



Board Meeting Minutes

A virtual meeting of the Board of Trustees (the “Board”) of Creative Minds International Public Charter School (the “School”) was held on March 22, 2021. The meeting was called to order at 6:03 PM.

The meeting was held over Zoom, given COVID-19 restrictions. The following Board Members participated: Dr. Neal Brown, Michael Curran, Dionne Tyus Garvin, Dr. Lynn Jennings, Navin Nayak, Matt Walker, Jennifer Wallace, Dr. Val Wise. Imani Davis and Jeanelle Johnson were absent with notification.

Also participating from CMI school leadership and staff: Chuck Jackson, Executive Director and ex-officio board member; Craig Bednarovsky, COO; Nayamka Long, CAO; Carlos Garcia, Jenn Andruzzi.

1. Opening Items

- Board Chair Dr. Val Wise opened with roll call of Trustees.
- Informed all that the meeting will be recorded.
- January 2021 Board Meeting Minutes were presented for consideration.
 - **The Board voted unanimously to approve the January 2021 Board Meeting Minutes.**

2. Report from Executive Director

- Explanation of recent shift to partial in-person learning.
 - Apology to those who were surprised by the shift.
 - Major factors that were considered
 - 1) number of teachers who would return
 - 2) number of families who want to switch to in-person learning
 - 3) CDC, DC Health Department guidelines, which have shifted recently.
 - After analysis, only able to offer one in-person class per grade level. This upholds commitment to safety and commitment to quality, in both virtual and in-person instruction.
 - As of next week, just over 20% of students invited back.
 - Priority for students who are struggling the most.
 - Middle school—accommodating all students who selected option 3, and those with highest needs.
 - Lower school—roughly 10 students per class, 64 families accepted in person.
 - Higher percentage of middle school teachers want to return to in-person learning compared to lower school; exploring reasons for this.

- We are planning for 100% in-person learning in the fall. New items may come up that are out of our control, but we are deeply committed to this.
- Highlights of new CDC recommendations
 - Note that one layer down from federal CDC recommendations, DC leadership makes decisions on what's best for community.
 - DC mayor just removed 12 person cap for a room; 6ft distance requirement still in place. Note CDC just issued guidance that 3ft may suffice for some schools. Could be new DC guidance this week moving to 3ft, not sure.
- Surveillance/tracing and tracking/testing still happening, with many partners
 - Contingent on families consenting, our nursing unit will conduct random testing
 - New schools database/snapshot on DC COVID website, with numbers of COVID spread in schools. Trend is teachers have lowest infection rate, support staff are highest, students in between.
 - Vaccination available to all teachers, even if not teaching in person. Hope is that by May 1, all who want vaccine should be able to get one. 230k vaccines administered so far.
- PARCC testing cancelled, in essence—looks like no DC schools will need to administer the test.
 - Given equity gaps, believe that OSSE did the right thing, especially since data would not be reliable.
 - 30 day comment period is open now, but hope waiver on federal requirements will be granted.
 - DC public school charter board doing QSR work in virtual assessment, with objective analysis
- Next school year, CMI 10 year anniversary, and charter renewal. Believe CMI is well positioned for this, but will be a busy year.
- CMI recognized by US Dept of Agriculture for food distribution work. We've probably delivered at least 100,000 meals. We are upheld as a model for other schools.
- DC charter lottery is open; 30% reduction from last year overall, but CMI still has waitlist of well over 1000 students.
- Summer Extended School Year (ESY) program update—
 - Most students with IEPs are making progress on them in virtual learning, not all kids though, so we still have a challenge.
 - Right now, thinking ~45 students may need summer programming. Most will likely be in person. Need to figure out staffing.
 - CMI has been asked to host DC debate summer program, still considering this.
 - We are in talks with DC Dept of Parks and Rec to perhaps bring some kids back in summer, with days filled with half academic learning, half social and emotional development; all on campus. Figuring out what this partnership might look like for both CMI students and staff (who could get hired to be part of this).
- DCPS has not finalized calendar for next school year.

- Want to align with DCPS when calendar comes out, but also want to keep Wednesday professional development, since we believe this has led to our success in virtual learning
- Would likely outsource child care, other programming for kids on Wednesdays
- Staffing update
 - Getting close to finalizing salary band analysis, to find out where we stand overall, and position by position.
 - Working well with consultants, a big lift
 - Plan to send out contract renewals by spring break.
 - Our Director of Inclusion, Amita, leaving at end of year for new challenges and opportunities; have finalists for replacement.
 - New HR director working out well so far; helping with contracts and overall morale.
 - Expect need for more academic support next year; likely two more academic coaches next year.
- February Black History Month celebrations went well, positive response. Want to keep conversations going.
- Women’s History Month wrapping up now, with education and creative outlets, including PE teacher Michael leading walk event—great example of staff member taking initiative, great work of culture committee
- April’s theme is the environment; May is LGBTQ focus.
- “Comfort for Nonprofits” looking to develop a toolbox to deal with stressors; Chuck and CMI will be part of this with focus on equity.
- Response to Intervention Special Education Cooperative—draft new RTI handbook, with staff training to follow, and pilot program with students.
- NEXUS Fellowship update from Nayamka
 - Four weeks, one topic per week
 - Exciting opportunity to review current practices, review them through lens of equity, thinking through broader definition of inclusion beyond special education context, including English language learners
 - Response to Intervention—want to address equity and overinclusion of students of color in special education
- Parent workshop on pandemic challenges on April 29
- Virtual CFA Auction April 30
- CMI will participate in A4LE virtual conference on education architecture and school design for equity
- Q+A
 - Anything known about PARCC adjustments in the upcoming year, with greater equity in mind? Comments increasing in education circles on moving away from standards-driven testing; too early to know what will happen long term. No concrete data or plans yet; many have concluded data would not be reliable this year. Lots of questions and input from community.
 - Can we help planning for students on the wait list for coming back to in-person learning? Can families know where they are on the wait list? Trying

to be very thoughtful on who comes back, looking student by student, staff member by staff member (with HR, privacy, and other concerns in mind). Moving forward on a rolling basis, hard to predict—plan to keep “over communicating” with CMI community on what we are doing.

3. Report from Committee Chairs

Each committee provided an update:

- AEC: Update from Lynn, Nayamka
 - We have some data from MAP assessments given during in-person learning, including students who are struggling the most
 - Also some data on writing rubrics in middle school; classroom observation data
 - Community meetings happening on Fridays, with high level of engagement; has given us insight on what is happening for students at home, in broader terms than academics
- Finance: Update from Craig (in Jeanelle’s absence)
 - Days of cash on hand: 87, with good cushion for unforeseen future needs.
 - PPP loan forgiven
 - Final budget for next school year to be presented in May
 - Committee recommends the board accept new Form 990 as prepared by Finance Committee, submitted for review in January; **The Board votes unanimously to approve Form 990.**
- Governance: Update from Michael
 - Believe bylaws allow for potential expansion from 11 to 13 or 15 members, considering this
 - Will review current trustee list to see where we may have organizational gaps
 - Committee will prepare list of nominations for officers and committee chairs for next school year; committee will be in touch with trustees to discuss future roles.
 - Board retreat June 26; voting on board roles for upcoming year, strategic plan work, Diversity, Equity, Inclusion, Belonging work (DIAB).
 - Will research OMA requirements for retreat.
- Strategic Planning: Update from Dionne
 - Waiting for school to reopen to reassess timeline, including work on profile of CMI graduate; may get pushed to August.
- REDI: Update from Lynn
 - Following poll of availability, REDI training for board on April 6, 5:30-7:30 and April 26 5:30-7:30
 - Will use consulting firm
 - Want to do this work before we get back into strategic planning
- **Board votes 8-0 to accept all reports as given.**
- **Open Q+A time notes:**

- What will reopening look like if more teachers want to return to in-person learning than continue online, are lower/middle school directors involved, and how will school maintain integrity of both programs if the numbers shift? We are doing careful planning, step-by-step, with direct communication with all teachers. Both school directors are involved. We are monitoring student engagement carefully, both online and in-person.
- How does CMI monitor teacher quality? Teachers have invited school leadership into classroom for feedback; and in virtual learning; leaders are more able to observe classrooms than with in-person learning. Teacher evaluations are happening in coming days and weeks. We want feedback from all parents.
- **Next meeting of CMI Board of Trustees is May 24.**
- **There being no further business to be transacted, the meeting was adjourned at 7:51.**
- **Board votes 8-0 to move to Executive Session (as required to discuss legal matter involving a student).**

Respectfully Submitted,
Matt Walker



Board Meeting Minutes

A virtual meeting of the Board of Trustees (the “Board”) of Creative Minds International Public Charter School (the “School”) was held on May 24, 2021. The meeting was called to order at 6:03 PM.

The meeting was held over Zoom, given COVID-19 restrictions. The following Board Members participated: Dr. Neal Brown, Michael Curran, Imani Davis, Dionne Tyus Garvin, Dr. Lynn Jennings, Jeanelle Johnson, Navin Nayak, Matt Walker, Jennifer Wallace, Dr. Val Wise.

Also participating from CMI school leadership and staff: Chuck Jackson, Executive Director and ex-officio board member; Craig Bednarovsky, COO; Nayamka Long, CAO; Jenn Andruzzi, Dr. Emmanuel Taiwo (new Director of Inclusion at CMI).

1. Opening Items

- Board Chair Dr. Val Wise opened the call with a welcome to all.
- Matt conducted a roll call of Trustees in attendance.
- Chuck informed all that the meeting will be recorded.
- March 2021 Board Meeting Minutes were presented for consideration.
 - **The Board voted unanimously to approve the March 2021 Board Meeting Minutes.**

2. Report from Executive Director

- In person status—CMI plans to be full time in person at start of next school year. All in CMI community has been informed.
 - Plan to continue mandatory staff testing (not required by DC Government, but requiring testing as best practice)
 - 200 students in-person now, just under 50%
 - Learning Plan due to OSSE June 30, along with Revised Safety Plan
 - Assessment data due July—much unclear about this. No specific format required, and OSSE says the data will not be used to categorize schools. Will contact TNTP to help.
 - Mayor Bowser order says virtual learning can only happen next year with approval from doctor—details not clear.
 - Possible new funds from OSSE, details unclear.
- Enrollment update
 - CMI is at 97%, 535 out of 554 are reenrolled.
 - 94% of the way to internal target of 570.

- Very happy with this, as many schools are struggling with enrollment—credit to Heather, Craig, Anna, Stephanie and the team for doing so much good communication with families.
- Human Resources Update
 - Salary band project is complete. Did two town halls, answered all questions.
 - After spring break, made 107 staff offers, with 104 accepting the offers—very high rate. Much credit to Laverne on HR team.
 - 13 openings still to fill for next year; 5 are new roles, 8 are staff who did not accept offers. 4 staff not offered new role. 1 recent termination.
- Dr. Wise notes huge improvement over two years ago on both student and staff retention.
- Dr. Emmanuel Taiwo, new Director of Inclusion at CMI, introduced himself.
- Big lesson from pandemic—effective communication is key.
 - Want to move out of reactive mode, which was necessary over the past year.
 - Will use new program Parent Square to develop new external communications plan.
 - Internal communications also a big issue, want to focus on this when we revisit the strategic plan.
- Big events coming up
 - Eighth Grade Graduation is June 4—one in person, one virtual. Hope all join if possible.
 - Board retreat set for June 26. Bellwether will likely help.
 - Tenth anniversary of CMI next year—want to celebrate history and achievements.
 - Charter renewal will happen next year—prepping for this now. Unclear how PCSB will approve charters—draft plan is on their website.
 - Accreditation also next year—Nayamka working with accreditor FieldWork Education.
 - CMI is part of new PCSB School Leaders Cabinet; glad to be included.
 - New push for each school to publish financial info in the same format; meeting with consultants to help make it fair and efficient. Three year implementation window will give all time to adjust.
- Summer planning
 - Expect about 50 kids for ESY (Extended School Year)
 - One of very few schools to do DPR Boost Camp for half the day
 - Debate League will happen again
- Equity report
 - Staff terrarium activity for Earth Day
 - Moved Pride Month up to make sure it lasted one month (May 15-June 15); all got a copy of I Respect Difference, with recorded and live lessons on issues presented in the book.
 - AAPI Month also included distributed books.
 - Response to Intervention work going well; handbook almost final.
- CFA Auction went well.
- Will participate in Architecture Conference in June.

- DC City Wide status update—lots of confusion over mayor’s new announcements.
- Q+A:
 - Vaccination updates?
 - CMI follows all protocols.
 - Requirements set at state/DC level.
 - Most schools not requiring it for staff including CMI. Doing all we can to encourage vaccinations. Doing sentinel testing biweekly—these are required.
 - Student vaccinations—cant require these as of now. This may get revisited, likely at federal level.

3. Report from Committee Chairs

Each committee provided an update:

- AEC:
 - Lynn: Gave overview of results from Qualitative Site Review (QSR)
 - All qualitative data, from all-virtual environment.
 - DCPCSB evaluation based on qualitative data, no quantitative data.
 - Gives us a sense of school culture and how CMI students are taught.
 - Much appreciation to the entire staff for the positive outcomes.
 - Chuck introduced and presented QSR slideshow (deck posted in Board Book), analysis from four Subdomains. Highlights:
 - “Strong evidence that school is achieving its mission.”
 - Most observations showed no loss in instructional time
 - Lessons had clear structure
 - Most students engaged
 - SPED and EL programs implemented with fidelity
 - ELA/Math samples—some sufficient, some minimal—room for improvement
 - Nayamka comments
 - No names associated with QSR comments
 - Will focus on ensuring assignments align with standards, focus professional development on takeaways, continue high levels of engagement.
 - Dr. Wise knows QSR work well—was not involved in CMI’s review to ensure no conflict, but knows the report reflects good work of school staff.
 - Chuck notes PCSB has decided not to use PARCC for three years, so this info will start to provide basis for charter renewal.
 - Will share QSR more broadly with community, wanted to share with board first.
- Finance: Update from Jeanelle
 - Committee reviewed overall financial health, planning for future.
 - Days of cash on hand: 103 days projected at end of year, well above 60 day requirement.

- Budget has us below our Debt Service Cover Ratio minimum of -1.2 driven by higher expenses and conservative revenue estimates based on the number of pupils.
- Conservative budget compiled for next school year, will finalize before due date of end of June (board will need to approve)
- Planning development activities around 10-year anniversary next year.
- Governance: Update from Michael
 - Presented slate of officers to board for consideration for SY21-22:
 - Chair: Navin Nayak
 - Vice Chair: Dionne Tyus Garvin
 - Treasurer: Jeanelle Johnson
 - Secretary: Matt Walker
 - **Slate of officers unanimously approved by board.**
- Strategic Planning: Dionne had to leave tonight's meeting early due to family illness.
 - Val reported we will continue strategic planning at upcoming retreat.
 - Michael asked all to review strategic plan before retreat.
- REDI: Update from Lynn
 - REDI training for trustees occurred on April 6 and April 26, two sessions of 90 min each.
 - Key takeaways:
 - We should ask intelligent, informed questions to do advisory and oversight role
 - We need to become familiar with CMI data, i.e., patterns and gaps in data, especially among subgroups.
 - Use tools for assessing equity and make this a standard practice.
 - Set measureable, ambitious goals for board's REDI work at strategic planning retreat in June.
 - Want to make sure board reflects all we want to see in CMI as a school.
- **Board votes 9-0 to accept all reports as given.**
- **Next meeting of CMI Board of Trustees is retreat on June 26.**
- **There being no further business to be transacted, the meeting was adjourned at 7:53.**

Respectfully Submitted,
Matt Walker



Board Meeting Minutes

A virtual meeting of the Board of Trustees (the “Board”) of Creative Minds International Public Charter School (the “School”) was held on June 23, 2021. The meeting was called to order at 6:03 PM.

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Also participating from CMI school leadership and staff: Chuck Jackson, Executive Director and ex-officio board member; Craig Bednarovsky, COO; Nayamka Long, CAO; Jenn Andruzzi.

1. Opening Items

- Board Chair Navin Nayak called the meeting to order at 6:03.
- Matt conducted a roll call of Trustees in attendance.
- Chuck informed all that the meeting will be recorded.
- May and June 2021 Board Meeting Minutes will be presented for consideration at the Board’s next open meeting (date TBD).

2. Consideration of proposed SY21-22 CMI Budget

- Craig presented an overview of the executive summary of the budget.
- CMI projected to end year with 107 days of cash on hand (above PCSB rec of 60 days).
- Debt service coverage ratio at 2.11--budget exceeds 1.2 ratio requirement, projecting to exceed this with a \$83k cushion.
- Total revenue \$14.6m, 88% from state and local revenue; reviewed key revenue assumptions.
- Forecasted net income is -\$0.8m on \$14.6 in revenue, -5.56% gross budget margin. The margin is explained by deferred in-kind rent credit with AFRH--accounting rules require this appear as a deficit at outset of year—the margin will increase over the course of the year as rent credits occur, so the margin is not a cause for alarm.
- Enrollment—budget for 554 students. As of this week we have 553 enrolled. Reviewed special population/special ed enrollment trends and assumptions
- Reviewed categories of expense; salaries are highest category at 58% (\$8.9m).
 - Salary increase of \$1.9m more than FY21

- CMI is moving more in line with other DC salaries, and some new roles in response to student needs from pandemic and post-pandemic, including dean of school culture.
- Teacher/staff turnover lower over past school year than in the past—invited 107 people to come back, 104 accepted. Way above national departure rate of ~14%.
- Total operational expenses=\$14.9m (\$2.4m higher than FY21); reviewed key expense assumptions, potential budget impacts.
- **Board votes 9-0 to accept SY21-22 Budget.** Budget due to PCSB on July 1.
- Craig presented Review of Contract Renewals, including names of vendors, services provided, estimated SY21-22 spending. Matt informed board they will receive conflict of interest acknowledgment forms to sign before the start of school year.
- **Next meeting of CMI Board of Trustees is retreat on June 26.**
- **There being no further business to be transacted, the meeting was adjourned at 6:46.**

Respectfully Submitted,
Matt Walker