



March 2, 2022 Board Meeting Minutes  
Meeting via Zoom // 3:00pm - 4:00pm

**Board Members:** David Bradley, Barry Caldwell, John Duff, Crystal Lockerman, Carol Ludwig, Antonia Oviedo, Michael Pickrum, Marty Rogers, Susan Schaeffler, Reggie Workman

**Non-Board Member Attendees:** Dane Anderson, Michelle Behrens, Shalena Broadnax, Tom Clark, Jami Dunham, Katie Cole, Allison Fansler, Anna Gregory, Jacque Patterson, Saumil Shah, Susan Toth

### **Introductions**

The KIPP DC Board of Directors met via Zoom on Wednesday, March 2, 2022. The Secretary was present. Fansler called the meeting to order at approximately 3:00pm. Board members and staff introduced themselves.

Fansler reviewed the agenda and items on the consent agenda. The Board voted unanimously to approve the agenda and the following items on the consent agenda:

- Board Meeting Minutes – December 15, 2021
- Board Meeting Minutes – December 22, 2021
- Board Meetings Minutes – February 3, 2022

### **Finance Committee Update**

Duff and Anderson provided the Finance Committee update. While revenue and enrollment have typically come in higher than budgeted, this year, revenue and enrollment were lower than expected. This is likely because of COVID-19 and younger children not returning to school in the same numbers. There was concern that KIPP DC might not be able to meet its lender's financial metrics, but this is no longer an issue. Anderson noted that the Finance Committee held their quarterly meeting on February 15, 2022 and that the Finance Committee notes are in the Board materials.

### **Governance Committee**

Cole provided the Governance Committee update. The Governance Committee has been leading the search for KIPP DC's new president. KIPP DC contracted with executive recruiter Shalena Broadnax. KIPP DC is developing an initial timeline, gathering input from key stakeholders, and is discussing what the cultivation and selection process will look like. In the coming months, the Governance Committee will meet again and discuss an organizational review of accountability data, Board composition and recruitment, executive performance and succession planning, setting strategic goals, and determining the Board calendar for next year.

### **School and Community Affairs Committee**

Caldwell provided the School and Community Affairs Committee update. The Committee met on February 28, 2022 and focused on academic performance and recovery. The Committee reviewed data and test scores. The math data confirmed that there had been some learning



loss, which teaching teams had anticipated. KIPP DC is implementing a number of strategies to recover from learning loss and accelerate learning, which include stabilizing the learning environment with mental health supports, continuing health and safety protocols, and continuing vaccine administration. KIPP DC is implementing new approaches to instruction, and the Committee was impressed by the number of strategies being implemented. The Committee would like to receive a better sense of the metrics being used to assess these strategies and the timing for measuring performance.

### **Management Report from the President & CEO**

#### *Organizational Wins*

Patterson discussed a number of recent organizational wins: KIPP DC administered over 1,000 vaccines through clinics, 10 students were named OSSE scholars, Virtual Enterprises International invited a team of students to New York to participate in a national pitch competition, three alumni were selected for the KIPP Foundation Alumni Accelerator Program, KIPP DC celebrated Black History Month, the Legacy Prep girls basketball team won the state championship, and the new Legacy Prep campus opened.

Patterson acknowledged community concerns about use of the new Ferebee Hope recreation center, and noted that several community members joined today's Board meeting. Patterson noted that KIPP DC will discuss these concerns with Councilmember Trayon White on March 10. Caldwell noted that Patterson's team has been receptive to the community's concerns and is confident that Patterson will help everyone come to a resolution.

#### *President Search Process*

Schaeffler introduced Shalena Broadnax, an executive recruiter leading KIPP DC's presidential search process. Broadnax discussed her prior experience and the current search for KIPP DC's president. Broadnax has collected input from key stakeholders, and in the coming weeks and months will develop a candidate profile and job description, develop a candidate pool, assess candidates, and eventually provide offers. She noted she has heard from individuals who have expressed an early interest in the role.

#### *Student Enrollment*

Clark provided an update on student enrollment for SY 2022-23. KIPP DC has received a large number of "top 3" applications for PreK3 and the Wheeler Campus, which are areas of focus to close enrollment gaps. KIPP DC expects to have waitlists at middle schools and there has been strong interest in Legacy College Prep, which are good indicators. KIPP DC is working to build a strong reputation in the Congress Heights community. KIPP DC understands that safety continues to be a concern at Legacy, which KIPP DC will continue to address with families.

#### *FY 2022 Budget Update*



Anderson noted this has been a particularly challenging fiscal year, with a number of unexpected occurrences. KIPP DC started the fiscal year with what it believed was a strong financial plan, but a lot has changed since the plan was approved. Primarily because of enrollment challenges, KIPP DC is expected to have a net income of around \$5M less than planned. Debt coverage will come in at around 1.5x, which KIPP DC believes is a pretty conservative downsize. Even though it has been a challenging year, Anderson expects KIPP DC to be at or above 1.5x debt service coverage and to have 180 days cash on hand due to large one-time capital contribution benefits and the New Markets Tax Credit. Planning for FY23 has begun, and the Finance Committee will share a plan with a Board in early May. KIPP DC is concerned about budget variances continuing into next year with factors such as inflation and staffing costs. However, the Mayor announced a 5.9% per pupil funding increase, which is now with the DC Council and could offset budget pressures.

#### *School Leader Selection*

Dunham discussed school leader selection, which is aligned to KIPP DC's strategic priorities of investing in people and identifying and confronting institutional racism. KIPP DC has built on its school leader selection process by focusing on equitable access, clarifying the selection process, ensuring the process is inclusive, and providing anti-bias training. Additionally, school leader selection is an opportunity to get to know KIPP DC staff better and provide professional development opportunities for staff. KIP DC expects to land on final numbers in mid-March or April.

Caldwell asked if any of the internal application numbers were surprising. Gregory noted that both internal and external interest has increased and that educating people about the process has strengthened the process. Toth added that there has been more attrition at the leadership level, so it is an opportune time to apply for leadership roles. Schaeffler noted the quality of internal and external candidates has been really strong, and Workman added that he was encouraged by the process, particularly as a KIPP DC parent.

#### *Other Executive Priorities*

Fansler discussed Executive Priorities for the next three months, which include: teacher retention, finalizing the staffing plan, revitalizing the annual KIPProm fundraiser, continuing to implement a COVID-19 recovery strategy, resuming PARCC testing, launching Camp KIPP DC in partnership with Change Summer, planning the spring Board retreat, and Board recruitment.

#### **Closed for Privileged Matter: Executive Session**

In accordance with section 2-575, subsection 10 of the DC Code, the Board voted unanimously to close the meeting to discuss employee matters and consult with a lawyer to obtain legal advice. The open portion of the meeting ended at approximately 3:40pm and the closed session continued until approximately 4:05pm.

The meeting adjourned at approximately 4:05pm.