



**Highline**Academy  
Charter Schools

**MINUTES**

**Full Board of Directors' Meeting**

**Monday, April 22 2019**

**6:15pm – 8:00pm**

**The meeting was held at:**

**Highline Academy Southeast Campus**  
2170 S Dahlia Street  
Denver, CO 80222

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**MISSION:** We exist to foster a diverse and equitable community of youth and adults striving together for academic, personal and civic excellence.

**VISION:** Inclusive excellence in public education.

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The Board uses a series of qualifiers, where appropriate, to help clarify the nature of each presentation/report.

1. The decision has been made and updates are provided (Inform)
2. Input is needed to assist the board to make the best decision (Discussion/Input)
3. Brainstorming is needed to help identify all options (Brainstorm)
4. Input and/or decision is assigned to a Special Committee (Small Group)
5. The decision is ready for vote (Vote)

## **ATTENDANCE**

### **Board Executive Committee:**

Jonathan Tee, Board President  
Nathan Byford, Board Vice President  
Eric Neumann, Treasurer  
Sara Spanier, Co-Secretary

### **Board Members:**

Drew Kent, Board Member  
Brent Baribeau, Board Member  
Faye Gangle, Board Member  
James Coleman, Board Member (via phone)  
Joe Whitfield, Board Member  
Kaya Taylor, Board Member  
Sandra Grahame, Co-Secretary (via phone)

### **Members:**

Chris Ferris, Highline Executive Director  
Guerin Gray, HANE Principal (via phone)  
Sarah Verni-Lau, HASE Principal  
Steve Vaughn, Assistant Principal  
Brittany Joyce, Highline Development Manager  
Courtney Fry, HASE Teacher Liaison  
Manda Troutman, HANE Teacher Liaison  
Tammy Schoehals, HANE Teacher Liaison

### **Other:**

Abbie Wessel, HASE Parent  
Jeanine Broek, HASE Parent  
Lindsey Jaekel, Board Prospect  
Rachel Huston, HASE Parent  
Stephanie Leigh, HASE Parent  
Whitney Noven, HASE Parent

### **Absent:**

Heather Miles, HASE Teacher Liaison

<b>Topic</b>	<b>Presenter</b>	<b>Goals</b>	<b>Qualifier/ Outcome</b>
<b>Call to Order - (6:18pm)</b> <ul style="list-style-type: none"> <li>• Quorum Establish</li> <li>• Agenda Confirm</li> <li>• Mission and Vision Restated</li> </ul>	Jonathan Tee	Governance	Inform/ Discussion
<b>Consent Agenda - (6:19pm)</b> <ul style="list-style-type: none"> <li>• Minutes from March 22 meeting</li> <li>• March Financials</li> <li>• Recommendation on Fiscal Policy changes <ul style="list-style-type: none"> <li>○ Motion made by Jonathan to move this topic into Finance update. Board will vote at the April 22 meeting and again in May.</li> </ul> </li> </ul>	Jonathan Tee	Governance	Vote
<b>Public Comment - (6:20pm)</b> <u>Abbie Wessel</u> – HASE parent. Worried about increasing class sizes. Chose HA due to presentation of small class sizes at the onset. There are 28-29 students per class. The President of our Board leaving creates uncertainty among parents. The new President should consider the current org structure before making any changes. There is a concern regarding the new admin role (Dean of Culture) and the overall amount of admin on staff. <u>Rachel Hutson</u> – HASE parent. She was on the Board during the time of re-staffing and org changes earlier in the school's history. Her charge to the Board: approach with caution the direct supervision of staff. Be proactive in org management. Consider the amount of work it takes of the Board to oversee staff changes. It is a difficult position to put Board members in when there is no alternative to that option. She is unclear as to the problem we are trying to solve. Clear goals and objectives needs to be defined prior to making any org changes. Expressed concerns regarding the organization's stability and continuity as a change will affect staff and students. <u>Jen Douglas</u> – HASE parent. One of the school's founders. The proposal for 3 staff to report to the Board is not wise. Sets up a power struggle. This would require a lot of work for the Board to manage. Not fair to give the responsibility of management of staff to Board members. It is also not best practice among charters. Where this model works is when there is strong collaboration among staff and the Board. Should not put structure around personalities. If academic support is needed, suggest bringing in contract expertise. The Board should support the ED by focusing on the desired outcome and support the goals.			

<p><b>Principal Update - (6:29pm)</b></p> <p><b>Academic Data</b>  DPS moved to using Aimline score for literacy assessment. It is a predictor of future success on CMAS, a much higher standard than typical assessment vendors set for proficiency. Cut scores were presented for the different assessments.</p> <p><b>Academic Data HANE</b> – Results presented overall by student group. The data show student growth. There is a gap among some underserved groups. ~23% of students moved up a band from 1st-3<sup>rd</sup> grade on the STAR assessment last year. Results overall show positive results with student progress.</p> <p><b>Academic Data HASE</b> – 60% at meets expectations. There is an achievement gap between FRL and students of color. Seeing growth in all sub groups. ~21% of students went up a band. Data is being used by intervention team to better serve students. To close the gap for students of color, providing additional resources. The admin team is providing strategies for working with students who need more support. Moving to intervention and block time for ELL students next year by way of alerting the schedule to accommodate.</p> <p><b>First Round Choice Attrition</b>  Demand is still high for both campuses, though enrollment is down for DPS schools overall.</p> <p><b>HASE Enrollment</b> – Building a cushion for seats offered to buffer for students that will leave. There is a waitlist for all grades. Round 2 for Open Enrollment is in effect. Shifting to accept more students in middle school where there is more capacity to serve students and help reduce class sizes for lower grades.</p> <p><b>HANE Enrollment</b> – There is a waitlist. Far Northeast is projected to grow due to mobility. We run a slight risk of being over max enrollment number submitted due to agreement required to make with the district for accepting students.</p> <p><b>Teacher Retention for 2019-2020</b>  Both campuses are performing better than the average retention rate.</p> <p><b>HASE Retention</b> – 88% Retention rate, 9 staff leaving. Replacing all departing staff members and adding a school counselor to our SEL teacher and social work team. Average experience is 9 years. There are three internal candidates going through interview process for AP position.</p> <p><b>HANE Retention</b>- 86% retention rate. 6 staff leaving. Many in-building moves, and adding one PE teacher to the specials team.</p> <p><b>School Safety Update</b>  In response to the April 17<sup>th</sup> school closing, both campuses cancelled CMAS, issued proactive communications to parents regarding safety protocols, and modified dismissal at HASE. There were concerns of the lack of timely communications from state/district about lockout/dismissal. DPS is working on improvements to communications systems. Highline is not</p>	<p>Sarah Verni-Lau</p> <p>Guerin Gray</p>	<p>School Oversight</p>	<p>Inform</p>
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<p>required to receive permission from the district to make ad hoc changes in order to maintain student safety.</p>			
<p><b>Finance Committee - (7:27pm)</b>  Budget to Actuals March 2019  On target for revenue. Under on expenses for HASE, at plan for HANE. Committee will alert the Board when PPR comes out in late May.  Fiscal Policy Adjustments  Board asked the Finance committee to complete an analysis on the Financial Policy guide. The question asked at the onset: What are the limits and rules? The problem that was discovered: the Board Policy Guide has rules that as of October 2015 have not been followed due to superseding by the Financial Policy and Procedures approved by the Board in October 2017. An analysis of the procedures was presented by section, highlighting current adherence and where adjustments need to be made. There was discussion around setting a threshold dollar amount that would require the Board to review proposals prior to sign off. Finance Committee will research best practices around thresholds and make a proposal to the Board. The plan is to align the two policies and amend after review by the Board. Committee is recommending for certain expenditures to be presented to the Board with a plan including goals/outcomes to gain buy-in and understanding (enhance transparency).</p>	<p>Eric Neumann</p>	<p>Fiscal Oversight</p>	<p>Vote on Policy</p>
<p><b>Reach Out - (8:18pm)</b>  Results from Popup Bookstore Event  The event was well received by community members, so much so that there were multiple requests to have a 2<sup>nd</sup> annual event. This event was intended to be a Board-led fundraiser at the onset. Results are as follows:</p> <ul style="list-style-type: none"> <li>• Amount raised: \$3,940.65 (Goal was \$5k)</li> <li>• Guests in attendance: 75 (Goal was 200)</li> <li>• Guests brought by Board: 3 (Goal was a minimum of 55)</li> <li>• Board donations: 45% (Goal was 100% of members)</li> </ul> <p>New Grants Awarded  Gates Family foundation grant has been awarded for \$40k, which will help fund portables for HASE.  \$154k awarded in grants for the current school year. We are awaiting to hear back on several that have been submitted and are pending review. The goal is to raise \$200k for the 2018-19 school year.</p>	<p>Brittany Joyce</p>	<p>Monitor</p>	<p>Inform</p>
<p><b>Reach Up (8:19pm)</b>  No updates</p>	<p>Nate</p>		

<p><b>Reach In- (8:20pm)</b>  Board Officers Update for 2019-2020  In the May meeting Board applicants and recommendations will be presented. There will be an election in June for all positions and membership. The goal is to have all members seated in June. Jonathan will no longer be on the Board next school year. There are 4 candidates up for installment. Four members are rolling off.</p>	Jonathan Tee	Update	Discuss
<p><b>Task Force (8:28pm)</b>  Final Presentation of Re-Org Plans for Executive Director and Principals</p> <ul style="list-style-type: none"> <li>Option 1 have ED position redefined as a COO position and have principals and COO report to the Board with the intent of hiring a Chief Academic Officer in future years.</li> <li>Option 2 retain ED position and current reporting structure and realign job descriptions for E.D. and principals</li> </ul> <p>Purpose of the Task Force was explained - to address escalating issues within both school campuses which called into question the viability of the Network proposition and long-term sustainability of Executive Director role (as captured in the current ED Role description).  Goal: Determine the best structure for the Network team in order to achieve integrated DEI, support for principals, strong operations, aggressive fundraising, and community outreach. Task Force methodology, research, survey results, short and long term considerations, and recommendation for go-forward org structure was presented.  Sarah expressed a concern that the focus on students was being lost in the work with the task force and urged members to make students and a cohesive team the ultimate focus – not org structure.</p> <p>A motion was made by Jonathan and seconded by James to retain the ED position and current reporting structure, realigning the job descriptions for more academic program authority to be owned by the principals.  No: Faye, Nate, Sara, Eric (4)  Yes: Drew Brent, James, Sandra, Jonathan (6)  Abstain: Kaya  The motion passed with the majority vote.</p>	Jonathan Tee  Kaya Taylor		Vote on Model
<p><b>Adjournment (10:02pm)</b>  With no further business for discussion, a motion was made by Jonathan and seconded by Eric to adjourn the meeting. The motion passed unanimously.</p>	Jonathan Tee		
<p><b>Reminders/Announcements</b></p>	Chris Ferris		Inform

<p>Next BOD meeting: May 20 6:15pm at HANE Upcoming campus events for Board participation: April 24 - HANE Cultural Fair at 5:30pm. It's always a fun time with food, music, games and a fashion show! May 24 - HASE 8th grade graduation</p>			
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