

**Meeting of the Board of Trustees
September 19, 2019
Thurgood Marshall Academy PCHS Library
2427 Martin Luther King, Jr Avenue, SE
Washington, DC 20020**

Board Members in Attendance: Danielle Bierzynski, Bruce Berman (phone), Kia Burnett (phone), Jerry Epstein, Dan Gordon, Mark Harrison, Andy Rosenberg (phone), Jonathan Stoel.

Staff in attendance: Giselle Pole, Director of Development & Strategic Partnerships; David Schlossman, Chief Operating Officer; Raymond Weeden, Executive Director; Abdullah Zaki, Head of School.

Mr. Stoel called the meeting to order at 8:08 a.m.

A motion was made to change Trustee Richard Roe's status to non-voting, retroactive to July 1, 2019. The motion was seconded and approved unanimously.

A motion was made to approve the minutes of the May 23, 2019, meeting. The motion was seconded and the minutes were approved unanimously.

Raymond Weeden gave the executive director's report, first expressing gratitude and remarking on the ease of transition into his new role. He is committed to ensuring that all students who enter the school get into and through college. He then shared updates on the school year to date.

During the summer, the leadership team had honest discussions about what systems and policies were effective, which practices needed to be changed, and which formerly-used practices should be reinstated. Strategies for the new school year include a continuous review of school-wide data, using faculty department leaders to drive further the professional development of teachers, and thinking about enhanced approaches to family engagement.

The first two days of school were dedicated to student orientation, which focused students on the school's core tenets and beliefs. (This change from prior years, when student orientation occurred prior to the first day of school, both ensured information reached more students and freed pre-school-year time for teachers to prepare for classes.) An energetic pep rally on the second day promoting school pride ended the orientation on a positive note.

Since the start of school, leadership has identified the 9th grade "on-track" data as a primary area of focus, which has a major impact on overall student achievement. Academic leaders have made some school-wide improvements to the grading policy, including changing Fs to "incompletes" during the first semester, which sends a different message to students and families. The Head of School is working with the TMA team, families and peers to assess grading policies and how they can best be used to measure student growth.

The school's enrollment as of September 18 is 384 students, and that figure is expected to fluctuate until October 5th, the official deadline for school enrollment. Of those currently

enrolled, there are 68 students with special needs, distributed somewhat evenly across grade levels.

Finally, the first Open House is this evening (September 19); it typically brings a large number of families to visit teachers and the building.

Next, Mr. Gordon gave the Education Mission Committee Report. A few points are highlighted in the Board materials in LiveBinders.

First, preliminary figures indicate that TMA is on track to maintain its Tier 1 status for the 2019-20 school year. The school's academic strengths include ELA PARCC scores and college on track data. Areas to watch are PARCC Math scores, the 9th grade on track data, and re-enrollment figures.

The committee shared additional data with the Board including SAT scores, college data, and grade distributions for students.

Next, Ms. Pole presented the report on behalf of the Development Committee.

Mr. Rosenberg met with Mr. Weeden prior to the Board meeting to discuss how the committee can support the school's fundraising efforts this year. There was also discussion of fundraising goals, specifically in the Gala category, which has been aspirational. A next step is that the Development and Finance & Audit committees meet jointly during the budget process in Winter/Spring 2020 to ensure goals are better aligned.

To date, fundraising is in line with previous years at this point in the year. Similar to prior years, the majority of revenue from individuals and corporations will arrive in late October through the end of December during the Annual Appeal and in April/May in connection with the Gala.

The committee asks the full Board to support the Development team and TMA overall by being good ambassadors: promoting the school to individual networks, inviting potential supporters to visit the school, and making a personal annual contribution.

Mr. Epstein gave the Governance Committee report. Member recruitment and board growth is largely on hold at present, as last year saw success in maintaining the Board's size and capacity and as this year focuses on the new Executive Director assessing the current Board strengths and growth opportunities.

Mr. Schlossman gave the financial report on behalf of the Finance & Audit Committee, covering general items, the current fiscal year outlook, and FY19 results.

Under General Items, he began by noting that two committees—Finance and Audit—had been combined by the Board for fiscal year 2019-20. This is allowable under Thurgood Marshall Academy's bylaws. Mr. Schlossman consulted also with the school's audit firm, RSM US, which confirmed that it is acceptable to have a single committee for both financial governance and audit review when an organization with a small board seeks to make the highest and best use of the expertise of a Board member or members with financial backgrounds or interests.

Mr. Schlossman then noted that other General Items consisted of due diligence procurement reports, which are included with Board materials on LiveBinders. Finally, he noted that the annual audit began earlier in the week, and a more detailed update will be provided at the next meeting.

Turning to current year financial projections, Mr. Schlossman noted that it is early in the fiscal year, so data is preliminary. That having been said, while the school appears to be in a modestly tighter position than budgeted, it still appears to be performing well versus fiscal targets. Starting cash is strong; enrollment figures are slightly lower than projected but not to a degree that is expected to impact finances materially. The school will see some modest savings due to personnel attrition, and both capital expenditures and related grant income will increase versus the budget.

Mr. Schlossman concluded the financial report by reviewing year-end figures for SY19. Actuals were considerably more favorable than the budget. Several factors contributed to savings: 1) the budget was planned using a debt-covenant target that included interest payments and contingencies, but prepayment of the loan rendered these expenses moot; 2) the budget was conservative over-all; 3) grant revenue performed strongly; and 4) there were savings in comparison to the budget in personnel and overhead costs. Finally, the year-end surplus—while not insignificant—was modest in proportion to the overall budget (roughly 3.5%).

Following the financial report, the Board discussed possible future investments in additional faculty or facilities improvements. Mr. Weeden shared that the school is working with EdFuel on comparison data with other schools on issues such as compensation, school culture and climate, and other factors to help determine investments. This data and discussion will help inform a strategic planning process already contemplated by the Board.

The Board went into executive session at 9:25am and then adjourned.