance	Clear stage gates, risk limits, reporting cadence, and Board expertise	Authorize transaction or implementation

8. Recommended Board Process

The Board does not need to make a final facilities decision immediately. A disciplined process can preserve options while producing the information needed for a responsible decision.

34. Accept this document as the initial Board growth-options framework.
35. Authorize a combined enrollment, site-capacity, and financial feasibility phase.
36. Create a Board Growth and Facilities Committee or designate an existing committee to oversee the work.
37. Approve a limited planning budget for studies, financial modeling, and preliminary professional support.
38. Require a full five-year growth pro forma that reconciles the 1,180-student enrollment plan with staffing, operating, and facility costs.
39. Receive preliminary feasibility findings for all three scenarios before selecting a preferred pathway.

40. Select a preferred scenario and a secondary fallback scenario.
41. Adopt formal greenlighting criteria and Board stage gates.
42. Authorize implementation one phase at a time, with annual reapproval based on updated evidence.
43. Revisit the target enrollment and most financially sustainable organizational size no later than 2028-29.

9. Immediate Information the Board Should Request

- A classroom-by-classroom utilization study and five-year space program.
- A civil/site assessment showing where portables or additions could physically be placed.
- Traffic, parking, fire access, stormwater, utility, and ADA implications.
- Preliminary portable vendor proposals for lease, purchase, and lease-purchase.
- A conceptual existing-campus expansion plan and order-of-magnitude construction estimate.
- A preliminary second-campus market and property scan.
- A detailed enrollment revenue model by grade and program.
- A staffing model at approximately 958, 1,074, 1,128, and 1,180 students.
- A sensitivity analysis showing the effect of enrollment falling 5% or 10% below target.
- A debt-capacity analysis and recommended minimum reserve policy for growth.

10. Proposed Initial Board Motion

Draft Motion

I move that the Spokane International Academy Board of Directors accept the Strategic Growth Options document as an initial planning framework and authorize the Head of School to develop a Phase I feasibility work plan and budget addressing enrollment demand, site capacity, portable options, permanent campus expansion, second-campus feasibility, organizational capacity, and a five-year growth financial pro forma. Staff will return to the Board with findings and recommendations before any binding facility, financing, or expansion commitment is made.

Source Notes and Limitations

Enrollment figures are based on SIA's Multi-Year Enrollment Growth Plan (2026-2030). Current-state financial figures are based on SIA's 2026-27 budget and 2027-30 forecast. Facility, staffing, and financing figures in this document are preliminary planning ranges developed for Board discussion. They have not been validated through vendor proposals, architectural estimates, engineering studies, lender terms, or a complete growth pro forma.

Coversheet

Head of School Goals 26-27

Section:	V. Strategic Growth Options
Item:	B. Head of School Goals 26-27
Purpose:	Discuss
Submitted by:	
Related Material:	_Head of School Goals 26-27 V.2.pdf

Head of School Goals
Morgen Flowers-Washington
2026-2027

School Mission: Spokane International Academy empowers its students with the *academic skills*, *habits of mind,* and *global competence* necessary to complete advanced courses in high school and a college degree in order to become leaders who can powerfully transform our communities.

As Head of School, my goals for the 2026–27 school year focus on providing strategic leadership that strengthens Spokane International Academy's long-term success. These goals align with the Board's priorities and reflect the leadership competencies of effective charter school CEOs: setting a compelling vision, developing exceptional leaders, cultivating a high-performing culture, ensuring organizational sustainability, and leading continuous improvement through effective communication and change management.

Goal 1: Lead the Strategic Vision for Academic Excellence

Provide strategic leadership that aligns people, systems, and resources around a coherent instructional vision, ensuring the successful implementation of the school's Academic ARC priorities and continuous improvement in student outcomes.

Fall Checkpoint

- Communicate and launch the instructional vision and annual academic priorities.
- Align leadership responsibilities, resources, and accountability structures to support implementation.
- Establish schoolwide progress-monitoring systems.

Winter Checkpoint

- Conduct a comprehensive mid-year review of academic performance and implementation fidelity.
- Adjust strategies, staffing, and resource allocation based on student data and organizational needs.

Spring Checkpoint

- Evaluate annual academic outcomes.

- Present recommendations to the Board that inform future instructional priorities and organizational planning.

Success Metrics

- The school meets or exceeds the majority of annual academic performance goals.
- Leadership teams consistently implement instructional improvement cycles.
- The Board receives clear evidence that instructional systems, leadership decisions, and resource allocation contributed to improved student outcomes.

CEO Competencies

- Vision & Strategic Direction
- Driving Performance

Goal 2: Cultivate and Develop a High-Performing Leadership Team

Develop the leadership capacity of Spokane International Academy's administrative team through intentional coaching, accountability, succession planning, and professional growth that strengthens organizational effectiveness.

Fall Checkpoint

- Establish annual leadership expectations, priorities, and coaching cycles.
- Define leadership competencies aligned with organizational goals.

Winter Checkpoint

- Conduct mid-year leadership reviews.
- Identify emerging leaders and implement individualized development plans.

Spring Checkpoint

- Complete annual leadership evaluations.
- Develop succession recommendations and leadership priorities for the following school year.

Success Metrics

- Leadership team members demonstrate measurable growth in leadership practice.
- Organizational goals are effectively executed through distributed leadership.
- Leadership retention remains strong, and succession planning is established for key roles.

CEO Competencies

- Talent & Culture Cultivation
- Leadership Mindset

Goal 3: Strengthen Organizational Culture and Talent

Build and sustain a mission-driven organizational culture that attracts, develops, engages, and retains exceptional employees while fostering collaboration, accountability, belonging, and continuous growth.

Fall Checkpoint

- Strengthen onboarding, communication, and staff engagement systems.
- Establish culture priorities aligned with organizational values.

Winter Checkpoint

- Conduct a staff climate review.
- Implement targeted improvements based on employee feedback and organizational data.

Spring Checkpoint

- Evaluate organizational culture, employee engagement, and staff retention.
- Recommend improvements that strengthen the employee experience for the following school year.

Success Metrics

- Staff retention meets or exceeds organizational targets.
- Employee engagement data demonstrates positive organizational culture.
- Staff report increased confidence in leadership, communication, and organizational support.

CEO Competencies

- Talent & Culture Cultivation
- Communication, Influence & Leading Change

Goal 4: Steward Organizational Resources for Long-Term Sustainability

Ensure the long-term sustainability of Spokane International Academy through responsible stewardship of financial, operational, enrollment, and community resources while maintaining alignment with the school's mission and strategic priorities.

Fall Checkpoint

- Monitor enrollment, staffing, and financial performance against budget assumptions.
- Review organizational risks and long-range sustainability strategies with the Board.

Winter Checkpoint

- Evaluate financial performance, enrollment trends, grants, and strategic partnerships.
- Make adjustments that preserve organizational stability and student programming.

Spring Checkpoint

- Present a year-end organizational sustainability report.
- Recommend priorities for financial stewardship and long-term planning.

Success Metrics

- Enrollment remains within established organizational targets.
- The school maintains a balanced budget.
- Strategic resource allocation supports student achievement while strengthening the organization's long-term financial health.

CEO Competencies

- Vision & Strategic Direction
- Driving Performance

Goal 5: Lead Strategic Change and Organizational Improvement

Lead continuous organizational improvement by communicating a compelling vision, building stakeholder commitment, leveraging innovation, and implementing strategic initiatives that strengthen Spokane International Academy's effectiveness and future readiness.

Fall Checkpoint

- Identify high-impact organizational improvement priorities.

- Clearly communicate the vision, rationale, and implementation plan for strategic initiatives.
- Launch innovation efforts that improve organizational effectiveness.

Winter Checkpoint

- Monitor implementation progress.
- Engage staff, families, and the Board in evaluating organizational improvements.
- Adjust implementation strategies based on feedback and emerging needs.

Spring Checkpoint

- Evaluate the impact of strategic initiatives.
- Document organizational learning and recommendations for future implementation.
- Present an annual Strategic Improvement Report to the Board.

Success Metrics

- Strategic initiatives are successfully implemented with measurable organizational impact.
- Stakeholder feedback reflects confidence in leadership, communication, and organizational direction.
- Innovation and process improvements demonstrably increase organizational effectiveness, communication, or operational efficiency.

CEO Competencies

- Communication, Influence & Leading Change
- Driving Performance
- Leadership Mindset

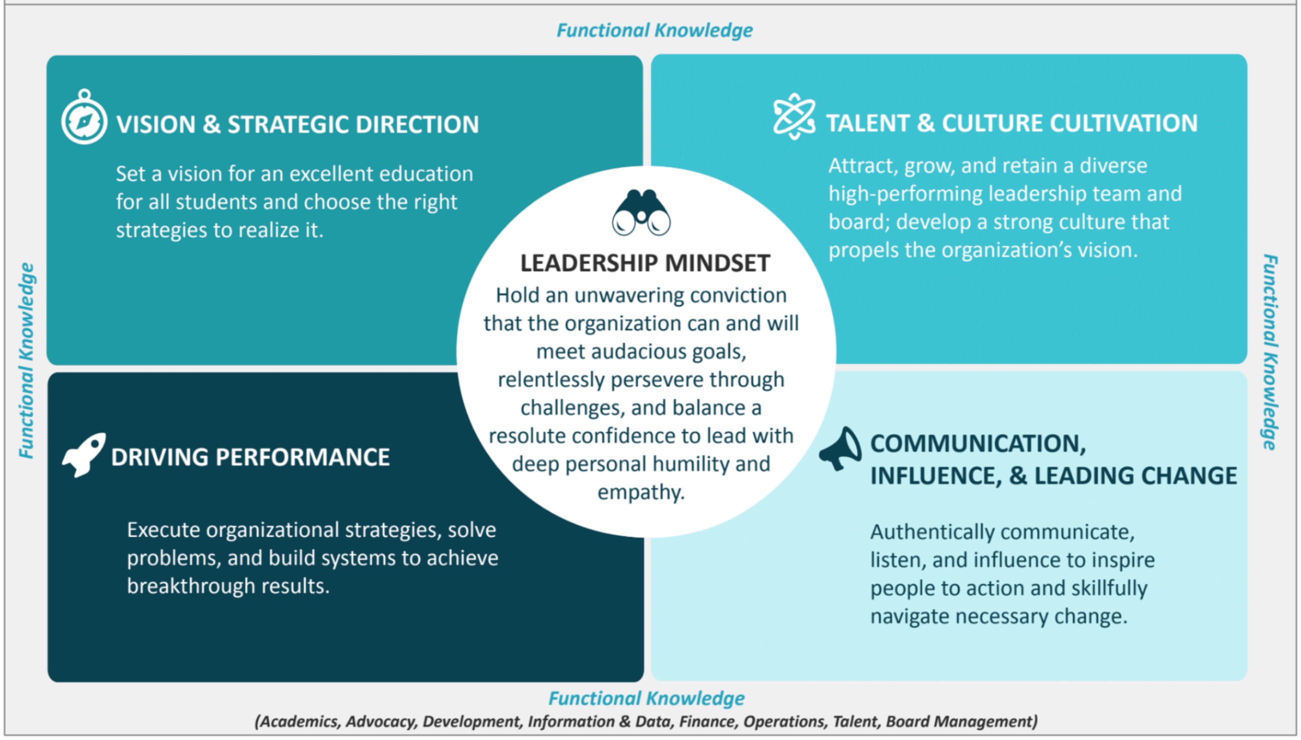
Annual Review Schedule

The Board of Directors will review progress toward these goals during the following meetings:

- November 2026 – First Quarter Progress Review
- February 2027 – Mid-Year Progress Review
- May 2027 – Third Quarter Progress Review
- August 2027 – End-of-Year Performance Evaluation

CSGF Charter CEO Excellence Framework (v2.0 - Fall 2025)

The CSGF Charter CEO Excellence Framework outlines **five Leadership Competencies** demonstrated by CEOs of high-performing charter school organizations and describes the **Functional Knowledge** necessary for managing a strong and healthy CMO. The framework centers Leadership Mindset in recognition of how critical this posture is to learning and leading in the surrounding areas.



Coversheet

Board Retreat

Section:	VII. Closing Items
Item:	B. Board Retreat
Purpose:	Discuss
Submitted by:	
Related Material:	SIA Board Retreat Agenda 26-27.pdf

ANNUAL BOARD RETREAT - - August 7, 2026 (1PM - 5PM)

Overall Goal/Objective: All board members will be able to walk away from today's retreat with a greater understanding of their individual and collective roles and responsibilities and walk away with shared norms for the coming year.

Agenda Item	Objective	Presenter	Materials	Time
Welcome	Housekeeping Introductions	Chair/Head of School	None	1:00 - 1:05 pm (5 min)
Reinvesting in the school's Mission and Vision	board members will be able to get energized and reconnect with one another and the mission/vision of the school.	Head of School	Vision Document	1:05 - 1:25 PM (20 min)
Reflections: What Worked? What didn't?	board members will be able to reflect on the board's collective strengths and weaknesses from the past year.	Chair	Sticky Notes	1:25 - 1:40 pm (15 min)
Why do we Exist? a. Board roles & responsibilities (refresher) b. Governance vs. management	board members will be able to articulate their key responsibilities, unpack their role (in relation to the CEO/ Supt), and practice real-life scenarios.	Facilitator	Scenarios hand-out	1:45 - 2:45 pm (60 min)
Break **2:45-3:00 PM**				
School Priorities: 2026 - 2027 SY a. Quick framing b. Organizational Priorities c. CEO Goals	board members will be able to understand and articulate the organization's top priorities for the upcoming school year, and how the CEO's goals align with those priorities.	Head of School & Leadership Team	26-27 Priorities	3:00 - 3:30 pm (30 min)
Board & Committee Goals a. Purpose and process b. Next steps	board members will be able to understand and articulate the board's role in achieving the 2026-27 organizational priorities by setting annual board goals.	Chair	Note taking sheets	3:30 - 4:15 pm (45 min)

Board Norms	board members will be able to process their reflections from last year, and use those reflections to create a shared set of norms to guide the coming year.	Chair	White board Markers	4:15 - 4:45 pm (30 min)
Closing		Chair		4:45 - 5:00 PM (15 min)