

Academy of Hope Board Meeting

June 23, 2020

In Attendance: Maddy Ford, Lawrence Meyer, Mark Kutner, Cindy Condyles, Julie Meyer, Paul Sujik, Karen Leung, Rachel Zinn, Barbara Jumper, Kermit Kaleba, Leicester Johnson, Joy Bentley Phillips, Brian McNamee, Audrey Reese, Veronica Jackson, Tamara Wilds

Executive Session

Board Officer Elections

Mark begins meeting by asking for nominations for chair. Only candidate who has expressed interest is Karen. Julie nominates Karen. [somebody] seconds. Mark calls for vote. By voice vote, passed unanimously.

Mark moves to nominations for vice chair. No one has expressed interest in being nominated for vice chair. Bylaws do not require that vice chair position be filled at all times, though position is valuable both as support to chair and as potential successor. Leicester indicates that position is important for carrying the load and balance of power. Mark suggests that we can move forward without a nomination for the short term, but we will work to identify potential candidates and fill position as soon as possible.

Mark moves to position of secretary. Only candidate who has expressed interest is Kermit. Larry nominates Kermit. Barbara seconds. By voice vote, passed unanimously.

Mark turns over nominations for treasurer to Karen. Karen indicates that Mark has expressed interest in the position, as Barbara has indicated that she may not have time to continue in her current role. Larry nominates Mark for treasurer. Barbara seconds. By voice vote, passed unanimously.

Karen indicates that Barbara has expressed willingness to be vice chair. Paul nominates, Julie seconds. Mark calls for vote. By voice vote, passed unanimously.

Board Positions

Mark explains that with Darrell's departure earlier this year, needed at least one new board member. Two candidates have been identified: Rashad Moore and Mark Lewis. Board members were invited to participate in a call to meet both candidates week of June 15.

Leicester describes Mark Lewis' qualifications for board membership. Mark and Julie offer comments in support of nomination. Larry moves to approve nomination, Cindy seconds. Mark calls the vote. By voice vote, Mark Lewis is unanimously approved for board membership.

Leicester turns over to Joy to share information about Rashad Moore's qualifications for board membership. Mark commends Joy's efforts to recruit Rashad as new board member. Joy shares her perspectives on Rashad. Larry offers comments in support of nomination. Larry moves to approve nomination, Barbara seconds. By voice vote, Rashad Moore is unanimously approved for board membership.

Full Board Meeting

February 2020 minutes.

Mark turns to minutes of February 2020 meeting. Meeting minutes are approved unanimously.

CEO report

Mark offers comments before turning to CEO report. Commends leadership of Academy of Hope and Julie Meyer for work in advancing diversity, equity, and inclusion (DEI). Also notes the work of AoH staff in continuing operations and engaging learners during pandemic, highlights recent graduation event. Mark further notes that staff member Summer had a baby recently.

Mark turns to Leicester to provide CEO report.

Leicester shares several updates on staff, and that videos and other media on recent graduation event will be shared with board.

Leicester shares that there were 32 graduates in most recent term; had anticipated 70 but many are waiting on testing given technological challenges with remote proctoring. Academy of Hope was on pace to be a Tier 1 school based on preliminary assessments but progress on hold for the time being. NEDP students have been doing particularly well during current closure. Leicester some concerns with remote proctoring and whether this is best fit for students. Notes that New York has come up with strategy for helping students to completion, may serve as option moving forward.

Leicester shares update on technology challenges identified during remote learning process, but lessons learned that will be applied for the fall term. Will involve new learning platform, broadband, and computer access. A donor has agreed to pay for certain hardware and access costs for students, gift will come out to slightly more than \$1 million.

Leicester moves to charter goals. Our intent to amend our charter goals away from the PMF; amendments have not been completed, and PMF is not in force this year due to coronavirus. Conversations this week (with other charter schools) around accountability framework, difficult to set performance benchmarks because no baseline. Notes that blended learning may be path forward as students have responded well.

Julie notes that program committee has not met recently, notes several variables that may impact planning for performance moving forward. Leicester concurs that there are a number of variables. Julie notes that schools must submit extensive operational plans soon; Leicester notes that there has not been much information on timeline or submission guidelines.

Leicester provides update on advocacy. Leicester shares that she and Audrey met with CM Grosso, and he is supportive of funding at prior year levels to make sure schools are whole. Grosso has asked for documentation to support ask. AoH is working with CMs Mendelson and Silverman on this issue as well. Leicester notes that adult ed schools generally run waitlists during economic downturns. Leicester notes that there is some federal stimulus funding that has been identified that will help keep AoH moving.

Leicester hands off to Richmond to discuss school schedules. Richmond shares that AoH will move to two-semester model to give students time to catch up. Will shift to schedule with two days in class, three days remote learning, although also creating option for students who want to be 100 percent

online. AoH will be shifting to new learning platform. AoH looking to create a GED accelerator program for younger cohort (18-24) that are largely recent high school dropouts.

Richmond hands off to Audrey to share updates on workforce programming. Hospitality programming has been paused given changes in economic conditions. Keeping administrative support and CNA training. Also starting phlebotomy courses. Maddy commends staff for their work.

Leicester announces that student information system is on track and will be delivered July 15. Will start training with registrars and other staff, will allow for online applications.

Leicester updates on DEI work, notes working to update the operations plan and strategic plan. Mark notes that given other priorities we will delay voting on strategic plan. Julie supports this approach and notes that flexibility is important.

Leicester comments on the proposed Fast Track program, notes that AoH has experience with offering such options in the past and they are successful. Mark asks if it can be connected to workforce programming. Richmond indicates that it is under discussion.

Julie asks if AoH would be open to participating in research on online learning, since we're all participating in natural experiment. Leicester agrees and mentions potential work with WorldEd.

Leicester gives kudos to accountability team for leading efforts on citywide adult learner survey.

Financial Presentation/FY 2021 Budget

Brian McNamee shares that AoH has developed three scenarios for budget forecasting – Best Case, Worst Case, and Likely. Likely is scenario being shared for board approval. Will have much better information on which scenario is actually happening by mid-September.

Brian shares assumptions underlying each scenario, and impact on staffing, equipment, and other expenses.

Brian notes that finance committee approved Fy 2021 budget on June 9 to send to full board approval.

Leicester shares quick update on enrollment and timeline. Doesn't see any decisions on potential staff reductions being necessary prior to September. OSSE grant decision coming soon, and decision on guaranteed enrollment in July. Approved budget will be submitted to PCSB in August. Notes that current budget projections do not include some new investments, so prospects looking better.

Barbara offers comments in support of budget development process, encourages board to approve the budget as proposed.

Mark asks if any questions on budget. Calls for motion to approve. Julie moves, Barbara seconds. By voice vote, the budget is approved unanimously.

Brian shifts to overview of April financials. Situation has significantly improved in recent months, Paycheck Protection Program has been very helpful. Loan has not been forgiven yet through PNC but will be.

Brian shares updates on Ward 8 construction. Shooting for December 2020 start to construction. Still don't have full use of the space; asbestos removal is completed but insurance company has not given

approval for use of common room. Discussions on taking over master lease from KIPP are paused. Conversations with the church are ongoing regarding potential purchase or other options.

Brian notes that we were to have a contract for facilities and janitorial services for board approval today, but contract not ready for board vote.

Fundraising

Joy turns to Madi to provide update on 35th anniversary event. Madi shares that gala will be moved to spring.

Joy turns to recruitment updates, highlighting new course offerings and tech assistance as opportunities to engage in student outreach. In terms of goals – seeking 1650 applications in order to get to target enrollment of 520 for count day. Currently at 407 applicants. Shares that online advertising has become primary source of applications, used to be word of mouth. Academy of Hope expanding into additional television, streaming, radio channels. Will also do peer to peer messaging using alumni, students. Doing virtual information sessions. Also looking at church, community partnerships as recruitment strategy. Board can assist by sharing connections on media, partnership, and other opportunities.

Joy shares that there is need for volunteers for phone bank to assist with enrollment efforts.

Julie asks what happens if we exceed enrollment targets? Richmond says there are options with new course offerings, modules that will allow for flexibility.

Joy provides updates on fundraising. We have exceeded goals, including a third of goals related to gala. New donation is a \$1 million gift to cover laptop and other tech costs.

Board Planning

Karen asks board members to participate in Zoom poll for board retreat dates.

Karen provides overview of discussion document outlining potential board DEI plans, next steps. Julie urges board members to review document in advance of retreat. Cindy offers additional thoughts on aspects of DEI goals and plans that resonated with her, especially around common language and shared vision. Madi expresses support for efforts.

Karen acknowledges challenges in dedicating sufficient time to DEI efforts, but appreciates that everyone coming at the work with an open mind.

Mark expresses interest in hearing from staff about what they've learned through DEI work that the board could do to be supportive. Julie suggests that staff be encouraged to challenge board members where we are not operating with DEI lens. Leicester expresses thanks to staff and board for their work in moving DEI effort forward. DEI efforts will move to volunteers – recent incident underscores need for this.

Karen notes that retreat may be full day or two half days, will be online.

Karen asks board members for thoughts on meeting times for coming year

[end notes]

