

YWCP Board of Trustees Meeting

Date: Friday, July 13, 2018
Time: 8:00 am
Location: Young Women's College Prep
Hoover Drive

*Minutes officially approved on
August 3, 2018
Respectfully submitted,
Barbara Jarzyniecki, Board
Secretary*



Minutes

Board of Trustees Present: Jennifer Allen, Flor Colon, Barbara Jarzyniecki, Suzanne Johnston, Pam Kissel, Kristin Lowe, Laura Norris, Mary Beth Robinson-Vay, Carolyn Vacca, Jennifer Vossler, and Cynthia Woolbright (via phone)

Erin Duffy Kruss, Chuck Falcon, Belimar Vasquez, and LaQuanna Sparkman were also present (preparing the BOT application for SED's approval), Sarah Boldin (via phone)

Absent: Phoebe Reynolds, Jennifer Weinstein

School Administration Present: Principal Barbara Zelazny, Roberta McInnis and Lauri Bonnell

I. Call to Order: Flor Colon, Chair

Colon called the meeting to order at 8:02 am.

II. Roll Call:

Jarzyniecki called the names of the Board of Trustees to determine the presence or absence of the Board membership.

III. Communications:

Jarzyniecki stated that there were no communications in writing to the Board.

IV. Public speakers: There were no speakers registered to speak.

V. Approval of the June 1, 2018 Annual Retreat Meeting Minutes.

Colon asked for a motion to approve meeting minutes from **June 1, 2018 Annual Retreat Board Meeting**. Mary Beth Robinson-Vay advanced the motion and Pam Kissel seconded the motion. All agreed, minutes were approved unanimously.

VI. Executive Report: Flor Colon

1) *Election of Officers (July 13, 2018-June 30, 2019)*

Colon introduced the slate of officers for School Year 2018-2019 in accordance with the YWCP BOT Bylaws.

Laura Norris, Chair

Jennifer Allen, Vice Chair

Barbara Jarzyniecki, Secretary

Phoebe Reynolds, Treasurer

Colon asked for a motion to adopt the slate of officers. Kissel advanced the motion, Robinson-Vay seconded the motion. All were in favor. Adopted unanimously. Colon and the Board congratulated the Board members and wished them success in the role.

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Norris referred to Colon's last Board meeting. She stated that Colon served 2 consecutive terms and in accordance with the YWCP Bylaws, her term limit has expired. The Board complimented Flor Colon and expressed its appreciation for her commitment over the last 6 years. Colon stated that she plans to stay involved with the school in other ways.

2) *Update: Strategic Planning Process*

Colon stated that the Strategic Planning Process is continuing as the Board and Principal are working together to complete the Renewal Application for re-authorization defining priorities and the path forward for the school. The Plan is intended to be aligned with the ten Performance Benchmarks (Charter School Performance Framework) with a strong emphasis on Benchmark 1. She stated that Board members have taken on the responsibility to thoroughly understand each benchmark and provide oversight working with the Principal through Committee and Board Meetings. She added monthly updates regarding progress will be required. It is expected that the Plan will be an evolving document with the first review due in the Fall 2018.

3) *Background Check Confirmation*

Colon referred the next item to Barbara Jarzyniecki, Board Secretary. Jarzyniecki stated that Julia Green and Erin Duffy Kruss completed their application and evidence of the background check was received. She stated following the adoption of the resolutions listed below, she will forward the entire application for both to Ms. Nicole Henderson for official approval to join the Board.

Colon asked for a motion to accept Resolution #1 and #2. Laura Norris advanced the motion and Jennifer Allen seconded the motion. All were in favor. The resolutions are adopted unanimously.

Resolution #1 (2018-19): *The Young Women's College Prep Charter School Board of Trustees, having conducted a thorough background check via a fingerprint scan as required and having discovered no State or federal criminal history, or having provided such history to SED if found, has voted to select Julia Green as a final candidate to its Board of Trustees, with a term expiring in Year 2021, pending approval by SED. The resolution approving Julia Green is formally adopted upon SED's approval.*

Resolution #2 (2018-19): *The Young Women's College Prep Charter School Board of Trustees, having conducted a thorough background check via a fingerprint scan as required and having discovered no State or federal criminal history, or having provided such history to SED if found, has voted to select Erin Duffy Kruss as a final candidate to its Board of Trustees, with a term expiring in Year 2021, pending approval by SED. The resolution approving Erin Duffy Kruss is formally adopted upon SED's approval.*

VII. Principal's Report: Barbara Zelazny

1) *Graduation Update*

Principal Zelazny thanked the Board for its support with the first commencement ceremony. She stated that the graduation rate is 90% as of the June results. She stated that the graduating students met all of the SED requirements for granting a diploma. She added that there are still four girls who have made extraordinary progress that are on their way to meet State requirements and graduate in August. These results will be factored into the graduation rate. She stated that she is establishing a summer school program for students who need extra support in Algebra, Living Environment for two weeks, 3 hours a day. She referred to it as an instructional boot camp.

Principal Zelazny provided the Board with a glimpse of results and stated that at the next meeting she will have a full report. She stated that 40% of the 8th grade students passed the Algebra exam earning Regents credit. She especially was pleased given the level the students were in the 7th grade relating to Math performance.

Principal Zelazny mentioned SED's response in writing to the visit on May 9th and the Check-In Memo. She indicated that there were several areas she needed to clarify information with factual information. She stated that she explained one of the areas was pertaining to the graduation class. She provided evidence that all students met the State's requirement for high school graduation and provided the following information regarding the cohort.

✓ **50 Cohort 2014 students**

- ✓ 45/50 graduated as of June 2018 (90%)
- ✓ 13/50 earned Regents with Advanced Designation (26%)
- ✓ 28/50 earned Regents Diplomas (56%)
- ✓ 4/50 earned Local Diplomas (8%)
- ✓ Five remaining cohort 2014 students have plans making it possible to graduate August, 2018.

She stated that she believes it was important to understand the nuances of terms such as “pathways”, as they have specific designations relative to diploma credentials in line with the State’s Diploma/Credentials Revised Feb, 2017.

Jarzyniecki suggested that the entire Board receive a copy of the response to the SED’s Check-In Memo.

2) *FY18-19 Enrollment Update*

Principal Zelazny reported that 43 7th grade students completed registration. She stated that all students on the waiting list were accepted. Recruitment continues throughout the summer.

Kissel asked about the target populations. Principal Zelazny responded that the school actively recruits students by using diverse marketing strategies in a way to attract students across the board. She stated that the school continues to connect with families who are interested in attending but have not yet enrolled, information packets are mailed home, and home visits are happening throughout the summer. School staff and student ambassadors are attending the summer charter school fair on July 21st. She is projecting an enrollment of 390 students for 2018-2019.

3) *Charter Application for Renewal Status Update*

Colon asked Principal Zelazny for an update on the completion of the Renewal Application and asked if there was anything she needed. Principal Zelazny stated that she continues to work on the document with support from Andrea Rogers and Jill Shahan, (consultants). She added that Board members have also taken various Benchmark sections to support the work. The preparation of a final document is progressing as the review of the original charter and renewal application is complete and the merger of the vision to reality (addressing the CAP and Deficiencies), to the new leadership is at a point of completion.

Principal Zelazny referred to Board members that are supporting the writing of the application and its review and stated that Board members would receive a draft to final for review and approval prior to submission. She thanked the Board for supporting her request to have additional help preparing the renewal application.

4) *New Organization Structure*

Principal Zelazny pointed out Benchmark 2 (Curriculum and Instruction) of the Charter School Performance Framework and introduced a new organization chart that she felt would provide a strong foundation for arranging the resources for improved student achievement. She stated that her initial efforts as the new Principal at YWCP have been focused on a review of student results, the curriculum, and the organization's structures and processes. She stated that the #1 factor for improving academic performance is the quality of the teacher and she identified areas of student and teacher need and crafted a plan to address the gaps. She added that she believes that there are many factors for improving academic performance across all grade levels (quality of the teacher, design of the master schedule, data driven decision-making, importance of planning time and how it is used across levels, instituting a whole school curriculum using a backward design method to help teachers focus on goals addressing the weakest points). Principal Zelazny moved the discussion to a critical component of the plan, the hiring of content and curriculum experts to work as instructional coaches directly with teachers and support the administration as an intensive curriculum is reviewed during the month of August.

Principal Zelazny stated that the most significant change is the addition of the coaches to the organization chart. She stated with the realignment of staff, she is appointing Instructional Coaches with the following specialty backgrounds: Literacy, Math, Social Studies, Science, Special Education and English as a Second Language.

As the Board Members reviewed the chart that was presented, several Board members asks questions regarding alignment and supervision of the instructional coaches, role of Assistant Principals, and the realignment of resources. Vacca stated that the relationship between the coaches and teachers needed to be made clearer on the chart. Principal Zelazny explained that the coaches are responsible for reinforcing the instructional strategies established, working with teachers as side-by-side coaches, planning weekly with teachers and pushing-in to provide direct student supports when necessary to achieve student success and develop master teachers. They provide support and coaching but do not evaluate teachers. She stated that this move involves only one new position, due to replacing and deploying staff and shifting from 9 periods to 8 periods. The coaches will have no administrative duties, only instruction. Principal Zelazny stated that she will work on revising the chart to demonstrate alignment.

Johnston stated that this model will improve the quality of the school and teachers as exemplary instructional leaders in the classroom.

Colon asked for a motion to accept Resolution #3 2018-2019 pertaining to the change in the organization structure with suggested revisions to the organization chart.

Resolution #3 2018-2019

By Member of the Board Carolyn Vacca

WHEREAS, pursuant to the New York State Charter School Guidelines, changes to YWCP's organizational structure must be communicated to and approved by the New York State Education Department's Charter School Office staff; and WHEREAS, the organizational structure of Young Women's College Prep Charter School (YWCP) is evolving as the school became a fully scaled-up high school serving grades 7-12 with its first graduating class (2018); and WHEREAS, the Board of Trustees appointed new leadership in January 2018, and the organization must reflect a commitment to the success of all students and their learning, therefore be it resolved

RESOLVED, upon recommendation of Principal Barbara Zelazny, the new organization structure presented to improve the academic performance of all students aligned with the NYSED Charter School Performance Framework, reflects the following changes:

- 1) Change in title from Coordinator of Instruction to Coordinator of Curriculum and Instruction
The Coordinator of Curriculum and Instruction will continue to lead YWCP's assessment and analysis and provide instructional supports. This role is expanded to include supporting and implementing professional development and embedded curricular development under the direction of the Principal.*
- 2) Change in title from Athletic Director to Director of Athletics and Recruitment
The Director of Athletics and Recruitment will promote and coordinate the athletics department and recruitment process throughout the community to create and sustain relationships with families and students and supervise athletic staff.*
- 3) Establishment of the Instructional Coach Model
Instructional Coaches with the following specialty backgrounds: Literacy, Math, Social Studies, Science (through Encompass), Special Education and English as a Second Language.*
- 4) The coaches and the Director of Athletics and Recruitment will report to the Principal.*

RESOLVED, that Principal Zelazny is presenting the 2018-2019 YWCP organization structure (Chart attached) for the approval of the Board of Trustees; and therefore, further be it

RESOLVED, that the Board of Trustees of the Young Women's College Prep Charter School approves the new organization structure.

Seconded by Member of the Board Mary Beth Robinson-Vay.

All were in favor. The Resolution was adopted unanimously.

VIII. Governance Committee: Jennifer Allen, Chair (Governance Report sent prior to the meeting for review)

- 1) BOT Self- Assessment Results and Discussion**

Jennifer Allen reviewed the results of the BOT Self-Assessment. She stated that 11 of the 13 Board Members completed the survey. She stated that the Board Self-Assessment has taken place for the last 4 years. The results of this year's Board Self-Assessment include a favorable rating on finances, board meetings, governance and facility. A developing rating on recruitment of diverse board candidates, parent and community involvement and ongoing engagement with the school Board Meeting: July 13, 2018

and faculty are opportunities where improvement are necessary throughout the year and built into the Strategic Plan. The Board agreed to develop and implement a collaborative plan to address these results.

Board members asked several questions regarding the Parent Council and its membership, standard meeting times, and next year's family events. Norris suggested that a calendar be developed and available members of the Board schedule time on their calendars to attend specific events throughout the next school year.

Robinson-Vay stated that her experience over the years was positive connecting with families and various school events.

Allen provided an overview of the new orientation and onboarding process for new Board members. She stated that there are six potential new members that will be participating in the process. She asked several Board members, given their area of expertise, to plan to be part of the orientation. The orientation includes overview of: the charter agreement and most recent renewal charter documents; the school's mission, vision and education goals; the school as an organization; the NYSED Performance Benchmarks; Board roles, responsibilities and expectations (committee work, meeting attendance, community outreach, fundraising, conflicts of interest); Board by-laws; a review of policies and procedures, Open Meetings Law and legal compliance. The onboarding session includes an introduction to the school community, school tour and introductions to staff, students, as well as attendance at a parent meeting, and the assignment of a current Board member as a mentor for the first year of the new member's term.

IX. Finance Committee: Jenny Vossler, Chair

In her last report to the Board, Jenny Vossler reported that the school is strong in the area of finances and the year ended with more of a surplus that was previously reported. She asked Norris to convene the Audit Committee to begin preparing for the next audit cycle. Several Board members thanked her and applauded her commitment and outstanding work in the area of financial management over the last 6 years.

X. School Operations: Roberta McInnis, Director of Operations

Roberta McInnis referred to the summer cleaning and renovations taking place throughout the summer. She stated that starting today the music room will be converted to all classrooms.

She reported that the estimated projected budget amount for student enrollment for the 2018-2019 is based on an enrollment of 390 students.

Ms. McInnis referred to a proposal discussed by Barbara Hasler, Business Office Manager, at the last meeting regarding the purchase of Chromebooks for each student for use during the school day throughout the school career with the intent to present the student with the Book at the completion of their high school graduation.

Principal Zelazny advanced the proposal and stated that specific guidelines will be developed. Vossler stated that there are funds to cover this purchase and it was important to support student learning in any way possible.

Resolution #4 (2018-2019)

By Member of the Board Jennifer Allen

WHEREAS, it is important to support students' learning and enhance their capacity, productivity and performance, and

WHEREAS, upon recommendation of Principal Zelazny, she is advancing a proposal to provide each YWCP student with a Chromebook for use during the instructional day; and

WHEREAS, students will be given the Chromebook upon graduation for use in post-secondary education and career; therefore be it

RESOLVED, that the Board considers this proposal and approves an amendment to the FY18-19 budget by adding an expenditure from the reserve, not to exceed \$133,000.

Seconded by Member of the Board Suzanne Johnston

Norris asked for motion to accept Resolution #4. Allen advanced the motion and Johnston seconded the motion. All were in favor. The Resolution was adopted unanimously.

Bonnell stated that this student advantage could serve as a new marketing strategy and media pitch during recruitment.

XI. Communications Committee: Jennifer Weinstein, Chair No Report

XII. Development Report: Cynthia Woolbright, Chair

Lauri Bonnell stated that all three honorees have been confirmed for the Leadership Breakfast and she will be marketing the event. The three include Erin Tolefree, VP of Sales at Baldwin Richardson Foods, The Bonadio Group, and Carlos Carballada.

XIII. Education, Performance Evaluation: Pam Kissel, Chair

Kissel stated that the Committee is presently in the performance evaluation process with Principal Zelazny. She stated that the Principal completed her goals in February and has completed the self-evaluation using the Marzano instrument. There is a meeting scheduled for August 7th, from 1:00 – 3:00 to complete evaluation and set goals for the next school year. She stated that the outcome of the evaluation will be shared a future Board meeting along with the set of goals and priorities for the Board's review and adoption.

XIV. Health and Wellness Report: Mary Beth Robinson-Vay, Chair

Robinson-Vay stated that there is no report but would like to discuss naming a physician on a volunteer basis to support various health and wellness needs of the school. She also stated that the applications for school sport physicals were distributed.

XV. Facilities Committee: Flor Colon, Chair No Report

XVI. Old Business: Colon No Report

XVII. New Business:

Norris stated that it was important to institute a more effective way to video conference. She would look into several options.

XVIII. Adjourn to Executive Session: Personnel Matters, Other within regulations of Open Meeting Law. None

XIX. Adjournment: Next Meeting: Friday, August 3, 2018

Norris asked for a motion to adjourn the meeting. Kissel advanced the motion, Robinson-Vay seconded the motion. The meeting was adjourned at 9:45 am.