



**Northside Charter High School
Board of Trustees Meeting Minutes
June 29th, 2022, 6:00pm ET**

Present:

Kaley Childs Karaffa - Chair via video conference
Willie Scott - Trustee, via video conference
Danielle Redmond - Trustee, via video conference
Rizwan Alladin - Trustee, via video conference
Deangeor Chin - Trustee, via video conference
Douglas Giles - Trustee, via video conference

Guest Present:

Mahmud Ennin- Chief Financial and Operations Officer, via video conference
Ramlah Malhi - Special Projects Coordinator, via video conference
Monique Powell - Chief Student Services Officer, via video conference
Muhammed Chaudhry - Interim Executive Director, via video conference
Conor Hale - Dean of STEM, via video conference
Louis Grotenhuis - Chief Academic Officer, via video conference
Sheina McClendon- Special Education Coordinator, via video conference
Jeanmarie Mcauley- Guest, via video conference

Location: See meeting notice for specific locations and video conference information. All were open to the public.

- I. **June Consent Agenda.** The Board discussed the June 2022 consent agenda, which included: May 19th, 2022, Board Meeting Minutes, and May 2022 Financial Reports, which had been reviewed in greater detail by the Board in its committee meetings. After discussion, on motion to approve the June 2022 Consent Agenda that was seconded and carried, all were in favor.
- II. **Management Report**
 - A. Strategic Plan – June 2022 Board Dashboard
 1. Mr. Ennin advised the Board that all the June compliance items had been completed and the management team was now working on the July action items.
 2. Mr. Ennin reported that the management team had met the goal of a consistent enrollment of 400 students from beginning to the end of the school year 2022.
 3. Mr. Ennin further reported that management has met the goal of NCHS's processes and procedures.
 4. Ms. Powell reported that the Student Services team has consistently and successfully identified program models for SPED to help students in ensuring their needs were met and that all SPED-related compliance requirements are fulfilled. She noted this SPED programming will be incorporated into the Summer school plan and the Summer Bridge program and credit recovery depending on the students' needs.



5. Ms. Powell reported that the management team is focusing on post-secondary preparation in recruitment efforts and ensuring our website reflects our mission to attract families and students with goals of post-secondary attainment to NCHS.
6. Mr. Hale noted that the management team is implementing a leadership checklist to ensure all the processes are being followed appropriately and that they are further on developing the process to evaluate all the staff members.
7. Mr. Chaudhry reported that management is working on defining the proposed FY 2023 annual strategic goals with measurable metrics for Board approval. He noted that in developing the proposed goals and metrics that they are sharing the proposed goals with all the staff and creating a bottom up approach to support a cohesive culture and organizational alignment on priorities.
8. Mr. Hale reported that the students have improved their Regents Exam scores and exceeded teacher expectations especially in English. The Board inquired about the number of graduating students who earned Regents Diplomas, and management confirmed that all the students in the 2022 graduating class had the Regents diploma.
9. The Board directed management to compare the graduation requirements of other peer and top tier schools for Board consideration as the Board finalizes the Fiscal Year 2023 Corporate Goals..

B. Summer School:

1. Ms. Powell reported that Summer school plans are focused on increased participation by students and credit recovery. She noted the Knight School summer edition is extending educational opportunities for students.
2. Ms. Powell further reported that the NCHS website has all information for the Bridge program for the 9th grade students and their families and that there are currently 20 out of 75 incoming 9th grade students enrolled.
3. Ms. Powell reported that there are approximately 130 students in need of credit recovery, and they have been informed by teachers, counselors, and deans; of these students, 50% have agreed to participate in the necessary credit recovery course.

III. **Board Leadership and Committee Membership.** Ms. Karaffa presented the slate of Board officer positions, committee chair positions, and committee memberships. She noted that the slate of positions had been agreed to by each board member and was designed to promote stability and consistency in board leadership and continuity of board and committee work. After discussion, on motion to approve the Fiscal Year 2023 Board Leadership and Committee Membership that was seconded and carried, all were in favor.

IV. **FY 2023 School Calendar.** Ms. Karaffa introduced the Fiscal Year 2023 school calendar and noted that NCHS's charter requires 181-191 instructional days. Mr. Chaudhry presented NCHS's Fiscal Year 2023 school calendar and noted that it is aligned with NYC DOE's Calendar and that it recognizes major religious and cultural holidays in line with the School's Inclusion, Diversity, Anti-Racism, and Equity Policy.. After discussion, on motion to approve the Fiscal Year 2023 School Calendar that was seconded and carried, all were in favor.

V. **FY 2023 Board Calendar.** Ms. Karaffa presented the Fiscal Year 2023 Board and Committee Meeting calendar, which includes a monthly Board, Executive Committee, and Finance Committee meeting and quarterly Education and Accountability Committee and Board



Development Committee meetings. After discussion, on motion to approve the Fiscal Year 2023 Board Calendar that was seconded and carried, all were in favor

- VI. **Fiscal Year 2023 Finance Budget.** Mr. Ennin presented the proposed Fiscal Year 2023 budget, which is based on expected revenue of \$9.6 million with expenditures of \$9.5 million and net income of \$28,000. He described how the budget aligns with NCHS's three strategic pillars and supports NCHS's mission. After discussion, on motion to approve the Fiscal Year 2023 Budget that was seconded and carried, all were in favor

- VII. **Organizational Structure.** Ms. Karaffa introduced the updated organizational structure and noted that it maintains the same management reporting structure with one head of organization reporting to the Board who is supported by three executive management level members followed by the senior management team and then the staff. The Board discussed the executive team member's titles, specifically noting that in August 2021, the Board approved title changes of the Executive Director's three direct reports to be "Chief" titles to align with the Board's goals for short- and long-term organizational growth and discussed the opportunity and benefits of changing the title of the Executive Director to "Chief Executive Officer". Mr. Chaudhry described minor revisions to align functional responsibilities to executive leaders and how this will support talent strategies for retention and development. After discussion, and on motion to approve the Organizational Structure and change of title from "Executive Director" to "Chief Executive Officer" that was seconded and carried, all were in favor.

VIII. **Committee Reports**

1. **Executive Committee.**

- a) **Fourth Charter Term.** Ms. Karaffa reported that the New York State Board of Regents approved NCHS's charter renewal application for a five year term from 2022 to 2027 and that the revisions to NCHS's key design elements, increased enrollment to 420 students, organizational structure, and mission statement were all approved. Ms. Karaffa noted that the Fiscal Year 2023 action plan from the Fiscal Year 2022 Site Visit Report needs to be submitted by July 11th, 2022, and that the management team is working with Pasek Consulting to develop the proposed action plan for Board review prior to submission.

- b) **Parent Complaint.** Ms. Karaffa reported a parent sent an email with a complaint about an incident involving students to the NYSED Charter School Office Counsel. Ms. Jarrett-Watson, Charter School Office Counsel, advised the parent of their right to file a complaint under NCHS's Complaint Policy and other relevant rights to the matter. The Board discussed the email and matter and determined that although the email did not meet the formal requirements for a complaint under NCHS's complaint policy, the Board would treat this as a formal complaint. After discussion, the Board directed management to retain outside counsel to investigate the complaint and report to the Board with outside counsel's findings and an action plan.

2. **Finance Committee.**

- a) **FY 2022 Incentive Compensation Approval.** Mr. Alladin reported that the Finance Committee had reviewed a request from the Executive Director to approve the leadership team incentive compensation, which



were derived from performance reviews toward personal performance objectives and organizational strategic objectives and to approve a reallocation of \$100,000 of the \$200,000 budgeted for leadership compensation to incentive compensation for all staff members who met performance criteria; the further noted the incentive compensation was being structured to support employee retention. After discussion, and on motion to approve reallocation of \$100,000 of leadership incentive compensation to staff incentive compensation and approval of the amounts for the executive and senior management team incentive compensation that was seconded and carried, all were in favor. .

- b) **FY 2023 Vendor Approval.** Mr. Alladin presented information on previously Board-approved vendors with contracts above \$10,000, which require Board approval per NCHS's Financial Policies and Procedures. He noted the Finance Committee is working with management to further formalize the policy for renewal of these vendors. After discussion, on motion to approve the list of renewal vendors with contracts above \$10,000, that was seconded and carried, all were in favor.
- c) **Vanguard Investment Account.** Mr. Alladin reported that the investment account with Vanguard has been initiated and the funding strategy will be brought to the Board for approval.. **Investment Strategy Planning Update.** Mr. Alladin and Mr. Ennin reported the Finance Committee and management team are working on developing the investment strategy and policy, which they anticipate bringing to the Board in late summer 2022 for review. They requested that if any Board members know anyone who is an investment advisors and would be willing to support this work, to connect the advisor with them
- d) **FY 2022 Audit Plan.** Mr. Alladin and Mr. Ennin reported that the FY 2022 audit has commenced with preliminary document submission. They anticipate the draft audited financial reports will be provided to the Board by September 2022.

Public Comment

- B. A guest inquired if parents and students should expect a better college preparatory environment next year. The Board replied that NCHS is deeply focused on preparing students for their post-secondary education through rigorous academics and providing social-emotional support to be successful in college and beyond. The Board will be approving the Fiscal Year 2023 corporate strategic goals that will align to our mission of post-secondary preparation at the August 2022 Board meeting.
- C. A guest asked about complaints regarding the special education department. The Board noted in fall 2021, the Board and management in collaboration with external special education experts conducted a full audit of the School's special education department, policies, and compliance, and developed related procedures, policies, and staff training to ensure all special education requirements are met. The Board noted that the NYSED Charter School Office deemed that our special education action plans were aligned and



sufficient in meeting their requirements. The Board will oversee continuing enhancement in the special education program and training.

- D. A guest asked about opportunities for more parent involvement. The Board noted that caregiver engagement is a strategic priority under the School's strategic plan and annual goals and highlighted Ms. Powell's presentation on caregiver enrichment programs and future plans to further deepen engagement with the caregiver community.
 - E. A guest asked when final grades and transcripts could be expected. Management responded that grades should be finalized by the end of June.
 - F. A guest asked whether parent-teacher conferences would be in-person. The Board responded that management will be presenting the plan for caregiver engagement for fiscal year 2023, which will include the plans for parent-teacher conferences.
 - G. A guest asked whether NCHS will have a "principal" for the next school year. The Board noted that NCHS's departmental heads are the Chief Academic Officer and Chief Student Services Officer to ensure we have multiple points of contact for our core academics and social-emotional and enrichment supports; these titles were strategically determined to promote our mission, high student achievement, and organizational growth .
 - H. A guest asked T how the School's grading system can be improved. Management responded that NCHS utilizes Schoology and an assessment platform called Performance Matters, which will directly tie to our Student Information System (SIS) student grading system.
- IX. **Executive Session.** There were no actions taken in an executive session; on motion to adjourn the meeting, which was seconded and carried, all were in favor.