

APPROVED



E.L. Haynes Public Charter School

Minutes

Board Meeting

Date and Time

Tuesday September 17, 2019 at 6:00 PM

Location

3600 Georgia Ave NW Washington, D.C. 20010 (Dial-in 202-509-0565).

Trustees Present

A. Smith, C. Lujan, D. McCoy, E. Westendorf, J. Edelman, K. Simmons, L. Carlton, M. Hall, M. McDonough, N. Greene, R. Payes, S. Shah, T. Wincup (remote)

Trustees Absent

L. Jordan

Guests Present

A. Baron, A. Kramer, A. Schlick, B. Wagner-Friel, B. Wagner-Friel, E. Stoetzer, J. Callahan, M. Conner, S. Kumar, V. Carlo-Miranda, Z. Mahon

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

A. Smith called a meeting of the board of trustees of E.L. Haynes Public Charter School to order on Tuesday Sep 17, 2019 @ 6:06 PM at 3600 Georgia Ave NW Washington, D.C. 20010 (Dial-in 202-509-0565)..

C. Approve 8-22-19 Minutes

E. Westendorf made a motion to approve minutes from the Board Meeting on 08-22-19. Board Meeting on 08-22-19

M. Hall seconded the motion.

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

D. Public Comment

II. Strategic Planning

A. Strategic Plan Considerations

Mr. Kumar from NorthStar Education Partners provided an update on strategic planning efforts. He first discussed progress to date, and noted the inclusion of a substantial number of staff members, students, and parents in the strategic planning process. Mr. Kumar previewed a draft graduate profile, and the Board provided feedback on the knowledge, skills, and habits specified in the draft profile. Various Board members also remarked on the alignment of the draft profile with the school's instructional approach.

Next, Mr. Kumar described the process undertaken to develop the draft mission statement, and reminded the Board on the criteria selected to evaluate the mission statement. Board members provided feedback on the mission statement. In response to a question from a Board member, CEO Darilek discussed plans for future Board engagement on the strategic plan, including through the Guiding Team and other working groups.

Mr. Kumar last summarized emerging findings from focus groups held to date and benchmarking data related academics, talent management, and organizational development. Board members commented on the importance of identifying root causes to emerging findings before designing structures to address them.

III. Management Updates

A. CEO Update

CEO Darilek began her update by noting that it was the seventh week of school. She commented on the change management contemplated by the draft strategic plan and noted discussions with the principals of each school and other staff about activities required to create change.

Next, CEO Darilek provided updates on the Race and Equity Steering Committee, student enrollment, the Chief Academic Officer search, and noted highlights from each school:

- An Elementary School parent provided positive comments on the welcoming environment at the school, and highlighted positive attributes about the school's approach for pick-up/drop-offs.
- Two fifth-grade students participated in the Poet Life Academy, and performed poems in front of an audience of 500 people. Both received a standing ovation.
- Attendance by High School students at extra-curricular sporting events is at an all-time high. This demonstrates the power of students supporting each other.

IV. Audit, Finance, and Facilities Committee

A. Update

Audit, Finance, and Facilities Committee Chair Greene discussed key focus areas for the Committee during the school year, including a facilities plan, investment plan, multi-year budget, and year-end cash targets.

V. Development Committee

A. Annual Fund and Anniversary Event Update

Development Committee Shah reported on the success of fundraising efforts associated with the 15th Anniversary event. She distributed an updated annual fund report for the Board's review.

VI. Governance Committee

A. Board Succession Planning Update

Governance Committee Chair Lujan announced that Chanda Tuck Garfield recently moved to Amsterdam and has resigned from the Board. She asked Board members for recommendations for candidates to fill this position, as well as for future succession planning.

VII. School Performance Committee

A. 2018-2019 Dashboard

School Performance Committee Chair Westendorf 's update focused on PMF projections and the final dashboard for the 2018-2019 school year. He first reported on PMF results, and highlighted key trends.

Referring to the materials provided in advance of the meeting, Mr. Westendorf reviewed highlights from the year-end dashboard. He noted that the Committee spent considerable time focusing on attendance and GPA. CEO Darilek noted efforts to focus on these areas and identify root causes to attendance concerns.

Board Chair Smith reminded Board members of the open invitation to attend any School Performance Committee meeting for an in-depth discussion of the items tracked on the dashboard.

VIII. Closing Items

A. Adjourn Meeting

A. Smith made a motion to adjourn the meeting.

D. McCoy seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:05 PM.

Respectfully Submitted,
D. McCoy

APPROVED



E.L. Haynes Public Charter School

Minutes

Board Meeting

Date and Time

Tuesday October 29, 2019 at 8:00 AM

Location

4501 Kansas Ave NW Washington, D.C. 20011 (Dial-In #:202-509-0565)

Trustees Present

A. Smith, C. Lujan, D. McCoy, E. Westendorf, J. Edelman (remote), K. Simmons, L. Carlton, L. Jordan, M. Hall, M. McDonough, N. Greene, R. Payes, S. Shah, T. Wincup

Trustees Absent

None

Guests Present

A. Kramer, A. Schlick, B. Wagner-Friel, E. Stoetzer, H. Darilek, J. Callahan, M. Conner, Z. Mahon

I. Opening Items**A. Record Attendance and Guests****B. Call the Meeting to Order**

A. Smith called a meeting of the board of trustees of E.L. Haynes Public Charter School to order on Tuesday Oct 29, 2019 @ 8:07 AM at 4501 Kansas Ave NW Washington, D.C. 20011 (Dial-In #:202-509-0565).

C. Approve 9-17-2019 Minutes

E. Westendorf made a motion to approve minutes from the Board Meeting on 09-17-19. Board Meeting on 09-17-19

L. Carlton seconded the motion.

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

D. Public Comment

II. Management Updates

A. CEO Update

CEO Darilek began her update by noting the beginning of the second quarter in the school year. She reported on the release of Performance Management Framework scores for the Elementary and Middle schools. The Elementary School is Tier 1 for the fourth year in a row, and Middle School scores increased. High School scores will be released next week.

CEO Darilek shared events from each school celebrating Hispanic Heritage Month:

- At the Elementary School, three students participated in a performance highlighting their parents' immigration stories.
- Middle School students presented stories of Hispanic leaders of their choosing.
- At the High School, students choreographed their own dance routines celebrating Hispanic heritage.

Additionally, the High School Girls volleyball team made the playoffs, and the High School Boys soccer team is in the finals for their division.

Last, CEO Darilek provided updates on the student enrollment audit, next year's school calendar, and the upcoming all-staff session.

III. Audit, Finance, and Facilities Committee

A. Update

Referring to the materials provided in advance of the meeting, Audit, Finance, and Facilities Committee Chair Greene provided an overview of the year-end financials. He turned to Mr. Kramer, Director of Budget and Finance, to provide additional information.

Mr. Kramer reported that the year ended with higher revenue and lower expenses than projected, discussed key drivers for revenues and expenses, and reminded the Board of investments made to the Georgia Avenue campus with some of the excess revenue. He indicated that audit season had begun, and that the audit is on track to meet necessary deadlines.

Mr. Kramer then turned to the budget for the current year, noting a continued strong financial position and key drivers. Board members asked questions about current budget drivers, the likelihood of continued trends, and about the impact of teacher tenure and compensation on the budget.

IV. Development Committee

A. Annual Fund and Anniversary Event Update

Senior Director, Development and Communications, Callahan provided an update on the annual fund, noting that annual goals have almost been met. He discussed the 15th Anniversary event, and reviewed the program for the event.

V. Strategic Planning

A. Strategic Plan Considerations

CEO Darilek reminded the Board of the process undertaken to date in support of the new strategic plan. She described various components supporting the plan, including a high-level list of initiatives, community-wide launch, implementation plan, and monitoring plan.

CEO Darilek described efforts to engage the school community on the strategic plan. These efforts included around 200 staff members, 103 students and alumni, and 27 parents and families. She then reviewed the current draft of the mission statement, graduate profile, and core values. Board members provided feedback on these drafts.

Last, CEO Darilek led a discussion of key findings on academic, talent, and organizational strategy and focus areas for the 2025 Strategic Plan. Board members provided feedback on the focus areas in small group discussions.

VI. Executive Session

A. Executive Session of the Board

The Board met in Executive Session to discuss matters of mutual interest.

VII. Closing Items

A. Adjourn Meeting

A. Smith made a motion to adjourn the meeting.

D. McCoy seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 10:01 AM.

Respectfully Submitted,

D. McCoy

APPROVED



E.L. Haynes Public Charter School

Minutes

Board Meeting

Date and Time

Thursday December 5, 2019 at 6:00 PM

Location

4501 Kansas Ave NW Washington, D.C. 20011 (Dial-In Number: 202-509-0565)

Trustees Present

A. Smith, C. Lujan, D. McCoy, E. Westendorf (remote), J. Edelman, L. Carlton (remote), L. Jordan, M. Hall, N. Greene (remote), R. Payes, S. Shah

Trustees Absent

K. Simmons, M. McDonough, T. Wincup

Guests Present

A. Baron, A. Kramer (remote), A. Schlick, B. Wagner-Friel, E. Stoetzer, H. Darilek, J. Callahan, M. Conner, S. Kumar, V. Carlo-Miranda (remote), Z. Mahon

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

A. Smith called a meeting of the board of trustees of E.L. Haynes Public Charter School to order on Thursday Dec 5, 2019 @ 6:04 PM at 4501 Kansas Ave NW Washington, D.C. 20011 (Dial-In Number: 202-509-0565).

C. Approve 10-29-2019 Minutes

M. Hall made a motion to approve minutes from the Board Meeting on 10-29-19. Board Meeting on 10-29-19

R. Payes seconded the motion.

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

D. Public Comment

II. Management Updates

A. CEO Update

CEO Darilek began her update by discussing the Public Charter School Board's celebration for Tier 1 Schools. She remarked on the video premiered at the 15th year celebration, and noted the positive response from students at all of the schools.

CEO Darilek then shared a few sports highlights. The Middle School soccer team made it to the city-wide finals, and Middle School basketball games have had strong attendance since moving the games to the High School Gym.

Last, CEO Darilek reported on the OSSE STAR reports, the calendar for the next school year (based on substantial feedback to a survey from families and staff), and the Chief Academic Officer search.

III. Audit, Finance, and Facilities Committee

A. SY 2019-2020 Budget Update

Audit, Finance, and Facilities Chair Greene provided updates on the budget, including changes to the Uniform Per Student Funding Formula and expected expenditures.

Mr. Greene turned to CEO Darilek to provide more context. CEO Darilek noted the school's strong budget position and key drivers of additional revenue. She described the conservative approach for projecting staff salaries as noted in the materials.

Referring to the deck provided in advance in the meeting, CEO Darilek reviewed potential investments with excess revenue, including in the areas of academics, talent, and operations. These investments include a one-time, contribution award to all staff members, an increase in budgets at each grade level, and student impact grants for staff that will promote innovative educational opportunities, among other items. The Board indicated support for the contribution awards to staff.

IV. Development Committee

A. Annual Fund Update

Senior Director of Development and Communications Callahan reported on annual fund progress. Goals have been met; however, individual giving and fundraising still remain areas of focus.

B. Anniversary Event Debrief

Mr. Callahan next provided an debrief on the 15th anniversary event. He reported that the event beat financial metrics from prior events, including lower expenses. Mr. Callahan then discussed strengths of the event and opportunities for improvement for future events.

C. End-of-Year Giving Campaign

Last, Mr. Callahan informed the Board about the year-end giving campaign. It will focus on 15 stories about E.L. Haynes to celebrate the 15th-year anniversary.

V. School Performance Committee

A. 2019-2020 Q1 Dashboard Update

CEO Darilek provided highlights on the 2019-2020 first quarter dashboard data. In small groups, Board members discussed the dashboard metrics, and later each group shared themes with the entire Board. Key themes discussed included improvements in metrics related to the 9th grade, positive changes at the Middle School, and college acceptance targets, among others.

VI. Strategic Planning

A. Strategic Plan Considerations

S. Kumar from NorthStar Education Partners led a discussion about the 2020-2025 Strategic Plan. He recapped the process that started in April 2019, and reminded Board members of the groups engaged during the process. He turned to CEO Darilek to provide additional updates.

CEO Darilek reviewed the final list of focus areas and provided an overview of key initiatives in the areas of academics, talent, and organizational development. Board members held small group discussions of the initiatives for each area.

Board Chair Smith indicated that the Board will be asked to approve the plan in the January meeting, and requested that Board members reach out with any additional questions or comments prior to that time.

VII. Executive Session

A. Executive Session of the Board

The Board met in Executive Session to discuss matters of mutual interest.

VIII. Closing Items

A. Adjourn Meeting

D. McCoy made a motion to adjourn the meeting.

A. Smith seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:00 PM.

Respectfully Submitted,

D. McCoy