

YWCP Board of Trustees Meeting

Date: Thursday, October 4, 2018
Time: 6:30 pm
Location: Young Women's College Prep
Hoover Drive

Minutes officially approved on
November 2, 2018

Respectfully submitted
Barbara Jarzyniecki



MINUTES

Board of Trustees Present: Jennifer Allen, Chuck Falcón, Julia Green, Barbara Jarzyniecki, Suzanne Johnston, Kristin Lowe, Laura Norris, Mary Beth Robinson-Vay, LaQuanna Sparkman, Jennifer Weinstein

Sarah Boldin (via phone), Belimar Vasquez (via phone) (preparing the BOT application for SED's approval)

Absent: Pam Kissel, Erin Duffy Kruss, Phoebe Reynolds, and Carolyn Vacca

I. Call to Order: Laura Norris, Chair

Laura Norris called the meeting to order at 6:35 p.m.

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. She stated that there was information from SED regarding a change in schedule for the site visit. Norris will address this item.

IV. Public speakers:

There were no speakers registered to speak.

V. Approval of the September 7, 2018 Regular Meeting Minutes.

Norris asked for a motion to approve meeting minutes from **September 7, 2018 Regular Board Meeting**. Jarzyniecki advanced the motion and Julia Green seconded the motion. All agreed, minutes were approved unanimously.

VI. Executive Report: Norris (Distributed Report Prior to Meeting)

Introduction of a new Board Member

Norris introduced and welcomed LaQuanna Sparkman to the YWCP Board of Trustees. Earlier in the week, she received a letter from Ms. Vicki Smith, SED representative approving Ms. Sparkman's application to the Board.

1) *Resignation: Cynthia Woolbright*

Norris referred to a letter of resignation from Cynthia Woolbright. She stated that she and Flor Colon (former Board Chair) met with Woolbright, discussed the contents of her communication and indicated that it was a positive discussion and that Woolbright stated that she will stay connected to the school and foundation and is available upon need.

Julia Green raised a question regarding the YWLN's College Bound Initiative (CBI) based on the Network's model which was the primary concern stated in the letter. Jarzyniecki referred to the YWCP's College Counseling Program and stated that the presentation given by the school last year was comprehensive covering all aspects of college preparation from 7-

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12 grade. She suggested that it may be beneficial for the new Board members to become informed of the program and the similarities to the CBI.

Jennifer Allen asked Sarah Boldin to speak to the YWLN model. Boldin stated the CBI is a model of success in the New York City area with a dedicated college counselor replicated in 35 schools. She provided examples of the East Harlem model and its success with effective training, dedicated college counselor moving away from the role of a guidance counselor and longer term results.

Norris tabled this important discussion for another meeting. She did say that she was given a resume for a college counselor. Allen stated that the Board should review and compare programs, look for similarities and successful strategies implemented by the CBI.

LaQuanna Sparkman (Adjunct Faculty-College Orientation and Success Strategies) and Kristin Lowe (Assistant to President) of Monroe Community College (MCC) stated that they are following up with the YWCP Alumni attending MCC. Sparkman developed a survey with questions for the 16 YWCP graduates addressing experiences, strengths and challenges. Sparkman worked directly with MCC's admission to gain information regarding the identification of students. Both were interested in the level of support provided by the College and the students' awareness regarding that support. She stated that it was important to provide support resources from the start and keep an eye on the young ladies to ensure a successful year.

Boldin referred to actual statistics of students who are successful in the first year of college are most likely to complete the college term. She complimented the Board members for taking the initiative to follow the graduates entering their first year of college.

Principal Barbara Zelazny stated that the school is working with the alumni as well with phone and personal connections. She plans to work with the Board to combine strategies.

Sparkman stated that she teaches a college transition course, pulled data from research and will work with the administration to secure additional support.

Allen asked Boldin how much scholarship funding comes from the CBI model. Boldin stated that the rewarded aid is spread between 5 schools on a 'needs based' grant funding. She added that 90% is derived from the CBI model and students receive an average of \$18,000 per student through grants and/or scholarship funding.

Norris referred to an upcoming discussion regarding the expiration of the MOU between YWCP and YWLN (SNL). She stated that she will be meeting with Laura Rebell Gross and the Student Network Leadership Director in November to discuss our partnership and the next phase of the MOU.

2) *Strategic Plan Update*

Norris stated that Jill Shahan (Empire Charter Consultants), working with Principal Zelazny, has developed a draft set of measures aligned to the Charter School Benchmarks for the Board to use as a starting point for a performance dashboard. Norris stated that this will accelerate our efforts to create a comprehensive, repeatable set of measures to assess school performance and move ahead with the Board's Strategic Planning.

3) *SED Renewal Site Visit*

Norris reminded the Board that the new dates for the Renewal Site Visit is December 3, 2018 from 4:00-5:30 pm. She asked Board members to mark calendars and plan on attending. She added that a Board prep meeting is being scheduled for the end of October.

Principal Zelazny is preparing a packet of information for Board members regarding Benchmark 1-10 performance.

4) *Farash Foundation Leadership Development Initiative*

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Norris stated that every Board member completed the survey. She noted that Flor Colon and Jenny Vossler (former Board members) also completed the survey. Principal Zelazny stated that she also met with the team. Norris stated that both she and Jennifer Allen met with Steve Hanmer of Breakthrough Leadership regarding the Board Chair interview on September 10th and that the assessment phase of the Leadership Development Initiative is underway. She added that she is attending a Board Chair retreat that is scheduled for November 15th. A notice will be sent to the Board.

5) *United Way Event – AALEP – United Way Initiative*

Norris provided information regarding the United Way event to be held on October 17th from 5:30-7:30 pm. She stated that this is a great opportunity for the Board to engage with other board members and committee members, the community in an effort to talk about YWCP, recruit volunteers and potential Board members. Norris asked for volunteers.

6) *YWCP Scholarship Committee*

Norris stated that to increase opportunities for scholarships for YWCP students, an Ad Hoc Committee is being formed. She noted that Duffy Palmer, Flor Colon have agreed to structure the Committee. She asked for volunteers – Jennifer Allen, Jarzyniecki and Principal Zelazny agreed to participate.

7) *Principal Contract*

Norris referred to a discussion regarding Principal Zelazny's performance evaluation in Executive Session on September 7, 2018. She confirmed that the Principal's contract is for three years but the Board felt it was important to recognize her outstanding contributions to the school since she started in January 2018. Per the discussion, and to put on record the following resolution, Norris asked for a motion to approve Resolution #7 2018-2019. Suzanne Johnston advanced the motion and Jennifer Allen seconded the motion. All agreed. The resolution was adopted unanimously.

Resolution #7 2018-2019

By Member of the Board Johnston

Whereas, The YWCP Board of Trustees recognizes the importance of performance-based pay, and will make all reasonable efforts to effectuate such on a forward-going basis, and

Whereas, after review of Principal Barbara Zelazny's performance, goals and results during her annual evaluation, the Board of Trustees acknowledge that she surpassed her performance goal(s) and is eligible for a one-time per year bonus payment, in addition to the base pay provisions determined in said contract expiring July 2020, therefore be it

Resolved, the Board of Trustees is authorizing a performance based payment in an amount of \$5,000 for school year 2018-2019.

Seconded by Member of the Board Allen

Adopted unanimously.

VII. Principal's Report: Barbara Zelazny

Principal Zelazny stated that she is scheduled for knee surgery on October 30, 2018. She has assigned Jeff Wheaton, Director of Athletics and Recruitment to assume responsibilities (Acting Principal) working with the administrative team on a daily basis. She is confident that this is the best decision so that the Instructional Term could continue their work on improving academic performance.

1) *Recruitment and Enrollment (Distributed Report at the Board Meeting)*

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Principal Zelazny introduced Jeff Wheaton. Mr. Wheaton reviewed the purpose of the recruitment and enrollment process aligned with the school's mission and Benchmark 9: Enrollment, Recruitment and Retention) of the Charter School Framework document. He provided specific goals and stated that the school surpassed the 85% enrollment benchmark requirement referring to the Notice of Deficiency. He discussed the importance of implementing strategies to retain and increase enrollment at all grade levels. Wheaton discussed enrollment trends to develop methods to minimize impact of students withdrawing at the start of the school year. He highlighted several strategies employed to achieve goals – dedicated Committee, more dollars for marketing and advertising, outreach to a more diverse group and target populations, leveraging multiple platforms of social media, more open houses, home visits, support to families when completing enrollment applications and planned recruitment events. He highlighted the success of the partnership with a Charter School consortium of Rochester (goodschoolsroc.org). He reviewed with the Board action steps to increase enrollment and retention of students. One of the strategies that has worked was utilizing athletics and clubs as a connection to enrollment communicating with families that are engaged.

Wheaton provided an enrollment chart for the fall 2018 using the cohort from 2015-2020. Presently, there are 360 students enrolled for the 2018-2019 school year with student applications still pending.

Board members stressed the importance of recruiting target populations and implementing several strategies to increase numbers. Sparkman suggested hosting mini parent workshops during various times during the year (tax season, college financial aid seminars, health and wellness workshops, holiday and recreation events etc.).

Principal Zelazny stated that there is a dip in Charter school enrollment across the City. She talked about the incoming 7th grade and the lack of proficiency in ELA and Math. She referred to the incoming 7th graders 4 years ago who successfully graduated from YWCP in four years as evidence in last's years graduating class. She stated that this year 72 students were enrolled at the 7th grade level.

2) 7th-8th Grade State Test and Regents Preliminary Results (Distributed Report at the Board Meeting)

Principal Zelazny presented the YWCP 2018 NYS Math and ELA Assessment Data highlighting the number of students tested, proficient students and percentage of proficiency. She compared results to the Rochester City School District and New York State in both Math and ELA. A detailed report was distributed. She also presented data trends for student achievement for the current 9th graders for ELA and Math.

Principal Zelazny presented the 2018 June Regents Data disaggregated by cohort for Algebra I, II, ELA, Global History, Living Environment, Earth Science and U.S. History and Government. She pointed out percentage of students' proficiency in each subject. She explained that in some cases it is difficult to report cohort data because some 8th grade students were accelerated in several Regent Courses and the rest took courses in 9th grade that are traditionally offered in the 11th grade. She stated that the result in some cases represent students struggling to pass Regents exams and not a snapshot of a true cohort. She confirmed after the review of the results that the school is positioned and trending in a very positive direction to aggressively meet the performance benchmark. She indicated that given the above statements, she is preparing Regents Data in a manner that will capture the points discussed and will present prior to the Board prep meeting.

VIII. Governance Committee: Jennifer Allen, Chair (Distributed Report Prior to Meeting)

Allen stated that the Governance Committee met to set the stage for the 2018-2019 school year. She stated the Committee addressed lessons learned, development of a Committee charter, Policy Development. She stated the Committee reviewed old business: Board Attendance Policy, Indemnification Clause within the By-Laws and other changes to the By-Laws. She stated the target to complete several action items is December 1st.

Allen brought up the importance of the Board addressing results of the Board's Self Evaluation Survey taking ownership and action of the lowest scores and outstanding items: (Parent Involvement, Staff Engagement, and Strategic Planning). She noted the percentage of met and developing in her report.

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Norris stated that she plans to align the work to various Committees by the end of this year.

Several Board members discussed question #34 of the survey and the wording regarding the Board's involvement with the Parent Council. Many felt that there was more to parent engagement and the Board's goal to interact with families through Committee, meetings, events, etc.

Principal Zelazny stated that the school is identifying ways of interaction and involving parents within the school.

Wheaton remarked that he is reaching out and gathering examples of opportunities to increase the level of parent involvement through a possible PTSA, sports booster club.

Robinson-Vay suggested ways to support and engage parents by identifying various important roles and responsibilities for families. By offering various activities and specific agreed upon assignments. Sparkman and Allen suggested hosting several events: college night, *How to Help at Home* presentation for students with special needs, scholarship information, and through the new family orientation, etc. It was suggested that the Board could have a role in planning and attending events connecting with families on an ongoing basis.

IX. Finance Committee: *Phoebe Reynolds, Chair* No Report

Norris asked Roberta McInnis (Director of Operations) to provide a report. McInnis stated that all expenses incurred the last few months were pertaining to the opening of school, enrollment projections and actual enrollment. The Finance Committee is now reviewing the September report.

Jarzyniecki stated that it would be helpful for the Board to receive documentation concerning all financials, revenue and expenses on a monthly basis as received in the past.

X. Financial Audit Committee: *Laura Norris, Chair*

Norris referred to McInnis. McInnis stated that all documentation was submitted and there is every indication that the school is in 'good standing'. She stated that the Audit is scheduled to be in hand on October 29 and submitted on November 1, in accordance with Charter guidelines.

XI. School Operations: *Roberta McInnis, Director of Operations*

McInnis stated that she hired a Business Office Manager, an individual that has been supporting the Office throughout the summer in place of the position held by Barbara Hasler, who is starting the transition to step down.

XII. Communications Committee: *TBD (Distributed Report at the Board Meeting)*

Lauri Bonnell, Director of Development introduced the Communications Committee report and the new direction. Principal Zelazny established the Committee to ensure continuous communications with families during recruitment and the community.

Bonnell announced the membership, goals, accomplishments to date, action items and upcoming events. She stated that the Committee will develop ways of continuous communications with stakeholders, community, families, donors, and the media. She presented a Communications Map highlighting information that needs to be communicated, posting information, and the identification of a point person for several actions to increase effective communications.

She distributed a student demographics report of the YWCP student population and the areas where they reside for 2018-2019. This is the type of research needed to target areas for enrollment, hold events located in quadrants in churches and other locations where families gather. Information included income, median household income, ethnicity, single

guardian families, education and location of community resources. Wheaton took down many suggestions provided by the Board.

XIII. Development Report: TBD

Jennifer Weinstein reported that 23 out of 45 tables have been sold for the Leadership Breakfast (November 14, 2018) and this is way behind the sales goal. She asked Board members for assistance in securing sponsorships, ads and online presence to support marketing of the event.

XIV. Education, Performance Evaluation: Pam Kissel, Chair No Report

XV. Old Business: Norris

Mary Beth Robinson Vay brought back the discussion of a proposal to enlist a volunteer physician supporting the school nurse. She stated that her term on the Board will expire in December and she would still be available to support the school pro bono. Robinson-Vay stated that she has a letter of agreement and will share with Norris and the Board to be acted upon at the next meeting. Norris agreed to support the request following receipt of the letter.

XVI. New Business: Norris None.

XVII. Adjourn to Executive Session: Personnel Matters, Other within regulations of Open Meeting Law.

XVIII. Adjournment: Next Meeting: November 2, 2018, 8:00 am

Norris asked for a motion to adjourn the meeting. Green advanced the motion, Lowe seconded the motion. All agreed. The meeting was adjourned at 8:05 pm.

